

STRATHFIELD COUNCIL

EXTRAORDINARY COUNCIL MEETING

AGENDA

Tuesday 27 June 2023

6:30pm

Ironbark Room, Strathfield Council Library and
Innovation Hub

65-67 Rochester Street, Strathfield



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MICHAEL MAMO
GENERAL MANAGER

CCSI ADOPTION OF DELIVERY PROGRAM 2022-2026, OPERATIONAL PLAN 2023-2024 AND STATEMENT OF REVENUE, INCLUDING BUDGET AND SCHEDULE OF FEES AND CHARGES.

AUTHOR: Don Johnston, Chief Financial Officer

APPROVER: Michael Mamo, General Manager

RECOMMENDATION

1. That Council considers the submissions received in response to the public exhibition of the draft Delivery Program 2022-2026 and draft Operational Plan 2023-2024, as summarised in Attachment 1 to the report.
2. That Council note the amendments to the documents following exhibition included within this report.
3. That Council note that IPART has approved Council's application to increase its general income by a cumulative 92.8% (including the rate peg) through a permanent special variation over a four (4) year period commencing 2023-2024 through until 2026-2027 and to establish the minimum rates as follows:
 - a. \$1,040 minimum rate to be applied for 2023-2024
 - b. \$1,200 minimum rate to be applied for 2024-2025
4. That Council adopt the Delivery Program 2022–2026 and Operational Plan 2023–2024 at Attachment 2, with the budget incorporating the Special Rate Variation (SRV) and the amendments outlined within this report in accordance with Section 404 and 405 of the *Local Government Act 1993* (the Act), respectively.
5. The Schedule of Fees and Charges 2023-2024 applying from 1 July 2023 to 30 June 2024 at Attachment 3 in accordance with Sections 535 and 608 of the Act be adopted.
6. That Council authorises the General Manger to levy the rates and charges for the period 1 July 2023 to 30 June 2024 by service of the rates and charges notices pursuant to the *Local Government Act 1993* and the Regulations made there under.
7. That Council make the following ordinary rates and charges in accordance with Section 494 and 535 of the Act:
 - a. **Residential – Ordinary Rate**
 - i. An ad valorem rate in the \$ of 0.04562 with a Minimum Rate of \$1,040.00.
The Residential Ordinary Rate is to be applied to all land categorised as Residential throughout the whole of Strathfield Municipal Council Local Government Area.
 - b. **Business – Ordinary Rate**
 - i. Business General - an ad valorem rate in the \$ of 0.21800 with a Minimum Rate of \$1,040.00, with the Business General Rate to be applied to all areas identified within Council's Property Rating Classification Map as outlined on page 7 of this report.
 - ii. Strathfield CBD - an ad valorem rate in the \$ of 0.18423 with a Minimum Rate of \$1,040.00, with the Strathfield CBD Rate to be applied to all areas identified within Council's Property Rating Classification Map as outlined on page 7 of this report.

iii. Business North - an ad valorem rate in the \$ of 0.22786 with a Minimum Rate of \$1,040.00, with the Business North Rate to be applied to all areas identified within Council's Property Rating Classification Map as outlined on page 7 of this report.

iv. Business South - an ad valorem rate in the \$ of 0.22786 with a Minimum Rate of \$1,040.00, with the Business South Rate to be applied to all areas identified within Council's Property Rating Classification Map as outlined on page 7 of this report.

c. Residential - Stormwater Management Charge

i. A stormwater management service charge amounting to \$25 per residential allotment.

ii. A stormwater management service charge amounting to \$12.50 per residential strata allotment.

iii. A stormwater management service charge for residential flats, community title and tenants-in-common residential units amounting to \$12.50 per flat/unit.

d. Business - Stormwater Management Charge

i. A stormwater management service charge amounting to \$25 per business allotment per 350m² or part thereof to a maximum of \$200.00.

ii. For a lot in a strata scheme that is categorised as business - the greater of: \$5 or the relevant proportion of the maximum annual charge that would apply to the land subject to the strata scheme if it were a parcel of land categorised as business.

e. Residential Domestic Waste Management Charge

i. The standard Domestic Waste Management Charge is set at \$550 for each residential property in the Strathfield Municipal Council Local Government Area, with further detail provided in the Schedule of Fees and Charges 2023-2024 in relation to eligible pensioners, availability charge (including non-rateable properties) and extra service charges (Attachment 3).

8. Ordinary Rates and Charges included in 7 above are to be made in respect to the twelve (12) month rating year commencing 1 July 2023 in accordance with Section 534 of the *Local Government Act 1993*.
9. An interest rate of 9% per annum on overdue rates and charges for the period 1 July 2023 to 30 June 2024, be adopted in accordance with Section 566(3) of the Act, subject to Council reserving the right to vary the interest chargeable on overdue rates to accord with any variations made to the Act and regulations thereunder.
10. That Council endorse any subsequent changes to statutory or regulatory fees, as determined and issued by the appropriate regulatory authorities (prior to 1 July 2023), to be incorporated into the final fees and charges for 2023-2024.

PURPOSE OF REPORT

To submit to Council the draft Delivery Program 2022-2026, and the draft Operational Plan 2023-2024 (including the Statement of Revenue Policy, Budget and Schedule of Fees and Charges) and submissions received in response to the public exhibition of the documents, for consideration for adoption.

REPORT

At the meeting of 2 May 2023, Council resolved (121/23) that:

- a) The draft Delivery Program 2022-2026, and draft Operational Plan, including the draft Statement of Revenue Policy incorporating the draft Budget and draft Schedule of Fees and Charges for 2023-2024 (the Plans) be placed on public exhibition for a period of not less than 28 days in accordance with the requirements in the *Local Government Act 1993*. Pursuant to the *Local Government Act 1993*, Strathfield Council has reviewed and developed the following plans for public exhibition for 28 days.
- b) The period of exhibition be from 3 May – 31 May 2023.
- c) A further report be prepared and submitted to an Extraordinary Meeting of Council to be held on 27 June 2023 following the exhibition period.
- d) That the respective programs be mapped to each of the issues identified on page 70 and be presented to the 27 June 2023 Extraordinary Council Meeting.

Operational Plan and Budget including a schedule of fees and charges for the 2023-2024 financial year.

Pursuant to s.402 (5) of the *Local Government Act 1993*, Council is required to prepare an annual Operational Plan and Budget including a schedule of fees and charges for the 2023-2024 financial year.

These plans are an integral part of the Integrated Planning and Reporting (IPR) System. The requirements governing preparation and implementation of the IPR system are set out in the Act, Regulation, Office of Local Government Guidelines and Handbook.

Council adopted the current Community Strategic Plan (CSP) 'Strathfield 2035' in 2022 guided by extensive community engagement. The draft Delivery Program 2022-2026 and Operational Plan 2023-2024 as well as the other IPR plans align with the CSP.

Public Exhibition and Community Feedback - Draft Delivery Program 2022-2026 and draft Operational Plan 2023-2024

- **Council's public Exhibition and Community Feedback**

A Public Notice inviting the community to make a submission on the draft plans was issued on 3 May 2023 on Council's website. Notifications were also transmitted through Council's e-News each week and social media during the exhibition period which run from 3 May 2023 to 31 May 2023.

Copies of the draft plans were available during the exhibition period on Council's website, Council's Customer Service Centre, and Library Service. During the exhibition period, the site received 202 visits, with 79 downloads of the draft Delivery Program and Operational Plan and 29 downloads of the draft Fees and Charges. Council received two (2) submissions in response to the public exhibition of the draft plans by 31 May 2023. These were received via the engagement site and are provided in Attachment 1.

- **The Independent Pricing and Regulatory Tribunal (IPART) Community Consultation and Feedback**

The IPART invited the community to provide submissions regarding Council's SRV application from 13 April through to 5 May 2023. During this period one (1) submission was received and is provided in Attachment 1.

Why we applied for a Special Rate Variation

Creating a more financially sustainable future for Council is necessary to ensure we can provide a safe and growing community, which provides all the services that our residents and businesses come to expect and enjoy.

Councils are required to follow principles of sound financial management. Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.

Simply put, if our finances are not in order, we will find it difficult to offer all our current services and we will put our Council at a significant operational risk.

Council made a significant investment both in time and money to undertake a thorough review of our current circumstances, develop an equitable and balanced approach and to consult with our community to achieve the best possible outcome to address current financial sustainability challenges.

If the SRV was not applied, we would experience significant financial sustainability issues which would result in the need to take drastic actions to restore our operations longer term. These actions could have resulted in the closure of many of our valued services, the sale of our investments, and job losses for many of our valued people. It is for this reason that the SRV is imperative to ensure we can maintain our current operation and work towards a more sustainable future.

Our approach provides for a measured and balanced outcome focused on restoring equitable rates across the Local Government Area and minimising as much as possible the impact to residential rate payers. This change means roughly 80% of our rate payers would move to the minimum rate. The changes for 2023-2024 are summarised below, with regards to impacts to be expected from residential rate payers only.

% of residential rate payers	Impacts
Up to 36%	Residential rate payers will experience a decrease in rates in 2023-2024.
Up to 30%	Residential rate payers will experience an increase in rates of no more than \$265.00 per annum (this equates to \$5.00 per week).
Up to 34%	Residential rate payers will experience an increase in rates of no more than \$372 per annum (this equates to \$7.15 per week).

Further details regarding why Council applied for a SRV and average impacts to rate payers are provided in Attachment 4.

1. IPART Determination

IPART issued an instrument under section 508A of the *Local Government Act 1993* on 13 June 2023 which approved Council's application in full. The Executive Summary of the IPART Final Report stated (pages 1-2):

"We have approved the council's proposed Special Variation (SV) and Minimum Rate (MR) increase.

- Our decision on the SV means it can raise up to an additional \$45.6 million in total general income (above the assumed rate peg) over the period 2023-2024 to 2026-2027, and permanently retain this revenue in its rate base.
- Our decision on the MR increase means it can raise its minimum rate from \$620 to \$1,200 for residential ratepayers and from \$754 to \$1,200 for business ratepayers over the period 2023-2024 to 2024-2025."

They further added "In making our decision we had regard to the purpose of the SV being to ensure the council becomes financially sustainable and avoids the need to make substantial cuts to its core infrastructure and services".

Full information regarding the IPART's determination can be accessed via the attachments to this report (attachments 5,6,7 and 8) and can be accessed here [Find your councils | IPART \(nsw.gov.au\)](https://www.ipart.nsw.gov.au/find-your-councils)

The determination stated:

1. The percentage by which Strathfield Municipal Council (**Council**) may increase its general income for the period from Year 2023-2024 to Year 2026-2027 (inclusive) is 92.83%, consisting of annual increases as set out in the table below:

Year	Annual increase in general income	Cumulative increase in general income
Year 2023-2024	35.1%	35.10%
Year 2024-2025	13.0%	52.66%
Year 2025-2026	17.5%	79.38%
Year 2026-2027	7.5%	92.83%

The percentage increase set out in clause 1 is subject to the following conditions:

- a. The Council use the Additional Income for the purpose of funding the Proposed Program.
- b. The Council report in its annual report for each Year from Year 2023-2024 to Year 2027-2028 (inclusive):
 - i. the program of expenditure that was actually funded by the Additional Income, and any differences between this program and the Proposed Program;
 - ii. any significant differences between the Council's actual revenues, expenses and operating balance and the projected revenues, expenses and operating balance as outlined in its Long-Term Financial Plan, and the reasons for those differences;
 - iii. the outcomes achieved as a result of the Additional Income;
 - iv. the productivity savings and cost containment measures the Council has in place, the annual savings achieved through these measures, and what these savings equate to as a proportion of the Council's total annual expenditure; and

**Adoption of Delivery Program 2022-2026, Operational Plan 2023-2024 and
Statement of Revenue, Including Budget and Schedule of Fees and Charges.
(Cont'd)**

- v. whether or not the Council has implemented the productivity improvements identified in its application, and if not, the rationale for not implementing them.

In summary, the 2023-2024 rates and annual charges will be implemented as set out in the table below.

Category / Sub-Category	2022/23 Rates (\$'000)	2023/24 Rates (\$'000)	\$'000 Increase/ (Decrease)	
Residential	14,065	18,781	4,716	Net
Domestic Waste Management	13,570	9,565	-4,004	5%
Business North & South	3,000	4,856	1,856	62%
Business CDB & General	2,901	3,336	435	15%
	33,536	36,538	3,003	
Special Rate Variation	19,966	26,973	7,007	35.1%

Statement of Revenue Policy 2023-2024

Council's Statement of Revenue Policy identifies the proposed revenue from each of the following sources of funding:

- Rates
- Domestic waste annual charge
- Fees and charges
- Private works
- Borrowings
- Investments.

There will be a 2023-2024 increase of 35.1% which includes a \$4 million re-allocation of overheads from domestic waste management (DWM) to general operations. This reduces Council's domestic waste management charge for 2023-2024 from \$795 to \$550, a reduction of \$245 per annum. A full breakdown is provided below.

2023-2024 Rate Peg	3.7%
DWM transfer	20.3%
Special variation	11.1%
Total	35.1%

In conjunction Council will introduce a minimum rate of \$1,040 in 2023-2024, increasing to \$1,200 in 2024-2025. This will facilitate moving from the existing base amount rating structure to a minimum rate rating structure.

Rating statement

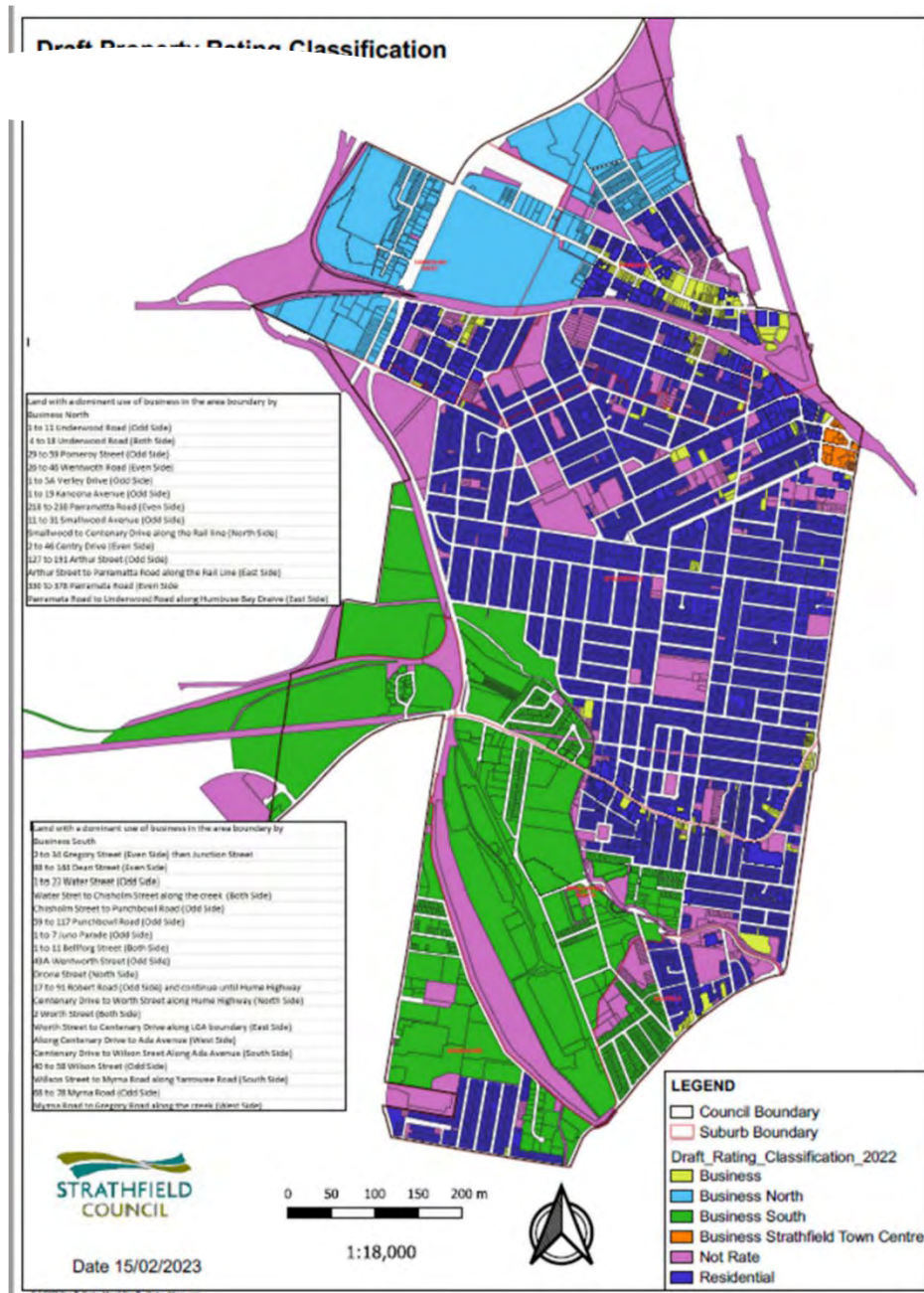
Revenue will be raised by way of residential and business rates, based on land values of all rateable properties in the Council area. Council's Rating Structure is based on an ad-valorem rate subject to a minimum.

The method of ad valorem (rate per dollar multiplied by land value) and minimum rate is used to determine what rates are paid by each property owner. If the valuation multiplied by the rate per dollar falls below the minimum rate, the minimum rate will be charged.

The rating structure comprises:

- Ordinary Rate – Residential
- Ordinary Rate – Business General
- Ordinary Rate – Business Strathfield CBD
- Ordinary Rate – Business North
- Ordinary Rate – Business South.

The diagram below provides Council's Property Rating Classification Map



Delivery Program and Operational Plan 2022-2023

Council has made minor changes to the draft Delivery Program and Operational Plan 2023-2024 which include:

- An addition to the draft Operational Plan Action 3.2.2.1.3 was made.
 - The proposed action involves 'Prepare a report on actions required to develop a Reconciliation Action Plan with Reconciliation Australia'.
- A new section called 'How this plan addresses community priorities' was added to the Delivery Program and Operational Plan in response to the Council resolution on 3 May 2023.
 - This section sets out how the Community Top 10 issues are addressed by the Delivery Program Principal Activities as well as examples of actions from the Operational Plan.
- The draft plan contained four (4) possible rating structure scenarios based on the SRV which was undetermined when the draft was exhibited (pages 87-90 in the exhibited draft). These have been removed from the final draft and replaced with the proposed rating structure for 2023-2024 based on the IPART determination issued on 13 June 2023.
- There were minor changes made to the draft including error corrections and reordering actions to improve readability. These alterations did not change the intent of the documents.

Annual Budget 2023-2024

During the exhibition of the draft Annual Budget, the NSW Government announced it was removing the subsidy provided for the Emergency Services Levy which imposed an additional cost to Council for 2023-2024. The additional levy totaling \$186,444 has now been included in the budget. Additionally, in response to Council's consideration of a report on a proposed 2023 FIFA Women's World Cup Live Site, \$60,000 has been added to the budget. A \$24,000 increase in Council's public liability insurance premium was also required.

In addition to the two major changes just noted, several other minor changes have been made resulting in a net addition to the budget of \$56,467 bringing the total net change to \$326,911.

To offset the net addition to the budget, several reductions in expenditure and increases in income were identified. The largest reduction relates to reducing the forecast 5% Award increase to 4.5% in line with the in-principle agreement between the Award negotiation parties. This change resulted in an overall expenditure reduction of \$119,854. Further income reductions and income increases, totaling \$120,000 and \$35,000 respectively, have been identified.

In summary, the changes to the exhibited budget are:

Adoption of Delivery Program 2022-2026, Operational Plan 2023-2024 and
Statement of Revenue, Including Budget and Schedule of Fees and Charges.
(Cont'd)

	\$
Exhibited 2023/24 Budget surplus	54,693
LESS additions to the Budget:	
Emergency Services Levy	(186,444)
World Cup Live Site	(60,000)
Insurance premiums	(24,000)
Other	(56,467)
OFFSET by:	
Award increase reduced from 5% to 4.5%	119,854
Other reductions in expenditure	120,000
Increases in income	35,000
Revised 2023/24 Budget Surplus	2,636

The Budget as now presented in the Operational Plan, inclusive of the above changes, is summarised below.

Operating Budget

STRATHFIELD COUNCIL	
Income Statement	Estimated 2023/24 (\$)
Rates and annual charges	(36,948)
User charges and fees	(5,022)
Other revenues	(3,944)
Grants and contributions provided for operating purpose	(2,921)
Grants and contributions provided for capital purposes	(9,762)
Interest and investment income	(1,714)
Net gain from the disposal of assets	(625)
Total Income from Continuing Operations	(60,935)
Expenses	
Employee benefits and on-costs	25,524
Materials and services	20,607
Borrowing Costs	179
Depreciation and amortisation	9,551
Other expenses	1,401
Total Expenses from Continuing Operations	57,261
Net Operating (Surplus)/Deficit from Continuing Operations	(3,674)
Net Operating (Surplus)/Deficit before Capital Grants & Contributions	6,088

Adoption of Delivery Program 2022-2026, Operational Plan 2023-2024 and
Statement of Revenue, Including Budget and Schedule of Fees and Charges.
(Cont'd)

Available Capital Funding

	Estimated 2023/24 \$'000
Available Capital Funding:	
Net Operating (Surplus)/Deficit Before Capital Grants & Contributions	6,088
ADD:	
<u>Transfers to Reserve from Operating:</u>	
S.7.11 & S.7.12 Interest	357
Stormwater Management Charge	309
Election	100
IT	118
Driving Range	300
<u>Repayment of Principle on Loans</u>	103
LESS:	
<u>Transfers from Reserve to Operating:</u>	
S.7.11 Admin	(282)
Domestic Waste Management	(408)
<u>Non-cash items</u>	
Depreciation	(9,551)
Available Capital Funding	(2,867)

Capital Budget

	Estimated 2023/24 \$'000
Capital Budget	
<u>Expenditure</u>	
Plant & Equipment	2,650
IT	143
Roads, bridges & footpaths	8,850
Traffic Management	393
Stormwater drainage	309
Buildings	650
Parks & Reserves	200
Major Projects	5,032
Other	196
	18,423
<u>Funding</u>	
Operating Budget	(2,867)
Grants & Contributions	(4,032)
Loans	(8,000)
External Reserves	(1,828)
Internal Reserves	(1,700)
	(18,426)
Budget Result (Surplus)	(3)

Notwithstanding the significant impost of the increase in Council's Emergency Service Levy payments noted above, a small cash surplus has been maintained.

Fees and Charges 2023-2024

Changes to the exhibited Fees and Charges are:

- Fees and charges levied under the *Environmental Planning and Assessment Act 1979* and Regulation have been indexed by the CPI. Council's Fees and Charges have been updated to the maximum amount, rounded down to the nearest dollar
- The fee for Section 603 certificates (outstanding rates & charges) was increased from \$90 to \$95 by the Office of Local Government and has also been updated in the Fees and Charges
- Some minor changes to wording to clarify fees or charges with no change to the fee or charge

FINANCIAL IMPLICATIONS

The budget provided in the Delivery Program (2022-2026) and Operational Plan (2023-2024) are for adoption.

ATTACHMENTS

1. Public Exhibition and Community Feedback
2. Delivery Program 2022-2026 and Operational Plan 2023-2024
3. Fees and Charges 2023-2024
4. Why we applied for a Special Rate Variation and average impacts to rate payers
5. Media-Release IPART Decisions - 15-June-2023
6. IPART Determination Special Variation and Minimum Rates application 2023-2024
7. Instrument 2023-2024 Special Rate Variation
8. 2023-2024 Minimum Rates

ATTACHMENT 1



Public Exhibition and Community Feedback - Draft Delivery Program 2022-2026 and draft Operational Plan 2023-24

Council's public Exhibition and Community Feedback

Council received two (2) submissions in response to the public exhibition of the draft plans by 31 May 2023. These were received via the engagement site and are provided below.

Key Points of Submission	Council Response	Impact on the Delivery Program 2022-2026 and Operational Plan 2023-2024 – recommendation
<p>To improve safety, improve streetlights between Strathfield to North Strathfield. Walking the tunnel and then on to Cooper Street after sunset - it's quite dark and feels very unsafe.</p> <p>Pedestrian crossing from Leicester Avenue to go to the Strathfield station and buses on Everton Street side. Currently jaywalking or taking the whole loop through Albert Street and then exiting out of the station back to Everton Street (an additional 450mts or 7-8mins is the only option).</p>	<p>Most of the areas referenced in this submission are not within the Strathfield LGA.</p> <p>Strathfield Council extends to northern-eastern side of the Raw Square Underpass. Council's Engineering Section checked the lighting and confirmed the lights are in working order and investigating if timing of the lights can be adjusted to better suit the current sunset hours.</p> <p>Cooper Street, however, falls within City of Canada Bay Council, and the matter was referred on to the City of Canada Bay. The area north of the railway including Leicester Avenue and Everton Street is outside of Strathfield Council and the matter was referred on also.</p>	<p>No additional change is required.</p>



Key Points of Submission	Council Response	Impact on the Delivery Program 2022-2026 and Operational Plan 2023-2024 – recommendation
Council should provide a tangible percentage number to reduce pollution, demonstrate better waste management practices, reusable social programs (like a giveaway trash/treasure garage, tool library or fix-it shed) and investment in renewable energy with the aim for council-run activities to emission free (or near targeted amount) by 2035. This will demonstrate better leadership in our area, contribute to a cleaner environment and electric garbage trucks will be quieter for residents.	<p>Council is preparing a Climate Change Strategy that incorporates Quadruple Bottom Line principles and aligns with State and Federal Government strategies and directions.</p> <p>Council has existing and new programs in the draft Operational Plan including maintaining three (3) EV charging stations and working with Energy Australia on transformer conversion to fast ac/dc charging stations as well as programs focused on improved waste management practices and reusable programs e.g. Garage sale trail, Enviro squad for schools, Chemical Clean out, The Bower Collection Service Repair Café, Responsible café, EPA - Waste Less Recycle More initiatives, Textile waste bins, Strathfield Men's shed, Reverse vending machine Strathfield (collections one of the highest in Sydney), Clean Up Australia and E-waste clean up days and Multi unit dwelling bin presentations.</p> <p>Electric trucks have been trailed and are at this time unsuitable for application as they have an extremely limited range and operational time.</p>	No additional change is required.

The Independent Pricing and Regulatory Tribunal (IPART) Community Consultation and Feedback

The IPART invited the community to provide submissions regarding Council's SRV application from 13 April through to 5 May 2023. During this period one (1) submission was received. This submission can be viewed in full at the following link: [Submission Container – Special Variation Application 2023-24 - Strathfield Municipal Council | IPART \(nsw.gov.au\)](#).

ATTACHMENT 2



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Recognition of Traditional Custodians

Strathfield Council would like to show respect and acknowledge the Wangal people, the Traditional Custodians of the land on which the Strathfield area is located. We pay respect to Elders past, present and emerging.

Mayor's Message

I am pleased to present the Strathfield Council Delivery Program 2022-2026 and Operational Plan 2023-2024.

This document sets out the programs, services, projects and capital works as well as Council's budget and fees and charges for 2023-2024.

Council provides a wide array of services and programs to our community including waste collections, library services, street sweeping, parks and sportsgrounds and community services. In my consultations with the community, I am particularly aware of the importance to the local community of safety, cleanliness and maintenance of the Strathfield area, particularly our streets, public domains and parks.

I am pleased that Council in 2023-2024 will be prioritising programs to improve the maintenance of our local area including a review of our street sweeping service. Another initiative in this Operational Plan is a proposal to develop a Community Service Centre to facilitate support services for our residents.

The Councillors and I monitor and oversee the progress of the implementation of Council's Delivery Program and Operational Plan, through regular reviews and reports to the community.

Thank you for taking the time to read our Operational Plan for 2023-2024.

Cr Karen Pensabene

Mayor of Strathfield

2023

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General Manager's Message

I am pleased to present Strathfield's Delivery Program 2022-2026 and Operational Plan and Budget 2023-2024.

The Delivery Program outlines the strategic priorities of our Council to deliver the vision and aspirations of the community contained in the Community Strategic Plan: Strathfield 2035.

The document sets out the principal activities that Council intends to implement over this term of Council, guided by the goals and strategies of the Strathfield Community Strategic Plan 2035.

The Operational Plan contains the activities and actions Council has identified as valuable to the community and will endeavor to undertake for the financial year in accordance with the adopted budget. These actions directly align to the themes in Strathfield 2035, which residents told us were important to them:

- Theme One: Connectivity
- Theme Two: Community Wellbeing
- Theme Three: Celebrating Culture and Place
- Theme Four: Livable Neighbourhoods
- Theme Five: Responsible Leadership.

Council is committed to prioritising the needs of our residents by focusing on efficient planning, building long-term financial sustainability, and consulting with the community to ensure Council meets the demands of our existing and new residents.

In the previous year, Council undertook a review of its operations and finances, which identified significant funding gaps. A series of actions were proposed to address Council's financial sustainability, including making an application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV), which was approved by the IPART on 15 June 2023.

The SRV will allow us to maintain our current services, complete works to improve our roads and footpaths, improve community facilities and green spaces, pruning our street trees, making our Town Centres attractive and ensuring our streetscapes are clean and tidy. Additionally, the change will allow for a more equitable and fair rating system which means all rate payers will contribute more evenly for all of our services.

We are also excited that Council has been successful in securing over \$21 million in WestInvest Grant Funding. This will allow us to deliver improvements to our open spaces and community infrastructure at Airey Park, Begnell Field, Hudson District Park East and Strathfield Park. Each project will improve access to quality sport, recreation and other community facilities that bring people together and enable a diverse range of activities.

The activities and projects detailed in this Delivery Program and Operational Plan will be subject to regular review as part of our integrated planning and reporting responsibilities.

Council prides itself on its commitment to serving the community and providing the best services we can, and I look forward to working with my Executive Team, the elected representatives and the community over the next 12 months to continue building a strong and resilient Strathfield.

Michael Mamo

General Manager

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Introduction

Strathfield Council's Delivery Program 2022–2026 and Operational Plan and Budget 2023-2024 has been prepared in response to the Strathfield Community Strategic Plan 2035. The Community Strategic Plan is prepared on behalf of the Strathfield community and sets out our community's shared vision and aspirations for the next 10-years and beyond.

The Delivery Program provides an overview of the services, activities and projects that Council intends to deliver to meet the needs of its diverse and growing community from 2022 to 2026. The Delivery Program and Operational Plan sets out Council's capital works programs, new projects and delivery of Council services and programs across all areas of Council. The Operational Plan also includes the proposed rates, fees and charges for the financial year.

The Delivery Program and Operational Plan is informed by the priorities of the elected Council following extensive community engagement. These plans are supported by Council's Resourcing Strategy, which sets out how Council manages its workforce, assets and long-term financial planning to ensure the Council is sustainable in the longer term.

Many issues facing the Strathfield Council area are often beyond the direct control of Council, such as public transport, health, schools, housing, regional planning and employment. Council's role, depending on the activity being undertaken, is to deliver, collaborate/partner with others or to represent the community through advocacy to other tiers of government and agencies. However, in adopting these plans, Council is committed to working with various stakeholders and partners including other levels of government and agencies, local businesses and industry, educational institutions, community groups, and other service providers.

Council regularly reviews and updates its Community Strategic Plan documents. A full revision is undertaken following Council elections to align plans with the local government election cycle. This helps to ensure that Council's response remains flexible and responsive to the social, economic, civic and environmental needs of the community.

Key initiatives 2023-2024

The Delivery Program and Operational Plan includes the following initiatives:

- Improvements to the maintenance and cleanliness of Strathfield's public domains, parks and residential streets, with particular emphasis on illegal dumping and upgrading of Gateway Signage.
- Service Reviews of Council's street sweeping service and capital works are scheduled for 2023-2024.
- Improvements to local infrastructure and reductions of backlogs such as road and footpath renewals to ensure assets meet community service standards.
- Grant funding was awarded to Council by the NSW Government under the WestInvest program. Detailed plans and consultative processes will be prepared for projects in Airey Park, Strathfield

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Park, Hudson Park and Begnell Field for implementation with expected implementation from late 2024.

- Development of a proposal for a Community Service Centre to provide support for migrants, seniors and those affected by domestic violence.
- Improving community access to Council services and bookings through the implementation of iConceirge. This system will enable access to online bookings, payments and lodging of requests.
- The continued operations of Council's works areas, parks and gardens, compliance activities, town planning/development approval, natural resource management, environmental initiatives, and waste collection services.
- The continued operations of governance and administration and secretariat activities consistent with legislative requirements.
- The provision of corporate services to support the operational areas of Council such as human resources, records management, finance and technology infrastructure.
- Facilitation and delivery of a range of community programs to support the social, recreation, health and leisure needs of Strathfield's multi-cultural and diverse community.
- Continued operation of community and library services, facilities and programs for residents including children, youth, aged, people with special needs, and the general community.

Service Reviews

To ensure that our services are efficiently and effectively delivered within a framework of accountability, Strathfield Council undertake formal Service Reviews from 2023-2024. In reviewing our services, Council will engage with the community and other stakeholders to determine service levels and appropriate measures. Council's service reviews will examine costs, quality and efficiency of delivery through the collection and analysis of service data that will enable informed decision making. Council is committed to a review of at least two (2) services annually. In 2023-2024, Council intends to undertake a Service Review of the Street Sweeping Service, Civic Works section, the Golf Driving Range Operations and our Records Management systems and processes.

Service Reviews will be monitored by the Audit, Risk and Improvement Committee.

About Strathfield

The Local Government Area (LGA) of Strathfield has a total area of approximately 13.9 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and halfway between Parramatta and the city. Homebush Bay Drive bounds the LGA to the north, Powell's Creek, The Boulevarde and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

Strathfield Council includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the LGA and has its own postcode, 2129.

Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Train Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. Strathfield Train Station, one of the largest and busiest railway stations in New South Wales (NSW) and lies in the heart of the LGA and services an average of 10,000 commuters per day. There are also train stations at Homebush and Flemington.

The latest Census was held in 2021, and COVID measures restricted movements, therefore, a population of 45,390 was recorded which was lower than estimated in previous years.

Strathfield Council

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South).

The unincorporated area of Flemington (now Homebush West) was added to the Strathfield Council area on 19 February 1892.

From 1892, the Council area was divided into three (3) wards: Strathfield, Flemington and Homebush Wards.

In 1916, wards were abolished, and all Aldermen were elected by those eligible to vote. On 19 August 1930, parts of Homebush West were transferred from the Lidcombe Municipality to Strathfield Council. The former Municipality of Homebush was added to Strathfield Council on 25 May 1947. The west ward of the former Municipality of Enfield was added to Strathfield Council on 1 January 1949.

There have been two (2) minor boundary adjustments. In 1953, Strathfield Council's southwestern boundary at Roberts Road Greenacre was altered when the site of the former Bankstown Sanitary Depot came under Bankstown Council control. In 1992, the western boundary of the Strathfield Municipality was adjusted involving land exchanges between Strathfield and Auburn Councils.

Note: The term 'Alderman' was changed to 'Councillor' and 'Town Clerk' was changed to 'General Manager' with the implementation of the Local Government Act 1993.

Strathfield's demographics

In 2021 the estimated resident population of Strathfield LGA was 45,390. The LGA has a GDP of over \$4.2 billion, over 28,000 jobs and more than 6,500 businesses. Census 2021 indicates that over 44% of the residential population have a degree or higher qualification and 33.8% of residents aged over 15 are professional workers.

The below table provides key LGA population demographics.

Aboriginal and Torres Strait Islander	0.4%
Born overseas	58.9%
Speaking a language other than English at home including Mandarin, Nepali, Cantonese, Korean and Arabic.	65%
Population density	3,312 persons per square kilometre
Medium age	33 years
Aged from 25-34 (the largest population segment)	24.3%
Aged over 65 years	12%

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The below table outlines the housing demographics for the LGA.

Medium and high-density housing	67%	Compared to 46% in Greater Sydney
Separate dwelling housing	31%	Compared to 53% in Greater Sydney
Own or are purchasing	48%	
Renting	44%	
Living in family households	40%	
Living in one person households	20%	
Average household size	2.73 people	

Councillors

Strathfield's Councillors were elected in December 2021 to serve until the next election in September 2024.

Cr Karen Pensabene and Cr Benjamin Cai were elected as Mayor and Deputy Mayor in May 2023.

- The current Councillors are:
- Cr Matthew Blackmore
- Cr Benjamin Cai
- Cr Raj Datta
- Cr Nella Hall
- Cr Sharangan Maheswaran
- Cr Karen Pensabene
- Cr Sandy Reddy.

Councillor 2022-2026 Priorities

The elected Council sets the strategic and policy direction for Council and oversees the affairs of Council. The Delivery Program generally aligns with the Council term. These priorities provide focus on Council's medium-term priorities for the next 4 (four) years.

Civic Leadership

- Restore good governance; accountability, transparency and openness in Council's decision-making processes.
- Improve community confidence in Council leadership.
- Ensuring Council is financially sustainable and provides value for money and deliver high quality customer focused services across all Council areas.
- Ensure the community are well-informed about Council and community activities through improved Council communications.
- Strengthen connections with other levels of government and participate in regional leadership.

Environment

- Develop detailed strategies for design and planning to manage change and increases in densification and population.
- Continue to review how we may approach the development and design of the Strathfield Town Centre.
- Improve and deliver higher standards of quality of urban and building design.
- Ensure new development is compatible with local character, preserves integrity of established streetscapes and positively addresses environmental impacts.

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- Increase healthy tree coverage, green spaces and corridors with access to quality open space, parks and natural environment especially near high density development.
- Address urban heat impacts, climate change and improve sustainability practices and programs across Council operations.
- Ensure new population and housing growth are supported by local, regional and state infrastructure and services.
- Improve management and support of heritage conservation and places of local character.
- Maintain clean and attractive public areas and streets and ensure delivery of regular and scheduled waste and cleansing programs.

Social

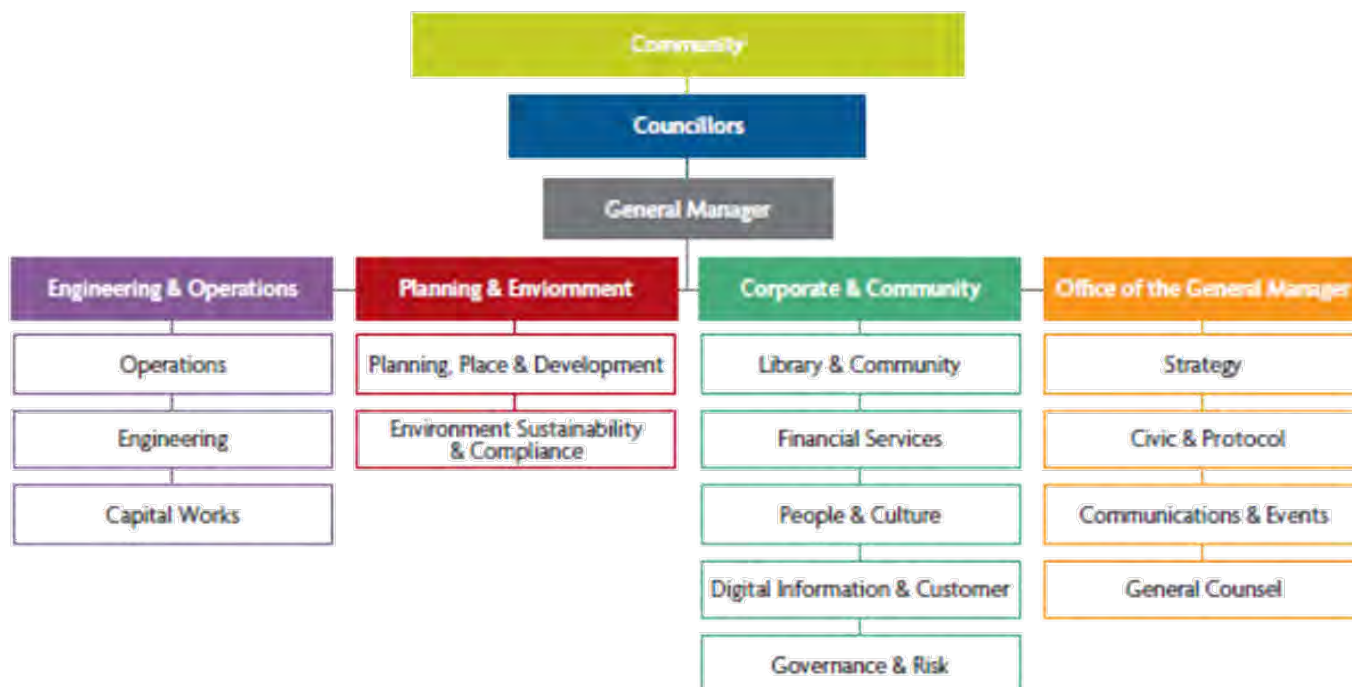
- Provide access to community, library and recreational facilities and provide a range of affordable programs and events that covers a wide range of ages and interests.
- Provide and facilitate awareness of and support for First Nation peoples and Culturally and Linguistically Diverse (CALD) communities especially newly arrived migrants.
- Address community safety across all areas of Council operations to maintain Strathfield as a safe place to live, work, visit or study.

Economic

- Review and evaluate Council's Connector Bus service and access to community transport services.
- Manage and respond to transport and parking issues to maintain safety and provide fair access to services and parking.
- Promote active public domains and improved commercial centres.
- Integrate smart technologies into Council operations to improve access and delivery of services and information.
- Council Organisational Structure and Values.

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Council's administration is managed by the General Manager under the following organisational structure.



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Planning for Strathfield's Future

THE IPR FRAMEWORK



The Local Government Act (Planning and Reporting) 2009 (NSW) established an Integrated Planning and Reporting (IPR) framework designed to improve long-term financial sustainability, asset management, community engagement and organisational planning in local government. This legislation requires all councils to take a rigorous approach to strategic planning and financial management.

Using the IPR framework, Council connects its various strategic plans. Drawing these plans and resources together supports closer collaboration between Council, the community and our partners, to achieve a shared vision and committed action.

The Community Strategic Plan is prepared for a period of at least ten (10) years and is informed by Community Engagement. The legislation directs that the plan must have a minimum ten (10) year framework. The Community Strategic Plan identifies the main priorities and aspirations for the Strathfield LGA, the strategies to achieve these objectives, and how progress will be measured.

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The Resourcing Strategy details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program. The Resourcing Strategy includes the Long-Term Financial Plan, Workforce Management Strategy and Asset Management Strategy and plans.

The Delivery Program 2022-2026 is a four (4) year plan that sets out the activities that Council will undertake to meet the community aspirations detailed in the Community Strategic Plan. The Delivery Program broadly aligns with the term of the elected Council and focuses on those activities where Council has a certain level of control over the outcome.

The Operational Plan is adopted annually and includes a budget and fees and charges. The plan incorporates all the actions Council will undertake in the financial year and details how the delivery of these actions will be measured.

Community Vision and Values

The Strathfield 2035 Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2035. The Community Strategic Plan is guided by the community vision for the Strathfield LGA.

Located in the heart of Greater Sydney, Strathfield is highly connected to transport, education and employment. It's culturally diverse and socially cohesive community is proud of its heritage and residential character, safe neighbourhoods, leafy environments and parklands. Strathfield is a place that embraces learning, culture, productivity and opportunity.

Community Engagement

An extensive community engagement process was undertaken in 2021-2022 to enable the community to have their say on their priorities for the LGA. A wide range of engagement methods were used including surveys, focus groups, interviews, forums and stakeholder meetings. Engagement feedback has influenced the preparation of the IPR plans and actions. The key engagement activities included:

- The Strathfield Community Survey was provided in multiple languages and sent to all households in Strathfield LGA to enable members of the public to have a say on community values, priorities and vision for the future. A total of 325 surveys were completed.
- The Strathfield Livability Survey was independently commissioned from social researchers ID Profile and conducted in August and September 2021 involving interviews with 654 residents. The overall livability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Sydney Middle-Ring Suburbs (66.9). Access and satisfaction with performance of transport and community safety were ranked highly. Residents also rated shopping, leisure and dining, natural environment, and affordable housing as important issues.

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- The Community Survey was independently commissioned from Taverner Research in September 2021 and sought community comments on a wide range of services, programs and infrastructure in the LGA. A total of 400 interviews were conducted using random sampling, which aligned to the LGA demographic profile. The results indicated an overall positive level of satisfaction in Council's performance, services and infrastructure.
- Focus group meetings were held in February 2022 on topics including apartment dwellers, environmental, women and general issues. A Seniors Forum was held in December 2021 with 23 participants. Invitations were issued to local community organisations, schools, churches etc. to participate in focus groups or interviews. A total of 35 interviews from September 2021 to February 2022 were conducted with representatives of the following: private and public schools, Australian Catholic University, recreational and sporting clubs, Auburn and Burwood Police command, churches, early childhood and out of hours (OOSH) centres, Culturally and Linguistically Diverse (CALD) groups and organisations, disability organisations, Aboriginal, LGBTQIA+ and government agencies.
- A pop-up stall was held at Strathfield Library on 13 February 2022.
- Workshops were held with Councillors in January and February 2022.

Community Values and Key Issues

- Community engagement with the local community and stakeholders for this plan identified the features and characteristics of the LGA that are highly valued and important to the Strathfield community.
- Connectivity of Strathfield's location and transport networks and services to, from and across the Greater Sydney region.
- Access to well-maintained transport services and infrastructure that support the community is easily and safely getting around the local area.
- Ensuring that Strathfield LGA is a safe community to live, work or visit.
- That Strathfield is a culturally diverse and welcoming community which promotes a sense of belonging and social cohesiveness.
- That Strathfield Council provides exemplary local governance to its community by being approachable and responsive, accountable and transparent in its decision making and open about its activities and ensures the community is well-informed and engaged.
- There is equitable access and availability of a wide range of local community, recreation and leisure facilities, programs and activities to meet diverse community needs.
- Clean and well-maintained streets, parks and public areas are supported by high standards of public health and amenity and regulatory compliance.
- New development, particularly medium to high density housing, is well-planned and compatible with local character and has high quality standards of building and aesthetic design.
- Areas of housing density and population growth are supported by access to transport, infrastructure, open space and services.
- Retention of established streetscapes with wide leafy tree lined avenues, grassed nature strips, landscaped front setbacks and tree canopies.
- Protection and enhancement of biodiversity corridors, public parks and open spaces.
- Protection of heritage buildings, landscapes and conservation areas.

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- Respect for the histories, heritage and experiences of our First Nation peoples and successive communities that have contributed to Strathfield's residential, economic and social development.
- That Strathfield has vibrant and enticing town and village centres with a diverse range of shops and places to meet.
- Promotion of Strathfield as the education centre of Sydney's Inner West featuring a good mix of public and private schools and tertiary institutions. Leveraging Strathfield's proximity to regional entertainment, sporting, cultural and shopping facilities in the Inner West and Sydney Olympic Park.
- That Strathfield's employment based, and urban services lands are more compatible with other land uses in the LGA and deliver environmental, economic and social outcomes for the community.

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What the Community told us

The Strathfield community places high value on community safety and generally feels safe at home and in the streets and suburbs of the LGA. The issue of safety spans across crime prevention and anti-social behaviours to the maintenance of public areas and standards of public health. There is an expectation that Strathfield is a safe, clean and well-maintained place to live, work or visit.

The community highly values Strathfield's transport networks and highly rates satisfaction with access and availability of public transport systems, however there are community concerns about access to on-street parking, traffic congestion and transport access across the LGA to key locations and services. Access to community transport especially by seniors was raised frequently.

The community has significant concerns about population and housing growth and their impact on the local area. Impacts range from increasing demand for transport, parking and additional traffic congestion, demand for new and upgraded local facilities and infrastructure to support new populations with diverse needs and the impact of new development on the built and natural environment and streetscapes of the Strathfield LGA.

The community expressed concerns about overdevelopment and incompatibility with local character of new development. There is an expectation that new development should be well-designed, highly livable and sustainable to maintain the value of the property in the long-term. There is an expectation that buildings should have high quality external and internal design, well-planned public domains, accessible open space and well-maintained tree lined streetscapes preserved. Heritage and local character are considered the essence of Strathfield and should be protected and preserved with compatible new development with the established character of LGA.

Access to affordable decent housing and to a range of housing choices is of concern to many residents. Housing choice and affordability concerns are not unique to the LGA and is a major regional issue in Sydney. The LGA has negative internal migration (more people leave than arrive) with an increasingly

Top 10 Community Issues

1. Managing traffic, parking and connected transport systems including public transport, walking and cycling
2. Healthy tree coverage, green spaces and corridors throughout the Strathfield area
3. Population and housing growth are supported by infrastructure and services
4. Access to quality open space, parks and natural environment
5. That Strathfield is a safe place to live, work or study
6. High standards of built and natural environments which are sympathetic to local character and streetscapes
7. That Council is responsive, accountable and includes community in decision making processes
8. Street and public spaces are attractive and well maintained
9. Advocacy to State Government on health, education, transport, community and other services to support growing population
10. Managing urban heat impacts and promoting efficient use of water, energy and waste resources

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transient population. Many stakeholders commented that residents are leaving the LGA due to high costs of housing and lack of choices especially for families in medium-high rise units.

Issues relating to the natural environment, particularly access to open space and provision of tree canopies were considered highly important in a range of engagements. The high value of trees, green and open spaces featured prominently in community consultations as well as the need for action on climate change. Access to natural environment was rated the 4th most important livability aspect for Strathfield Council residents overall and three key environmental issues (trees, open space and climate change/urban heat) featured in the top ten (10) of priorities in the Strathfield Community Survey (2021- 2022).

Residents place a high value on and have positive local area experiences regarding social cohesion and cultural diversity. In the Livability Survey, Strathfield residents placed more importance on 'social cohesion' when considering what makes somewhere a good place to live relative to the average Australian experience (38% vs. 22%) and, by extension, also report better local area experiences in that regard. Social cohesion and cultural diversity is viewed as a positive local area strength.

Community engagement highlighted diverse needs for community-based programs and facilities. Many raised concerns with the cost of hire of facilities, difficulties in accessing community transport to attend events and programs, lack of local programs and activities especially for seniors, lack of migrant support resources as well as insufficient local community facilities.

Improving communication and information access in the community and with Council was a theme throughout most consultations as information on Council initiatives and events as well as reporting on local community affairs was not always reaching the community at large. For some migrant groups and young people there is a lack of awareness or understanding of civic engagement and participation, which is an area that requires education and awareness.

Improving local area experiences regarding shopping, leisure and dining were of high importance to the community and comments were made about the need for greater diversity of shops and services.

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How this plan addresses community priorities

The top ten (10) Community Issues are integrated across the five themes of the Community Strategic Plan. The Delivery Program sets out Principal Activities for a four (4) year period, which are implemented by the actions in the annual Operational Plan. Community issues are addressed by a range of integrated actions including planning, service delivery and/or advocacy. These are embedded within the various Principal Activities as part of an integrated process.

Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
1. Managing traffic, parking and connected transport systems including public transport, walking and cycling	1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options 1.2.2.1 Manage effective and safe local traffic and transport services and well-maintained infrastructure 1.2.2.2 Review and manage plans and initiatives to improve road safety and provide fair access to parking	- Preparation of studies and strategies for LGA wide transport and traffic, and managing on-street parking- Renewal and maintenance of local transport infrastructure e.g. roads and footpaths - Monitoring of heavy vehicle traffic and parking patrols of areas of high demand parking - Road safety programs and campaigns - Advocacy to NSW Government on local and regional transport issues
2 Healthy tree coverage, green spaces and corridors throughout the Strathfield area	4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA 4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways 2.3.1.2 Maintain safe public environments and manage reductions of hazards	- Implement street tree planting and maintenance programs - Administration of tree applications for pruning and removal, investigation of breaches and complaints - Preparation of an Urban Forest Strategy including Street and Park Tree Masterplan (Strathfield Greening Strategy) to identify quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces
3 Population and housing growth are supported by infrastructure and services	1.1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density 1.1.2.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population	- Collaborate with Department of Planning to deliver Parramatta Road Urban Amenity Improvement Program projects - Advocate for regional infrastructure and services to support population growth

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Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
	needs	<ul style="list-style-type: none"> - Delivery of annual capital works programs for new and upgraded local infrastructure - Implement major capital works programs under grant funding such as WestInvest
4 Access to quality open space, parks and natural environment	2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities. 2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.	<ul style="list-style-type: none"> - Maintenance of parks, open spaces and natural environment including wetlands and natural areas - Preparation of park masterplans and plans of management for community land
5 That Strathfield is a safe place to live, work or study	2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity 2.3.1.2 Maintain safe public environments and manage reductions of hazards	<ul style="list-style-type: none"> - Collaborate with Police on targeted community education on safety issues - Undertake safety audits - Review Community Safety Plans - Undertake public health inspections of food shops and services Investigate pollution incidents. - Administer companion animal management
6 High standards of built and natural environments which are sympathetic to local character and streetscapes	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality livability, aesthetics and sustainable development in the Strathfield LGA 4.1.2.1 Ensure effective and efficient planning and development processes and outcomes that reflect community values	<ul style="list-style-type: none"> - Review and preparation of development control plans and local environmental plans - Provide Heritage advisory services - Notify community, assess and determine development applications and proposals
7 That Council is responsive, accountable and includes community in decision making processes	5.1.1.1 Engage and provide opportunities for the community to participate in decision making processes. 5.1.3.1 Provide support to Councillors to enable effective and representative decision making based on community priorities 5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance 5.2.1.2 Maintain Council's financial sustainability and provide	<ul style="list-style-type: none"> - Undertake community engagement to guide Council decision making on major plans and projects - Provide support to Councillors to enable informed decision making e.g. briefings, training and skills development - Prepare plans and regular reporting to the community on Council's performance and financial

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Community Issues	Key Principal Activities (Delivery Program)	Examples of relevant actions (Operational Plan)
	accountable, transparent and value for money services	sustainability
8 Street and public spaces are attractive and well maintained	4.2.2.2 Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways	<ul style="list-style-type: none"> - Waste collection services - Cleanup of illegal dumps - Daily cleansing of town centres - Street sweeping services
9 Advocacy to State Government on health, education, transport, community and other services to support growing population	Principal activities relating to advocacy align across all themes in the Community Strategic Plan. Consultation with the State Government is a requirement in areas such as planning. However, there are a wide range of issues which affect the Strathfield LGA where Council regularly makes representations to the State and Federal Governments and other stakeholders.	<ul style="list-style-type: none"> - Planning and delivery of infrastructure to support population growth and increasing density - Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options - Collaborate and engage with NSW Government agencies, other councils, schools and general community to participate in environmental and stormwater education and programs
10 Managing urban heat impacts and promoting efficient use of water, energy and waste resources	<p>4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA</p> <p>4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways</p> <p>4.3.2.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.</p>	<ul style="list-style-type: none"> - Prepare and deliver community environmental education programs - Tree planting programs - Participate in regional partnerships to improve urban ecosystems - Identify environmental infrastructure upgrades for energy and water management Maintain electrical vehicle charging stations

Delivery Program 2022-2026

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Council's Delivery Program details the principal activities that will guide Council in the period 2022-2026 to prioritise resources and actions to achieve the community's strategic priorities and goals of the Community Strategic Plan. All of Council's services, programs and projects are aligned to these outcomes. The Operational Plan 2023-2024 is focused on delivery over a financial year.

The Community Strategic Plan addresses community outcomes across five themes or priority areas:

- Connectivity
- Community Wellbeing
- Celebrating Culture and Place
- Liveable Neighbourhoods
- Responsible Leadership.

While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program and Operational Plan translates these strategic goals into clear, measurable actions that Council is committed to deliver.

Performance Monitoring

Council reports regularly to the community on the progress of the implementation of the Delivery Program and Operational Plan. This includes:

- Budget is reported at the end of each financial quarter.
- Progress reports on the principal activities in the Delivery Program are reported every six (6) months.
- An annual report which outlines Council's achievements in implementing its Delivery Program and performance of the annual Operational Plan as well as a financial summary showing key income expenditure areas for the financial year.

Theme 1: Connectivity Theme

This theme reflects on the centrality and connectivity of the Strathfield LGA to Greater Sydney and beyond through infrastructure, transport and communications. The high levels of connectivity are significant attractors for residents, businesses, students and visitors to the Strathfield LGA.

The theme is concerned with planning for and the delivery of regional, state and local infrastructure to meet the needs of increasing populations, ensuring regional and local transport networks are integrated, connected and safe, and that service delivery and information access is optimised through integration of communications and digital technology.

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Theme/Priority Area 1: Connectivity		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
1.1 Sustainable growth supported by well-planned and accessible infrastructure and services	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	1.1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density
	1.1.2 Plan and deliver high quality and strategically located local infrastructure to support current and future population needs	1.1.2.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs
1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks	1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options
	1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	1.2.2.1 Manage effective and safe local traffic and transport services and well-maintained infrastructure 1.2.2.2 Review and manage plans and initiatives to improve road safety and provide fair access to parking
1.3 Optimised service and information access and delivery through effective communications and digital technology	1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities	1.3.1.1 Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities
	1.3.2 Assess and develop digital technology frameworks and systems to	1.3.2.1 Design and implement technology-based solutions that support enhanced and improved public information access and service delivery

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Theme/Priority Area 1: Connectivity		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
	improve and expand service delivery and information access	

Theme 2: Community Wellbeing Theme

This theme concerns supporting culturally diverse and socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.

Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, in the promoting healthy and active communities through provision of facilities and collaborating with partners in delivering programs and enhancing safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.

Theme/Priority Area 2: Community Wellbeing		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience	2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks.
		2.1.1.2 Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	2.1.2.1 Facilitate and partners with key stakeholders to support aged and disability
		2.1.2.2 Facilitate programs that support children, youth and their families
		2.1.2.3 Provide recognition and support for community organisations and volunteer programs

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Theme/Priority Area 2: Community Wellbeing		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
2.2 Healthy and Active Communities	2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities.
		2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.
	2.2.2 Promote healthy and active living programs	2.2.2.1 Collaborate and provide opportunities to improve community participation in healthy living programs and activities
2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity
		2.3.1.2 Maintain safe public environments and manage reductions of hazards
		2.3.1.3 Promote and build community resilience, capacity and self-reliance

Theme 3: Celebrating Culture and Place

The theme relates to creating vibrant and enticing public domains, especially our town, village and commercial centres, which blend access to services with opportunities for social connectivity.

The theme also celebrates Strathfield as a place of learning, culture and creativity supported by events, cultural programs and acknowledgement of civic and community achievements which promote a sense of civic pride and belonging.

Theme/Priority Area 3: Celebrating Culture and Place		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	3.1.1.1 In collaboration, plan, deliver and promote vibrant attractive and safe town and village centres and commercial areas
	3.1.2 Support programs to promote activity and sustain local business	3.1.2.1 Promote a range of activities and experiences to attract local community and visitors to the Strathfield area
		3.1.2.2 Implement programs to educate, improve and monitor business regulation compliance
3.2 Place of creativity, culture and learning	3.2.1 Facilitate and support learning, community and cultural programs, events and activities	3.2.1.1 Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion
	3.2.2 Foster and celebrate local identity	3.2.1.2 Explore and reflect on shared culture, history and heritage of Strathfield's communities
		3.2.2.1 Promote and deliver events that connect communities and celebrate achievements

Theme 4: Livable Neighbourhoods

This theme concerns ensuring well planned urban design, protection and maintenance of the built and natural environment of the LGA. Livable Neighbourhoods involve high quality, well planned, sustainable, clean and well maintained urban and natural environments that balance new development with the retention and reflection of established local character and healthy thriving and resilient natural environments.

Development, changing lifestyles and increasing population also create higher levels of waste, resource usage and pollution, creating pressure on the local area, at a regional and local level, to maintain the high standards of amenity, character and livability of the Strathfield LGA.

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Theme/Priority Area 4: Livable Neighbourhoods		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
4.1 Quality, livable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality livability, aesthetics and sustainable development in the Strathfield LGA
	4.1.2 Deliver effective and efficient planning and development processes	4.1.2.1 Ensure effective and efficient planning and development processes and outcomes that reflect community values
4.2 Clean, attractive, and well-maintained neighbourhoods and public domains	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	4.2.1.1 Deliver efficient, effective and responsive waste services and education to improve resource recovery and reduce illegal dumping
	4.2.2. Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety
		4.2.2.2 Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways
4.3 Healthy, thriving, sustainable and resilient environments	4.3.1 Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency	4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA
		4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (refer: LSPS P13)
		4.3.1.3 Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs

Theme/Priority Area 4: Livable Neighbourhoods		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
	4.3.2 Implement sustainable practices and efficiencies in resource use to support a healthy built environment	4.3.2.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.

Theme 5: Responsible Leadership

The theme of Responsible Leadership is concerned with leadership and accountable Council services directed by the priorities of an engaged and connected community. Responsible leadership requires the community having confidence in the Council to make decisions based on community priorities and values reflecting meaningful and informed community engagement. Effective management of Council's operations is underpinned by transparent, effective and accountable governance which is responsive to the needs of the community.

Theme/Priority Area 5: Responsible Leadership		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
5.1 Council's leadership and decision making reflects community priorities and values	5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy	5.1.1.1 Engage and provide opportunities for the community to participate in decision making processes.
	5.1.2 Deliver ethical, effective and responsible leadership and transparent and accountable decision making	5.1.2.1 Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations
		5.1.3.1 Provide support to Councillors to enable effective and representative decision making based on community priorities
	5.2.1 Prepare and implement plans and strategies to deliver and resource efficient	5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance

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Theme/Priority Area 5: Responsible Leadership		
Community Strategic Plan Goal	Strategies	Delivery Program 2022-2026 - Principal Activity
5.2 Council is effectively and responsibly managed and responds to community needs	and accountable services, programs and infrastructure	5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services
		5.2.1.3 Ensure Council is properly resourced to meet challenges of implementing the Delivery Program
	5.2.2 Deliver efficient and effective customer services to the community	5.2.2.1 Respond to customer requests, complaints and access to information to a high standard of customer service

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Resourcing the Delivery Program 2022-2026

Council's Financial Sustainability

Creating a more financially sustainable future for Council is necessary to ensure we can provide a safe and growing community, which provides all the services that our residents and businesses come to expect and enjoy.

Councils are required to follow principles of sound financial management. Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity. Simply put, if our finances are not in order, we will find it difficult to offer all of our current services and we will put our Council at a significant operational risk.

Council undertook a financial sustainability review in 2022 and identified a significant residual funding gap that places Council's financial sustainability at risk unless additional action is taken. Given Council's obligations to employ sound financial management principles and ensure that it generates sufficient revenue to provide the level and scope of services and infrastructure agreed with its community, it is critical that Council acts urgently to ensure its ongoing financial sustainability.

Considering the residual funding gap of both operational and capital requirements, Council reviewed its rates and rating structure to:

- Have a more equitable rating structure
- Create a sustainable rating structure for the future
- Maximise the rates income from future rate assessment growth
- Rebalance the income generated for provision for general fund services.

As a result, Council has reviewed its options and made the decision to apply for a special rate variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) to establish a sustainable future for the long term.

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Special Rate Variation

Council's application to IPART was approved. Council will implement a Special Rate Variation as approved by the IPART over a four (4) year period which will cumulatively increase rates by 92.8% as presented in the table below.

2023-2024	2024-2025	2025-2026	2026-2027	Cumulative
35.1%	13%	17.5%	7.5%	92.8%*

**Cumulative impact against base period 2022-2023*

The 2023-2024 increase of 35.1% includes a \$4 million re-allocation of overheads from domestic waste management (DWM) to general operations. This reduces Council's domestic waste management charge for 2023-2024 from \$795 to \$550, a reduction of \$245 per annum. A full breakdown is provided below.

2023-2024 Rate Peg	3.7%
DWM transfer	20.3%
Special variation	11.1%
Total	35.1%

In conjunction Council will introduce a minimum rate of \$1,040 in 2023-2024, increasing to \$1,200 in 2024-2025 as approved by the IPART. This facilitates moving from the existing base amount rating structure to a minimum rate rating structure. Council has also resolved to introduce additional sub-categories into its business rates category as follows:

- Business Strathfield Town Centre CBD;
- Business North; and
- Business South.

Operational Plan 2023-2024 Budget

Operating Budget

The 2023-2024 operating budget anticipates total income from continuing operations of \$60.935M and total expenses from continuing operations of \$57.261M, resulting in a net operating surplus of \$3.674M inclusive of capital grants and contributions. Excluding capital grants and contributions, the net operating result is a deficit of \$6.088M.

INCOME	\$'000	
Rates and annual charges	36,948	61%
User charges and fees	5,022	8%
Interest and investment income	1,714	3%
Other revenues	3,944	6%
Grants and contributions provided for operating purposes	2,921	4%
Grants and contributions provided for capital purposes	9,762	17%
Net gain from disposal of assets	625	1%
Total income from continuing operations	60,935	
Employee benefits and on-costs	25,524	45%
Materials and services	20,607	36%
Borrowing costs	179	0%
Depreciation and amortisation	9,551	17%
Other expenses	1,401	2%
Total expenses from continuing operations	57,261	
Net operating surplus from continuing operations	3,674	
Net operating deficit from continuing operations before capital grants and contributions	(-6,088)	
<i>Further details of Council's operating budget are provided throughout in this plan.</i>		

Income

Category	Amount (\$'000)	Percentage
Rates and annual charges	36,948	61%
User charges and fees	5,022	8%
Interest and investment income	1,714	3%
Other revenues	3,944	6%
Grants and contributions provided for operating purposes	2,921	4%
Grants and contributions provided for capital purposes	9,762	17%
Net gain from disposal of assets	625	1%
Total income from continuing operations	60,935	

Expenses

Category	Amount (\$'000)	Percentage
Employee benefits and on-costs	25,524	45%
Materials and services	20,607	36%
Borrowing costs	179	0%
Depreciation and amortisation	9,551	17%
Other expenses	1,401	2%
Total expenses from continuing operations	57,261	

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Available Capital Funding

This table shows how available capital funding is calculated, that is how the operating budget contributes to funding capital works. The starting point of the calculation is the operating result before capital grants and contributions. Transfers to reserves from the operating budget are added to the operating result, together with the repayment of principal on loans. Transfers from reserves to fund operational projects/activities are then deducted, together with any non-cash items.

	\$'000
Net operating result from continuing operations before capital grants and contributions	(6,088)
ADD:	
Transfers to Reserve from operating:	
Developer contributions interest	357
Stormwater Management Service Charge	309
Council Elections	100
Information Technology	118
Golf Driving Range	300
Repayment of principal on loans	103
LESS:	
Transfers from Reserve to operating	
Developer contributions	(282)
Domestic Waste Management	(408)
Non-cash items:	
Depreciation	(9,551)
Available Capital Funding	2,867

After funding all of Council's day-to-day services and making necessary and appropriate transfers to and from reserves, Council has \$2.867M available from the operating budget to go toward funding its capital works program.

Capital Works Program and Budget Result

Council plans to spend \$18.8M in 2023-2024 funded by grants and contributions, loans and reserves in addition to funding from the operating budget. Subject to approval of the SRV application, \$7 million will be spent on asset renewal as the first tranche of renewal works to reduce Council's asset renewal backlog. More detail on the capital works program is provided elsewhere in this plan.

Description	Amount \$'000
Expenditure:	
Roads, bridges and footpaths	8,850
Traffic management	393
Stormwater drainage	309
Buildings	650
Parks and reserves	200
Major projects	5,032
Plant and equipment	2,650
Information Technology	143
Other	196
Total Capital Works Program	18,423
Funding:	
Operating budget	2,867
Grants and contributions	4,032
Loans	8,000
Externally restricted Reserves	1,828
Internally restricted Reserves	1,700
Total Capital Funding	18,427
Budget Result (surplus)	(3)

Statement of Revenue Policy 2023-2024

Council's Statement of Revenue Policy identifies the proposed revenue from each of the following sources of funding:

- Rates
- Domestic waste annual charge
- Fees and charges
- Private works
- Borrowings
- Investments.

There will be a 2023-2024 increase of 35.1% which includes a \$4 million re-allocation of overheads from domestic waste management (DWM) to general operations. This reduces Council's domestic waste management charge for 2023-2024 from \$795 to \$550, a reduction of \$245 per annum. A full breakdown is provided below.

2023-2024 Rate Peg	3.7%
DWM transfer	20.3%
Special variation	11.1%
Total	35.1%

In conjunction Council will introduce a minimum rate of \$1,040 in 2023-2024, increasing to \$1,200 in 2024-2025. This will facilitate moving from the existing base amount rating structure to a minimum rate rating structure.

Rating statement

Revenue will be raised by way of residential and business rates, based on land values of all rateable properties in the Council area. Council's Rating Structure is based on an ad-valorem rate subject to a minimum.

The method of ad valorem (rate per dollar multiplied by land value) and minimum rate is used to determine what rates are paid by each property owner. If the valuation multiplied by the rate per dollar falls below the minimum rate, the minimum rate will be charged.

The rating structure comprises:

- Ordinary Rate – Residential
- Ordinary Rate – Business General
- Ordinary Rate – Business Strathfield CBD
- Ordinary Rate – Business North
- Ordinary Rate – Business South.

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2023-2024 Rating Structure including Special Rate Variation

Category / sub-category	No. of Assessments	Rate in \$ and Minimum Rate	Land Value	Land Value subject to Minimum	No. of Mins	2023-2024 Yield
Residential	16,698	0.04562 \$1,040	17,284,289,647	6,521,159,647	13,337	18,780,620
Business General	460	0.21800 \$1,040	1,170,687,717	24,587,027	155	2,659,700
Business Strathfield CBD	85	0.18423 \$1,040	263,766,120	19,911,885	67	518,933
Business North	574	0.22786 \$1,040	601,060,111	71,529,125	461	1,686,029
Business South	400	0.22786 \$1,040	1,435,136,340	37,155,414	135	3,325,839
TOTAL BUSINESS	1,519		3,470,650,288	153,183,451	818	8,190,501
TOTAL RATES	18,217		20,754,939,935			26,971,121

Rate calculations are based on land valuations with a base date of 1 July 2022 provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566 (3) of the Local Government Act.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566 (3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 9.0% per annum and calculated daily for the 2023-2024 financial year.

Rate and charges reductions for eligible pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card, up to a maximum of \$250.00. In 2013 with the establishment of the Stormwater Management Service Charge (minute 132/13) that eligible pensioners and Commonwealth Seniors Health Care Card Holders be exempted from the charge. This policy has continued since it was first resolved.

Rate Instalments

Rates and charges are levied annually in July each financial year (July – June) and can either be paid in full or by quarterly instalments. Instalments are due on 31 August, 30 November, 28 February and 31 May each year.

Other Specific Rating Issues

Aggregation of rates in accordance with S.548A of the Local Government Act will apply in the following situations: for all lots categorised as Residential or Business for rating purposes, one separately titled car space and/or one separately titled utility lot that are in the same ownership as the residential or business lot and are within the same building or strata plan. All aggregations will only apply from the commencement of the instalment period following the lodgement of the application with Council. An application fee is applicable to all applications for aggregation.

Council will, upon registration of a new strata or deposited plan, re-rate the property(ies) from the first instalment date following the date of registration.

At the end of each month all outstanding rates debts up to a maximum of \$5.00 per assessment will be written off and the resulting abandonments shall be incorporated in Council's final accounts.

Carrying out work on private land

Under the provisions of s.67(1) of the Local Government Act 1993, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (user pays) basis including design, supervision and staff overheads.

Council may, on request or by agreement with the owner or occupier of land, or pursuant to an order or notice issued under the Local Government Act 1993 or other relevant legislation, carry out any kind of work on the land which may lawfully be carried out on that land.

The types of works are, but not limited to, the following:

- Paving and roadmaking
- Kerbing and guttering
- Fencing and ditching
- Tree planting and tree maintenance
- Demolition and excavation

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- Land clearing and tree felling
- Water, sewerage and drainage connections
- Gas and electricity connections.

Giving effect to, or compliance with, an order issued pursuant to Section 124 of the Local Government Act 1993. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

Domestic Waste Management Charges

The full cost of providing a domestic waste management service, including general waste, recycling, and household clean up must be met from specific fees and charges payable by owners of rateable residential properties. The domestic waste management service charge includes the full cost of administration, service provision, State Government levies and tipping fees.

Section 496 of the Local Government Act 1993 provides that:

A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:

- (a) the service is available for that land, and
- (b) the owner of that land requests or agrees to the provision of the service to that land, and
- (c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

The Local Government Act 1993 requires Council to recover the full cost of providing the Domestic Waste Management Service.

This resulted in the following charges for 2023-2024:

Service	Cost (\$)
Domestic Waste Management Charge	\$550
Domestic Waste Management Charge (pensioners)	\$515
Additional service - 120L Garbage	\$795
Additional service - 240L Garden vegetation	\$275

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Additional service - 240L Recycling	\$275
Availability Charge	\$175

Service

- Details of the Domestic Waste Management Service
- Weekly collection of 120L bin of domestic waste
- Fortnightly collection of recyclable materials
- Fortnightly green waste service (single unit dwellings only)
- 3 clean up collections
- Collection and monitoring costs for illegal dumping of domestic/residential waste.

Stormwater Management Service Charge

Council has established a Stormwater Management Service Charge to ratepayers used to fund capital costs associated with stormwater management programs. The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a Stormwater Management Services Charge (Local Government Amendment (Stormwater) Act 2005 and amendments to the Local Government (General) Regulation 2021). All funding collected must be applied to stormwater management projects. The following charges are to be made for 2023-2024:

Land categorised as residential	\$25.00	For a single residential dwelling
Residential strata lots	\$12.50	For each strata unit
Residential flats, community title, tenants-in-common residential units	\$12.50	For each flat/unit
Land categorised as Business	\$25.00	Plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of \$200.00
Business Strata Lots, Business Company Title	\$5.00	Minimum \$5 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business charge of \$200

The estimated income from the charge is approximately \$309K.

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Borrowings

Council intends to borrow \$8 million during the 2023-2024 financial year. \$7 million will be used to fund asset renewal projects and \$1 million will fund works at Council's golf driving range at Hudson Park. Council will seek funding from TCorp NSW for the \$7M loan which will be repaid from rates income raised over a 20-year period. The \$1 million will be sourced from a major Australian bank through a competitive quotation process for a term of ten (10) years which will be repaid from driving range income.

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify those business activities in accordance with the guidelines set down by the Office of the General Manager Local Government.

Category 1 Businesses are those with an annual gross operating income greater than \$2 million. Based on Council's annual financial statements, the following activities have a turnover of \$2 million or more, and are therefore classified as Category 1 business activities:

- Domestic Waste Management

Category 2 Businesses are those with an annual gross operating income less than \$2 million. Council has identified no Category two (2) business activities.

Pricing Policy and Principles for Council Fees and Charges

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, Council charges and recovers approved fees and charges for services it provides.

The 2023-2024 Fees and Charges Schedule is issued as an attachment to this plan.

The fees and charges are generally intended to be imposed on the following services provided by Council under the Local Government Act or any other Act or regulations. This can include:

- supply of a product, service or commodity
- giving information
- providing a service in connection with the exercise of the council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- inspection of premises associated with commercial activity or building approval or compliance

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- allowing admission to any building or enclosure
- possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611 Local Government Act)
- allowing use or benefit from Council's assets and facilities etc.
- fees for business activities (s.610A Local Government Act).

In cases where the amount of fees and charges for service is determined under another Act or regulatory bodies, Council will apply the amount determined under the other Act or Regulation such as Environmental Planning and Assessment Act 1979 and Companion Animals Act 2008.

In determining the amount of fees and charges, Council has considered the following factors:

- the cost of providing the service
- the importance or benefit of the service to the community
- prices fixed by the relevant industry bodies
- any factors specified in the Local Government regulations.

In accordance with the Section 610D of the Local Government Act 1993, Council charges a higher fee or an additional fee for an expedited serviced provided, for example, in case of urgency. In accordance with Section 610E of the Local Government Act 1993, Council may provide for reductions in the cost of use of Council facilities in accordance with Council policy.

All of Council's fees and charges, not subject to statutory controls, are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the Local Government Act 1993 and Regulations.

In accordance with Section 610F of the Local Government Act 1993, Strathfield Council will give public notice for at least 28 days of changes in fees and charges already adopted or any new fees and charges.

The predominant consideration in reviewing Council's fees and charges is recovery of the cost of providing the service.

Goods and Services Tax (GST)

The Goods and Services Tax (GST) applies to several goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.

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Operational Plan 2023-2024

This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2035 was adopted following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

Council's Operational Plan 2023-2024 is focused on actions to be implemented during a financial year relating to the Delivery Program which details the principal activities and resources allocated to achieve the community's strategic priorities and goals of the Community Strategic Plan. All of Council's services, programs and projects are aligned to these outcomes. While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program and Operational Plan translates these strategic goals into clear, measurable actions that Council is committed to deliver.

In developing the Operational Plan, assumptions are made about the Council's capacity to deliver the targets identified, however as noted, should financial, workforce and capital resources or the framework in which local government operates change, further review of programs and plans will occur which may change priorities and activities undertaken by Council.

How to read this plan

Strathfield 2035 is aligned to the community vision through five (5) themes. Each theme includes goals (where do we want to be) and strategies (how do we get there). The Delivery Program and Operational Plan are combined, which shows how the plans are linked. The Delivery Program outlines the Council's plans for the next four years and the one-year Operational Plan, outlines what actions Council will implement to support the plan and how it will be resourced over a financial year.

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Theme 1 Connectivity

Community Strategic Plan 'Strathfield 2035'	Goal 1.1	Sustainable growth supported by well-planned and accessible infrastructure and services	
	Strategy 1.1.1	Collaborate to deliver state and regional infrastructure to sustain increasing and diverse populations and development	
Delivery Program 2022-2026	Principal Activity 1.1.1.1	Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density (LSPS P1)	
Operational Plan 2023-2024 Actions		Responsibility	Measures/Target
1.1.1.1.1	Collaborate with DPIE to deliver Parramatta Road Urban Amenity Improvement Plan projects in accordance with the relevant project milestones	# meetings Target: 6 month report	Engineering and Operations
1.1.1.1.2	Commence Open Space, Recreation, Sporting and Community Facilities Study (refer: LSPS A31 and A94)	Study commenced Target: June 2024	Planning and Environment
1.1.1.1.3	Seek funding and resources to prepare masterplan for PRCUTS	Resourcing achieved Target: June 2024	Planning and Environment
1.1.1.1.4	Advocate and/collaborate with NSW Government and agencies for regional infrastructure, services and provisions to support impact of growth of population and development in the Strathfield LGA and neighbouring areas (refer: LSPS Action A1)	# meetings Target: 6 month report	Planning and Environment
1.1.1.1.5	Prepare and review Plans of Management for community land including Crown Lands reserves (refer: LSPS Action A93)	Status of reviews Target: 6 month report Office of the General Manager	Office of the General Manager

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Community Strategic Plan 'Strathfield 2035'	Goal 1.1	Sustainable growth supported by well-planned and accessible infrastructure and services		
	Strategy 1.1.2:	Plan and deliver local infrastructure to meet future increases in populations and to meet diversity of community needs (LSPS PS)		
Delivery Program 2022-2026	Principal Activity 1.1.2.1:	Plan and delivery upgraded or new high quality and strategically located local infrastructure to support current and future population needs		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
1.1.2.1.1	Review and prepare supporting studies for Council Development Contribution Plan		Review and prepare studies Target: Milestones achieved	Planning and Environment
1.1.2.1.2	Continue to progress WestInvest projects, including community engagement		Progress of program implementation Target: 6 month report	Engineering and Operations
1.1.2.1.3	Develop and implement a Project Management Framework for management of capital works projects		Framework developed Target: December 2023	Engineering and Operations
1.1.2.1.4	Implement capital works program for roads, kerbs and gutter, footpath, building and parks projects 2023-2024 in accordance with the relevant project milestones		% of works implemented Target: 6 month report	Engineering and Operations

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Community Strategic Plan 'Strathfield 2035'	Goal 1.2:	All areas of Strathfield LGA are connected by integrated and safe transport networks		
	Strategy 1.2.1:	Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.		
Delivery Program 2022-2026	Principal Activity 1.2.1.1:	Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
1.2.1.1.1	Meet with neighbouring councils, TfNSW, Sydney Metro West and the Department of Planning and Environment (DPE) to facilitate improved public transport, active travel infrastructure and place-based outcomes along the Parramatta Road Corridor and future Sydney Metro West station at North Strathfield (refer: LSPS Action A2 and A4)		# meetings Target: 6 month report	Planning and Environment

Community Strategic Plan 'Strathfield 2035'	Goal 1.2:	All areas of Strathfield LGA are connected by integrated and safe transport networks		
	Strategy 1.2.1:	Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.		
Delivery Program 2022-2026	Principal Activity 1.2.1.2:	Manage effective and safe local traffic and transport services and well-maintained infrastructure		
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility	
1.2.1.2.1	Review parking strategy for off-street parking pricing and meter and review residential parking permit fee	Review complete Target: June 2024	Engineering and Operations	
1.2.1.2.2	Monitor impact of heavy vehicles and traffic from freight corridors on local roads and residential areas and take action as required	# complaints Target: 6 month report	Engineering and Operations	
1.2.1.2.3	Progress the LGA wide transport and traffic study	Study progressing in accordance with milestones Target: 6 month report	Engineering and Operations	
1.2.1.2.4	Advocate to the NSW Government for traffic controls on Marlborough Road and Arthur St/Centenary Drive for improved pedestrian access	Representation made Target: Each quarter	Planning and Environment	
1.2.1.2.5	Review Strathfield Connector Bus Service	Review complete Target: 6 month report	Planning and Environment	

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Community Strategic Plan 'Strathfield 2035'	Goal 1.2:	All areas of Strathfield LGA are connected by integrated and safe transport networks		
	Strategy 1.2.2:	Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.		
Delivery Program 2022-2026	Principal Activity 1.2.2.2:	Review, manage and implement plans to improve traffic movement and manage resident access to on-street parking in areas of high parking demand.		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
1.2.2.2.1	Review, manage and implement plans to improve traffic movement and manage resident access to on-street parking in areas of high parking demand		# resident parking permits issued Target: 6 monthly reports	Engineering and Operations
1.2.2.2.2	Monitor traffic and operate parking patrols in areas with high volume movement or parking demand		% Schedules met, # complaints, # fines issued Target: 6 monthly report	Engineering and Operations
1.2.2.2.3	Deliver roads safety program and campaigns		Program implemented Target: 6 month report	Engineering and Operations

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Community Strategic Plan 'Strathfield 2035'	Goal 1.3:	Optimised service and information access and delivery through effective communications and digital technology		
	Strategy 1.3.1:	Deliver effective communications using various media forms that inform and engage with diverse communities		
Delivery Program 2022-2026	Principal Activity 1.3.1.1:	Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities		
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility	
1.3.1.1.1	Prepare Council Communications Strategy	Strategy prepared Target: June 2024	Office of the General Manager	
1.3.1.1.2	Respond to and monitor media for reports related to the LGA, local government and issues of community impact or interest	# media releases Target: June 2024 Monitor media daily Target: 6 month report	Office of the General Manager	
1.3.1.1.3	Provide Mayoral communications and media support	Fortnightly meeting Target: 6 month report	Office of the General Manager	
1.3.1.1.4	Provide regular community updates on actions, proposals and decisions affecting the local community across Council's media	# updates issued Target: 6 month reporting	Office of the General Manager	
1.3.1.1.5	Maintain, monitor and publish accurate and up-to-date communications in various formats including print, website and social media	# services delivered in each format, # website visits, # social media followers, # monthly printed newsletter issued Target: 6 month report	Office of the General Manager	

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Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
1.3.1.1.6	Provide online access to a wide range of Council services. Implement iConcierge CRM App and browse-based customer self-service system including the ability for customers to submit service requests, waste bookings, venue bookings and parking permit applications	Progress of CRM system implementation Target: 6 month report	Corporate and Community
1.3.1.1.7	Upgrade Council's website to enable improved provision of information and community engagement	Review completed Target: 6 month report	Corporate and Community
1.3.1.1.8	Manage banner and filming requests	# requests as required Target: 6 month report	Office of the General Manager

Community Strategic Plan 'Strathfield 2035'	Goal 1.3:	Optimised service and information access and delivery through effective communications and digital technology	
	Strategy 1.3.2:	Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	
Delivery Program 2022-2026	Principal Activity 1.3.2.1:	Design and implement technology-based solutions that support enhanced and improved public information access and service delivery	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
1.3.2.1.1	Prepare Information and Communications Technology (ICT) Plan. Manage Council's IT systems to maintain and improve organisational efficiency, capacity and security	Progress of plan Target: June 2024	Corporate and Community
1.3.2.1.2	Install audio visual equipment to enable professional presentations in venues including the Town Hall and Council Chambers	Equipment installed Target: 6 month report	Corporate and Community

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Theme 2 Community Wellbeing Theme

Community Strategic Plan 'Strathfield 2035'	Goal 2.1:	Culturally diverse, socially cohesive and connected communities		
	Strategy 2.1.1:	Provide opportunities and programs to build community capacity and resilience		
Delivery Program 2022-2026	Principal Activity 2.1.1.1:	Broaden access and availability of community facilities and programs and support local community groups and networks.		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
2.1.1.1.1	Review and update Council's Social Plan and identify strategies to sustain and improve community wellbeing in the Strathfield LGA		Plan prepared Target: June 2024	Corporate and Community
2.1.1.1.2	Council's Community Directory is continually updated and promoted to include new organisations and groups in the Strathfield Local Government Area		# updates Target: 6 month report	Corporate and Community
2.1.1.1.3	Schedule detailed maintenance and condition improvements to the Bates Street Community Centre		Update completed Target: June 2024	Corporate and Community
2.1.1.1.4	Provide support for Council's Community Advisory Committees		# committee meetings held Target: 6 month report	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 2.1:	Culturally diverse, socially cohesive and connected communities		
	Strategy 2.1.1:	Provide opportunities and programs to build community capacity and resilience		
Delivery Program 2022-2026	Principal Activity 2.1.1.2:	Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
2.1.1.2.1	Provide information to CALD communities to assist in settling and obtaining access to resources		Brief prepared Target: June 2024	Corporate and Community
2.1.1.2.2	Prepare plan for the establishment of a Community Service Centre to provide support and resources for migrants, seniors and domestic violence in the Strathfield LGA		Brief prepared Target: December 2023	Corporate and Community
2.1.1.2.3	Review and update 'Discover your Council' and Council information and provide multi-language translations		Information provided; document translations Target: 6 month report	Corporate and Community
2.1.1.2.4	Develop and implement civic education program		Program prepared Target: 6 month report	Office of the General Manager

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Community Strategic Plan 'Strathfield 2035'	Goal 2.1:	Culturally diverse, socially cohesive and connected communities		
	Strategy 2.1.2:	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies		
Delivery Program 2022-2026	Principal Activity 2.1.2.1:	Facilitate and partners with key stakeholders to support aged and disability		
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility	
2.1.2.1.1	Partner with disability and carer providers, promote disability inclusion and access and review Council actions in accordance with Disability Inclusion Action Plan	# disability information sessions: Target: 6 month report	Corporate and Community	
2.1.2.1.2	Collaborate with disability organisation to coordinate program to support work experience for people with disabilities	Work experience program implemented Target: December 2023	Corporate and Community	
2.1.2.1.3	Work with partners including NSW Health, Police and seniors organisations, to facilitate range of seniors programs and events for health, wellbeing and community safety	Programs and services delivered Target: 6 month report	Corporate and Community	
2.1.2.1.4	Deliver a range of activities and programs to support older residents health and social interaction	# activities Target: 6 month report	Corporate and Community	
2.1.2.1.5	Liaise and support access to community transport for older residents to services and activities	Program delivery Target: 6 month report	Corporate and Community	
2.1.2.1.6	Undertake playground safety audits on a quarterly basis and implement the prioritised actions arising	Audits completed Target: Quarterly	Engineering and Operations	
2.1.2.1.7	Continue to review pedestrian access and mobility and implement accessibility improvements for people with disabilities or who are less mobile	Annual Review Target: June 2024	Engineering and Operations	

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Community Strategic Plan 'Strathfield 2035'	Goal 2.1:	Culturally diverse, socially cohesive and connected communities		
	Strategy 2.1.2:	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies		
Delivery Program 2022-2026	Principal Activity 2.1.2.2	Facilitate programs that support children, youth and their families		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibilities
2.1.2.2.1	Collaborate with schools and service providers to develop school holidays programs		Measures: # school holiday program Target: 6 month report	Corporate and Community
2.1.2.2.2	Facilitate provision of children's programs		Measures: # services provided Target: 6 month report	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 2.1:	Culturally diverse, socially cohesive and connected communities	
	Strategy 2.1.2	Provide opportunities and programs to build community capacity and resilience	
Delivery Program 2022-2026	Principal Activity 2.1.2.3	Provide recognition and support for community organisations and volunteer programs	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
2.1.2.3.1	Review, promote and administer financial assistance and local community grants programs in accordance with guidelines	Grants allocated Target: June 2024	Corporate and Community
2.1.2.3.2	Deliver recognition program for community volunteers and organisations	Programs delivered Target: June 2024	Office of the General Manager

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Community Strategic Plan 'Strathfield 2035'	Goal 2.2	Healthy and Active Communities		
	Strategy 2.2.1	Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs		
Delivery Program 2022-2026	Principal Activity 2.2.1.2	Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
2.2.1.2.1	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements		>95% inspection and maintenance program completed; asbestos register reviewed; electrical tag and test program completed; fire safety system inspections completed and certificates issued Target: 6 month report	Engineering and Operations
2.2.1.2.2	Manage casual and seasonal hire agreements for use of sportsgrounds, parks and community facilities within Council's adopted policy		# bookings, # seasonal hire agreements Target: 6 month report	Engineering and Operations
2.2.1.2.3	Prepare, adopt and implement sportsground allocation policy		Policy adopted; % sportsgrounds allocated Target: 6 month report	Engineering and Operations
2.2.1.2.4	Manage and maintain parks, amenities, playgrounds and recreational facilities to high standards of safety and amenity		% service standards met Target: 6 month report	Engineering and Operations

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Community Strategic Plan 'Strathfield 2035'	Goal 2.2	Healthy and Active Communities	
	Strategy 2.2.2:	Promote healthy and active living programs	
Delivery Program 2022-2026	Principal Action 2.2.2.1	Collaborate and provide opportunities to improve community participation in healthy living programs and activities	
Operational Plan 2023-2024 Actions			
		Measures/Targets	Responsibility
2.2.2.1.1	Promote programs that deliver health, fitness and social wellbeing for local community	# agreements Target: 6 month report	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'		Goal 2.3:	Safe and accessible places	
		Strategy 2.3.1:	Collaborate and deliver public safety programs and promote community safety awareness	
Delivery Program 2022-2026		Principal Activity 2.3.1.1:	Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity	
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
2.3.1.1.1	Collaborate with Police and community stakeholders to target and deliver community education and awareness campaigns to raise awareness of community safety issues		# Police meetings attended, # information sessions delivered Target: 6 month report	Corporate and Community
2.3.1.1.2	Review Strathfield Community Safety Plan		Review plan Target: 6 month report	Corporate and Community
2.3.1.1.3	Prepare Graffiti Management Policy		Prepare Graffiti Management Policy Target: December 2023	Corporate and Community
2.3.1.1.4	Deliver Cyber Safe Strathfield community information programs to raise community awareness of scams and cyber-attacks		# information sessions Target: 6 month report	Corporate and Community
2.3.1.1.5	Deliver Strathfield Community Safety Plan actions including safety audits in collaboration with Police		# safety audits conducted, # actions implemented Target: 6 month report	Corporate and Community
2.3.1.1.6	Review Council's CCTV policies and programs in collaboration with Police. Manage maintenance of CCTV systems and access to footage		Program review Target: June 2024 CCTV needs assessment complete Target: June 2024 # requests for access to	Corporate and Community

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		CCTV footage Target: 6 month report	
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Community Strategic Plan 'Strathfield 2035'	Goal 2.3:	Safe and accessible places	
	Strategy 2.3.1:	Collaborate and deliver public safety programs and promote community safety awareness	
Delivery Program 2022-2026	Principal Activity 2.3.1.2	Maintain safe public environments and manage reductions of hazards	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
2.3.1.2.1	Collaborate with Ausgrid to continue to install upgraded LED street lighting	Review complete Target: 6 month report	Engineering and Operations
2.3.1.2.2	Continue to implement a proactive maintenance program to improve street trees through crown lifting and pruning. Respond to requests and complaints regarding trees in public areas	% of LGA trees treated Target: 6 month report # requests actioned Target: 6 month report	Engineering and Operations
2.3.1.2.3	Maintain day and night patrols and respond to complaints and reports of anti-social behaviours, graffiti, vandalism and illegal waste dumping	# Penalties issued Target: 6 month report % of infringement types Target: 6 month report.	Planning & Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 2.3:	Safe and accessible places	
	Strategy 2.3.3:	Promote and build community resilience, capacity and self-reliance	
Delivery Program 2022-2026	Principal Activity 2.3.1.3:	Build community resilience and capacity to manage and respond to shocks and emergencies	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
2.3.2.1.1	Provide support to and input into local emergency recovery plans. Actively participate in the Bays Local Emergency Management Committee (LEMC) and attend quarterly meetings		Attend quarterly LEMC Committee Target: 6 month report Engineering and Operations

Theme 3: Celebrating Culture and Place

Community Strategic Plan 'Strathfield 2035'	Goal 3.1:	Enticing, vibrant and safe centres blending services and social connectivity	
	Strategy 3.1.1:	Plan and deliver vibrant attractive and safe town and village centres and commercial areas	
Delivery Program 2022-2026	Principal Activity 3.1.1.1:	In collaboration, plan and deliver vibrant, active and diverse services and activities in local town and village centres and commercial areas	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
3.1.1.1.1	Continue to review the Strathfield Town Centre		Update on review every 6 months Target: 6 month reports Planning and Environment
3.1.1.1.2	Manage and monitor outdoor dining and footpath display agreements in town centres		# current agreements Target: 6 month reports Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 3.1:	Enticing, vibrant and safe centres blending services and social connectivity	
	Strategy 3.1.2:	Support programs to promote activity and sustain local business	
Delivery Program 2022-2026	Principal Activity 3.1.2.1:	Promote a range of activities and experiences to attract local community and visitors to the Strathfield area	
Operational Plan 2023-2024 Actions			
3.1.2.1.1	Design, facilitate and promote an annual program of major events that provide opportunities for a wide range of community participation	Events annual program adopted Target: August 2023 # events completed; # participants Target: 6 monthly report	Office of the General Manager
3.1.2.1.2	Provide festive decorations throughout LGA during Christmas/New Year season	Decorations installed Target: November 2023	Office of the General Manager

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Community Strategic Plan 'Strathfield 2035'	Goal 3.1:	Enticing, vibrant and safe centres blending services and social connectivity	
	Strategy 3.1.2:	Support programs to promote activity and sustain local business	
Delivery Program 2022-2026	Principal Activity 3.1.2.2:	Facilitate plans and programs to promote business productivity and improve compliance	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
3.1.2.2.1	Conduct inspections of food businesses. Participate and award businesses in the 'Score on Doors' food safety program	Annual Inspection program completed; 80% of inspections rate 3 stars and above Food Safety 'Scores on Doors' program Target: June 2024	Planning and Environment
3.1.2.2.2	Conduct business compliance and environmental audit programs	Annual program completed Target: 6 monthly report	Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 3.2:	Place of creativity, culture and learning	
	Strategy 3.2.1:	Facilitate and support learning, community and cultural programs, events and activities	
Delivery Program 2022-2026	Principal Activity 3.2.1.1:	Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
3.2.1.1.1	Deliver and facilitate library based learning, literacy and technology programs across all age and cultural groups	# programs held e.g. Storytime, toddler, baby bounce etc. # participants Target: 6 month report	Corporate and Community
3.2.1.1.2	Provide access to library and information services including loans, reference services, target group collections and digital resources including 3-D printing	# loans, # visitors, # visitors (in extended hours) # library members, # wifi sessions, % resources allocated to target collections e.g. CALD Target: 6 month report	Corporate and Community
3.2.1.1.3	Prepare and promote digital literacy programs and services to the community to improve digital awareness and skills	# programs delivered Target: 6 month report	Corporate and Community
3.2.1.1.4	Deliver services, activities and programs in partnership with agencies, community organisations and service providers	# services delivered # JP sessions held Target: 6 month report	Corporate and Community
3.2.1.1.5	Investigate demand for additional Library book lockers and suitable locations	Report prepared Target: June 2024	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 3.2:	Place of creativity, culture and learning		
	Strategy 3.2.2:	Foster and celebrate local identity		
Delivery Program 2022-2026	Principal Activity 3.2.2.1:	Explore and reflect on shared culture, history and heritage of Strathfield's communities		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
3.2.2.1.1	Partner and present exhibitions and learning programs that educate and reflect on culture, art, heritage and environment with emphasis on connections to Strathfield LGA		# exhibitions held, # visitors Target: 6 month report	Corporate and Community
3.2.2.1.2	Prepare an oral history project focused on undocumented histories of culturally and linguistically diverse groups and their experiences in Strathfield LGA		Project progress Target: June 2024	Corporate and Community
3.2.2.1.3	In collaboration with partners, prepare and deliver education on first nation history in the Strathfield LGA and celebrate NAIDOC Week. Prepare a report on actions required to develop a Reconciliation Action Plan with Reconciliation Australia		Program delivered; Events held Target: June 2024	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 3.2:	Place of creativity, culture and learning	
	Strategy 3.2.2:	Foster and celebrate local identity	
Delivery Program 2022-2026	Principal Activity 3.2.2.2:	Promote and deliver civic programs and events that connect and celebrate community	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
3.2.2.2.1	Coordinate citizenship ceremonies and celebrate civic events and achievements	# citizenship ceremonies and conferees Target: 6 month report # civic events Target: 6 month report	Office of the General Manager
3.2.2.2.2	Facilitate Council's Sister City commitments	Commitments implemented Target: June 2024	Office of the General Manager

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Theme 4: Livable Neighbourhoods Theme

Community Strategic Plan 'Strathfield 2035'	Goal 4.1:	Quality, livable and sustainable urban design and development	
	Strategy 4.1.1:	Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage	
Delivery Program 2022-2026	Principal Activity 4.1.1.1:	Prepare, review and implement planning controls that respect local character, heritage and deliver quality livability, aesthetics and sustainable development in the Strathfield LGA	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
4.1.1.1.1	Continue to develop and review Council's flood risk management studies including completion of the Saleyards Creek floodplain management study	Study completed Target: June 2024	Engineering and Operations
4.1.1.1.2	Review Strathfield Local Environment Plan (LEP) to align with District Plan priorities.	Review progress Target: 6 month report	Planning and Environment
4.1.1.1.3	Commence review of Development Control Plans (DCP) to align with the Local Environmental Plan (LEP)	Report progress Target: 6 month report	Planning and Environment
4.1.1.1.4	Provide heritage advisory services. Manage heritage grant program to support owners of heritage properties	# Heritage advices provided, # Heritage grants delivered Target: June 2024	Planning and Environment
4.1.1.1.5	Prepare affordable housing contributions scheme or policy	Milestone progress Target: 6 month report	Planning and Environment
4.1.1.1.6	Identify, investigate and prepare options for social housing in LGA	Discussion paper prepared Target: 6 month report	Planning and Environment
4.1.1.1.7	Identify implementation mechanism for design excellence	Plan prepared Target: Milestone progress	Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 4.1:	Quality, liveable and sustainable urban design and development		
	Strategy 4.1.2:	Deliver effective and efficient planning and development processes		
Delivery Program 2022-2026	Principal Activity 4.1.2.1	Deliver effective and efficient planning and development processes focused on best community outcomes		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
4.1.2.1.1	Notify, assess and determine development applications and planning proposals. Update planning agreement registers. Provide support for planning panels		# notifications issued, # DA determined, VPA register publish weekly update Target: 6 month report	Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 4.2:	Clean, attractive and well-maintained neighbourhoods and public domains		
	Strategy 4.2.1:	Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse		
Delivery Program 2022-2026	Principal Activity 4.2.1.1	Deliver efficient waste services and community education that respond to community demand and improve resource recovery and waste management practices		
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility	
4.2.1.1.1	Deliver scheduled general, green waste, recycling services to residential properties. Manage on-call waste collection services	# services, # tonnage waste collected for MUDS and SUDS, % waste diverted from landfill, # tonnage of on-call waste collection services Target: 6 monthly report	Planning and Environment	
4.2.1.1.2	Prepare Waste Management Strategy	Waste Management Strategy adopted Target: 6 month report	Planning and Environment	
4.2.1.1.3	Prepare community education programs aimed at reducing littering and dumping and improving recycling and reuse	Community Education programs prepared Target: 6 monthly report	Planning and Environment	
4.2.1.1.4	Review on-call collection processes for residents living in multi-unit development	Review completed Target: June 2024	Planning and Environment	
4.2.1.1.5	Facilitate and monitor Return and Earn recycling service	# collections, # tonnes collected Target: 6 monthly report	Planning and Environment	

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Community Strategic Plan 'Strathfield 2035'	Goal 4.2:	Clean, attractive and well-maintained neighbourhoods and public domains		
	Strategy 4.2.2:	Maintain high standards of public health, amenity and safety		
Delivery Program 2022-2026	Principal Activity 4.2.2.1:	Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety.		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
4.2.2.1.1	Investigate and monitor pollution events and take action on compliance breaches		# pollution events Target: 6 monthly report	Planning and Environment
4.2.2.1.2	Investigate complaints and/or breaches of permits including standing plants, skip bins, shipping containers , sediment and erosion control etc.		# complaints and permit breaches Target: 6 monthly report	Planning and Environment
4.2.2.1.3	Report on updated Companion Animal Policy. Prepare Companion Animal Education Program		# animals impounded, #animals returned and rehomed, # dangerous dogs reported Target: 6 monthly report Report to Council. Target: June 2024	Planning and Environment
4.2.2.1.4	Provide community education and administer fire safety, swimming pool safety, awnings, building compliance and public health protection and compliance		>95% compliance program implemented Target: 6 monthly report	Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 4.2:	Clean, attractive and well-maintained neighbourhoods and public domains	
	Strategy 4.2.2:	Maintain high standards of public health, amenity and safety	
Delivery Program 2022-2026	Principal Activity 4.2.2.2:	Deliver street and public domain cleansing programs and provide community education to improve public domains, streets and waterways	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
4.2.2.2.1	Deliver cleansing and maintenance programs in public domains including town centres.	>95% of service schedule met Target: 6 monthly report	Engineering and Operations
4.2.2.2.2	Prepare Stormwater Education Program. Operate Street Sweeping Service to a three (3) weekly cycle.	Deliver stormwater education programs; % of scheduled street sweeping service delivered; # collected (tonnes) Target: >95% schedule met	Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 4.3:	Healthy Thriving Sustainable and Resilient Environments	
	Strategy 4.3.1:	Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)	
Delivery Program 2022-2026	Principal Activity: 4.3.1.1:	Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA.	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
4.3.1.1.1	Commence preparation of an Urban Forest Strategy including Street and Park Tree Masterplan (Strathfield Greening Strategy) which identifies quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces (refer: Biodiversity Strategy actions A13 and LSPS Action P15)	Progress project in accordance with project milestones Target: June 2024	Engineering and Operations
4.3.1.1.2	Administer tree application process and investigate breaches and complaints	# Tree permits completed, % <=14 days from receipt Target: 6 month report	Engineering and Operations

Community Strategic Plan 'Strathfield 2035'	Goal 4.3:	Healthy Thriving Sustainable and Resilient Environments	
	Strategy 4.3.1:	Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)	
Delivery Program 2022-2026	Principal Activity: 4.3.1.2	Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
4.3.1.2.1	Provide report to Council on the Metropolitan Greenspace Spatial Framework	Report adopted Target: December 2023	Planning and Environment
4.3.1.2.2	Apply for grants to fund improved informational signage in natural areas and installation of a sluice gate to improve tidal flushing (Biodiversity Strategy Action A7)	Grant awarded Target: 6 monthly report	Planning and Environment
4.3.1.2.3	Inspect and enforce management of biosecurity. Prepare weed education program	# Inspections, Education program prepared Target: 6 monthly report	Planning and Environment
4.3.1.2.4	Apply for grant funding to conduct a bird survey	Grant awarded Target: June 2024	Planning and Environment
4.3.1.2.5	Seek agreement with Australia Post regarding conservation of remnant patch of Cooks River/Castlereagh Ironbark Forest (CRCIF) at Weeroona Road (Biodiversity Plan Action A5)	Agreement signed Target: 6 month report	Planning and Environment
4.3.1.2.6	Complete annual survey on Green and Golden Frog status and population	Annual survey completed; Changes in status and population of GGBF Target: Annual Report	Planning and Environment
4.3.1.2.7	Develop and deliver Backyard Habitat program and Creating Backyard Habitat guide for residents. (Biodiversity Strategy A14)	Program and guide prepared Target: December 2023	Planning and Environment

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Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
4.3.1.2.8	Remove 10% of weeds at Coxs Creek Reserve plant a diverse and complex canopy, midstory and understory of indigenous plant species reflecting CRCIF community	Project Completed. Target: June 2024	Planning and Environment
4.3.1.2.9	Measure W. Backhousei species cover, abundance, and condition. Monitor annually during December along transects, at low tide	Project Completed. Target: June 2024	Planning and Environment
4.3.1.2.10	Adopt a Biodiversity section in the DCP (refer: LSPS A86)	DCP review developed Target: January 2024	Planning and Environment
4.3.1.2.11	Collaborate with schools, community groups and other Councils to prepare and deliver sustainability and environment workshops	# programs delivered Target: 6 month report	Planning and Environment

Community Strategic Plan 'Strathfield 2035'	Goal 4.3:	Healthy Thriving Sustainable and Resilient Environments	
	Strategy 4.3.1:	Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)	
Delivery Program 2022-2026	Principal Activity: 4.3.2.1	Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
4.3.1.2.1	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas including Cooks River Alliance and Parramatta River Catchment Group	# meetings attended, progress of key projects Target: 6 monthly report	Planning and Environment
4.3.1.2.2	Conduct monthly water monitoring to ascertain health of waterways and detect pollution incidences (Biodiversity Strategy A9)	Condition of water quality, # pollution incidents Target: Annual Report	Planning and Environment
4.3.1.2.3	Identify necessary environmental infrastructure upgrades, for energy and water systems (refer: LSPS Action A109)	Progress of plan and actions Target: 6 monthly report	Planning and Environment

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Community Strategic Plan 'Strathfield 2035'	Goal 4.3:	Healthy Thriving Sustainable and Resilient Environments		
	Strategy 4.3.3:	Implement sustainable practices and efficiencies in resource use to support a healthy built environment (P16)		
Delivery Program 2022-2026	Principal Activity 4.3.3.1:	Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.		
Operational Plan 2023-2024 Actions			Measures/Targets	Responsibility
4.3.3.1.1	Identify opportunities for stormwater harvesting or recycling alternatives to potable water use for key Council open spaces or buildings		Actions identified Target: June 2024	Planning and Environment
4.3.3.1.2	Join Cities Power Partnerships		Partnership formed Target: December 2023	Planning and Environment
4.3.3.1.3	Prepare a four (4) year Environmental Education Programme		Program prepared Target: June 2024	Planning and Environment
4.3.3.1.4	Maintain and promote availability of existing Electrical Vehicle Charging Stations. Review fleet for conversion to energy efficient alternatives		# use of EV charging stations, # emissions from fleet Target: Annual Report	Planning and Environment

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Theme 5: Responsible Leadership

Community Strategic Plan 'Strathfield 2035'	Goal 5.1:	Council's leadership and decision making reflects community priorities and values	
	Strategy 5.1.1:	Strathfield community is well informed, engaged and represented in Council policy making and advocacy	
Delivery Program 2022-2026	Principal Activity 5.1.1.1:	Engage and provide opportunities for community to participate in decision making processes.	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.1.1.1.1	Publish public notifications and coordinate major community engagements in accordance with Council's Community Engagement Strategy	# engagements # public notifications Target: 6 month report	Office of the General Manager
5.1.1.1.2	Provide timely and effective advocacy and/or submissions concerning legislative and/or policy proposals affecting the Strathfield LGA	Submissions made Target: 6 month reports	Office of the General Manager
5.1.1.1.3	Prepare and review Council policies. Maintain currency of Council's policy register	# policies reviewed Target: 6 monthly reports	Office of the General Manager

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Community Strategic Plan 'Strathfield 2035'	Goal 5.1:	Council's leadership and decision making reflects community priorities and values	
	Strategy 5.1.1:	Strathfield community is well informed, engaged and represented in Council policy making and advocacy	
Delivery Program 2022-2026	Principal Activity 5.1.2.1	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.1.2.1.1	Provide support and administer Council and Committee meetings and prepare and publish Council minutes within service standards	# council meetings Target: Target: 10 meetings annual (minimum) # registered speakers, # committee meetings, >95% business papers and minutes issued within standards Target: 6 month report	Corporate and Community
5.1.2.1.2	Respond to Council resolutions and assess and review organisational and resource impacts in quarterly budget review	% council resolution completed Target: 6 month report	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 5.1:	Council's leadership and decision making reflects community priorities and values	
	Strategy 5.1.1:	Strathfield community is well informed, engaged and represented in Council policy making and advocacy	
Delivery Program 2022-2026	Principal Activity 5.1.2.2	Provide support to Councillors to enable effective and representative decision making based on community priorities	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.1.2.2.1	Prepare, deliver and report on councillor induction and learning and development programs	Prepare program Target: Oct 2023 Report on Councillor development Target: Annual Report	Corporate and Community
5.1.2.2.2	Provide Councillor briefings and provide timely and accurate responses to requests	# bulletins issued, # briefings held # requests finalised, Target: 6 month report	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 5.2:	Council is effectively and responsibly managed and responds to community needs	
	Strategy 5.2.1:	Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	
Delivery Program 2022-2026	Principal Activity 5.2.1.1:	Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.1.1.1	Prepare and revise IPR plans and conduct community engagement as required under the Integrated Planning and Reporting framework	Prepare and conduct community engagement Target: 6 month report	Office of the General Manager
5.2.1.1.2	Monitor and report on implementation of Integrated Planning and Reporting framework plans and strategies including six monthly Delivery Program and Annual Report	Prepare Annual Report Target: November 2023	Office of the General Manager
5.2.1.1.3	Coordinate and report on Council Performance Survey	Report on Performance Survey results Target: December 2023	Office of the General Manager

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Community Strategic Plan 'Strathfield 2035'	Goal 5.2:	Council is effectively and responsibly managed and responds to community needs	
	Strategy 5.2.1:	Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	
Delivery Program 2022-2026	Principal Activity 5.2.1.2:	Maintain Council's financial sustainability and provide accountable, transparent and value for money services	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.1.2.1	Implement new rating structure.	Actions implementation Target: June 2024	Corporate and Community
5.2.1.2.2	Prepare and present financial plans and reports including Long Term Financial Plan (LTFP), Annual Budget, Quarterly Budget reviews, investments reports, annual audited financial statements and other statutory report requirements	Investment report presented Target: Monthly report to Council LTFP, Budget and Fees and Charges adopted Target: June 2024 FBT report lodged Target: 30 April 2024 Quarterly financial review Target: Quarterly report to Council Financial Statements prepared Target: October 2024	Corporate and Community
5.2.1.2.3	Prepare annual and issue quarterly reminder rate notifications within statutory timeframes	Annual Rates Levy and Issue of Notices Target: June 2024 Issue rates reminder Target: Issued quarterly	Corporate and Community

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Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.1.2.4	Effectively manage Council's annual rates and sundry debtors	% overdue rates 60 days Target: Annual Report	Engineering and Operations
5.2.1.2.5	Commence preparation of a Land and Property Strategy	Progress of program implementation Target: 6 month report	Engineering and Operations
5.2.1.2.6	Undertake review of leases and licences	Review completed Target: June 2024	Engineering and Operations
5.2.1.2.7	Coordinate actions related to the change of the Belfield suburb name.	Progress of program implementation Target: 6 month report	Engineering and Operations
5.2.1.2.8	Continue to undertake asset conditions audits, including commitment of a parks and drainage asset audit and commence preparation of the relevant Asset Management Plans	Progress of program implementation Target: 6 month report	Engineering and Operations

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Community Strategic Plan 'Strathfield 2035'	Goal 5.2:	Council is effectively and responsibly managed and responds to community needs	
	Strategy 5.2.2:	Promote organisational culture of safety, best practice and quality improvement	
Delivery Program 2022-2026	Principal Activity 5.2.2.1:	Ensure Council is properly resourced to meet challenges of implementing the Delivery Program	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.2.1.1	Prepare and implement Council's Workforce Plan including EEO Management Plan. Implement actions scheduled for 2023-2024	Progress of implementation of actions Target: 6 month report	Corporate and Community
5.2.2.1.2	Monitor and provide reporting on current and projected workforce data and employment trends to ensure Council has an agile and capable workforce which is resourced to deliver effective programs and services	# staff, # vacancy/turnover, # gender Target: 6 month report	Corporate and Community
5.2.2.1.3	To facilitate and promote informed decision making and constructive working relationships, support and conduct regular engagement with Council staff. Hold meetings of the Joint Consultative Committee (JCC) on a regular basis and notify agendas and minutes in a timely manner	# JCC meetings held Target: 6 month report	Corporate and Community
5.2.2.1.4	Coordinate the Audit, Risk and Improvement Committee.	# Meetings held Target: 6 month report	Corporate and Community
5.2.2.1.5	Review, implement and monitor an effective and compliant Enterprise Wide Risk Management Program to effectively manage and minimise Council's risk exposure	Risk management programs implemented, Business continuity plans updated, Staff awareness program developed and implemented Target: 6 month report	Engineering and Operations

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Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.2.1.6	Ensure Council has an effective compliance Internal Audit Program including an internal audit plan	# Audits completed, % recommendations of audits implemented Target: Yearly audit plan delivered Actual: 2 audits completed	Corporate and Community
5.2.2.1.7	Review, monitor and update Council's insurance program	Insurance policies reviewed and current, # insurance claims Target: 6 monthly report	Corporate and Community
5.2.2.1.8	Prepare and implement Work, Health and Safety (WHS) programs and consult through JCC. Manage Workers Compensation claims	Program progress and consultations, # workers compensation claims Target: 6 monthly report	Corporate and Community
5.2.2.1.9	Deliver Service Reviews of Civic Works and Street Sweeping Services in 2023-2024	Actions completed Target: June 2024	Corporate and Community

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Community Strategic Plan 'Strathfield 2035'	Goal 5.2:	Council is effectively and responsibly managed and responds to community needs	
	Strategy 5.2.3:	Deliver efficient and effective customer services to the community	
Delivery Program 2022-2026	Principal Activity 5.2.3.1:	Respond to customer requests, complaints and access to information to a high standard of customer service	
Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.3.1.1	Monitor and manage Council's complaint management processes in accordance with policy requirements	# complaints received Target: 6 monthly report	Corporate and Community
5.2.3.1.2	Provide access to information (GIPAA) formal and informal requests within timeframes	# formal and informal applications, % formal and informal applications determined within timeframe/service standard Target: 6 monthly report	Corporate and Community
5.2.3.1.3	Review Privacy Management Plan, manage disclosure reporting and Public Interest Disclosures	# Privacy breaches, # disclosures received Target: 6 monthly report	Corporate and Community
5.2.3.1.4	Improve Council compliance with record keeping requirements under the State Records Act including the annual Records Management Assessment Tool (RMAT) program, document disposal and retention requirements	>=3.67 Annual RMAT Assessment Results, % documents registered with >5 days of receipt, # records training sessions Target: 6 month report	Corporate and Community
5.2.3.1.5	Manage Council's fraud and corruption prevention framework	# fraud or corruption incidents reported Target: 6 month report	Corporate and Community

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Operational Plan 2023-2024 Actions		Measures/Targets	Responsibility
5.2.3.1.6	Manage efficient and effective Customer Services	# calls to Customer Service Centre, # visits to Customer Service Centre, % abandoned calls, GOS >80% Target: 6 month report	Corporate and Community

Capital Works 2023-2024

Renewal Works	\$	Responsibility	Timeframe
Road renewal - priorities identified by asset audit	2,435,000	Manager Capital Works	Complete June 2024
Footpath renewal - priorities identified by asset audit	4,550,000	Manager Capital Works	Complete June 2024
Kerb and Gutter renewal - priorities identified by asset audit	315,000	Manager Capital Works	Complete June 2024
Stormwater priorities to address flooding	309,375	Manager Capital Works	Complete June 2024
Building renewal - priorities identified by asset audit	90,000	Manager Capital Works	Complete June 2024
Strathfield Park rotunda	250,000	Manager Capital Works	Complete June 2024
Teloepa Ave bridge	450,000	Manager Capital Works	Complete June 2024
Playground renewal based on safety audit priorities	200,000	Manager Operations	Complete June 2024
Bates Street CC Stage 1 (design)	150,000	Manager Capital Works	Complete June 2024
Staff ergonomic accommodation	500,000	Manager Capital Works	Complete June 2024
Pedestrian crossing renewal - High Street, Strathfield South Primary	50,000	Manager Capital Works	Complete June 2024
Total	9,299,375		

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New Works	\$	Responsibility	Timeframe
Pram ramps	50,000	Manager Capital Works	Complete June 2024
South Strathfield planter boxes	50,000	Manager Capital Works	Complete June 2024
New street tree plantings	100,000	Manager Operations	Complete June 2024
Henley Road, Homebush West pedestrian crossing	80,000	Manager Capital Works	Complete June 2024
Priorities identified through Traffic Committee	313,300	Manager Capital Works	Complete June 2024
Gateway signage	140,000	Manager Capital Works/ Manager Communications and Events	Design complete. One site completed by June 2024
Council admin building sensor lights	20,000	Manager Operations	Complete June 2024
Admin building renew roof frame (Y1) and solar panels (Y2)	100,000	Manager Capital Works	Roof frame complete June 2024
Town Hall additional technology	50,000	Manager Capital Works/ Manager ICT	Complete June 2024
Sydney Water Land Fitzgerald Cres	100,000	Manager Capital Works	Complete June 2024
Ismay Reserve (WestConnex) fencing/ furniture	100,000	Manager Capital Works	Complete June 2024
Total	5,031,500		
GRAND TOTAL WORKS	14,330,875		

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Major Projects	\$	Responsibility	Timeframe
Golf Driving Range Nets	1,000,000	Manager Capital Works	Works procured and commenced June 2024
WestInvest - Strathfield Park	161,540	Manager Capital Works	Design complete and procurement underway June 2024
WestInvest - Hudson Park	823,360	Manager Capital Works	Design complete and procurement underway June 2024
WestInvest - Airey Park	415,400	Manager Capital Works	Design complete and procurement underway June 2024
WestInvest - Begnell Reserve	781,200	Manager Capital Works	Design complete and procurement underway June 2024
Begnell Drainage	500,000	Manager Capital Works	Works procured and commenced June 2024
WestInvest Contestible - Upgrade to Cooke Park Skatepark	250,000	Manager Capital Works	Design complete and procurement underway June 2024
Hudson Park West	500,000	Manager Capital Works	Works procured and commenced June 2024
Ford Park Drainage (subject to grant funding)	600,000	Manager Capital Works	Works procured and commenced June 2024
Total	5,021,500		

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Strathfield Council Service Area Budgets

OFFICE OF THE GENERAL MANAGER

Operational budget

Service / Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Office of the General Manager the General Manager Administration	General Manager	Executive support to Council's elected representatives and Council business areas	-	709,182	(265,823)	443,359	3
Corporate Strategy	Chief Strategy Officer	Preparation of Council's Community Strategic Plan and other plans required under the Integrated Planning and Reporting framework and Local Government Act including Plans of Management Community engagement Organisational performance management and reporting Analysis and provision of policy and strategic advice on key projects	-	295,592	9,751	305,343	1

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Service / Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Communications and Events	Manager Communication and Events	Communicate and engage with Community Council events Provide Strathfield community and its visitors with a range of experiences through the delivery of an annual calendar events coordination of decorations banners and flags	(265,550)	1,921,755	6,663	1,662,868	5
General Counsel	General Counsel	Legal Services	-	809,490	-	809,490	1

CORPORATE AND COMMUNITY

Operational budget

Service / Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Corporate and Community Administration	Director Corporate and Community	Leadership of the Corporate and Community Directorate	(4,000)	897,305	(1,320,897)	(427,592)	3
Finance	Chief Financial Officer	Financial reporting	(30,266,920)	11,465,948	(3,347,654)	(22,148,626)	10.4

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Service / Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
		Revenue management (including rates and accounts receivable) Accounts Payable Treasury (Banking and Investment) Asset Management (financial) Annual budgets and Long-Term Financial Plan		(includes Depreciation of Council's Assets)			
People and Culture	Manager People and Culture	Human Resources Recruitment Learning and Development Organisational Development Employee Relations Workers Compensation Health and Safety Workforce Planning	(150,000)	2,693,695	7,392	2,551,087	7.6
Digital Information and Customer	Manager Digital Information and Customer	Technology infrastructure Core systems, applications, software and user connectivity Cyber Security CCTV network Helpdesk	-	3,187,942	118,000	3,305,942	9

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Service / Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Customer Services	Manager Digital Information and Customer	Customer Experience	(81,000)	530,528	-	449,528	5
Records	Manager Digital Information and Customer	Record management	-	598,683	-	598,683	4
Governance and Risk	Manager Governance and Risk	Governance Risk Management Insurance Program Procurement Fleet administration	(1,500)	1,480,775	-	1,479,275	7
Councillor Support	Manager Governance and Risk	Mayoral and Councillors allowances Councillors Training and Development Councillors Travel Facilities and Other Expenses Council meeting support Councillors workshop support Provision for Elections	-	315,329	105,879	421,208	-
Library	Manager Library and Community Services	Provide and promote reading, literacy and lifelong learning Provides specialised programs and publications and digital	(265,800)	1,776,306	3,612	1,514,118	13.1

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Service / Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
		platforms and use of community spaces					
Community Services	Manager Library and Community Services	Support community wellbeing and achieve a safe, healthy and harmonious Strathfield Local Government Area Manage Multicultural programs, Community Safety and Crime Prevention, Access Programs, Street Libraries programs Facilitate programs for seniors, youth, Cultural and Linguistically Diverse communities, people with disabilities Review and monitor Disability Inclusion Action Plan	(7,500)	308,035	-	300,535	2

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Capital Projects

Program	Project	Income	Expenditure	Net	Funding Source
Information Technology					
	Mobile devices for field staff	-	70,000	(70,000)	General Revenue
	Council Chamber audio visual upgrade	-	52,000	(52,000)	General Revenue
	Office audio visual fitout		21,000	(21,000)	General Revenue
Library					
	Library books	-	126,100	(126,100)	General Revenue

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ENGINEERING AND OPERATIONS

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Engineering and Operations Administration	Director Engineering and Operations	Leadership of the Engineering and Operations Directorate	-	640,517	(333,808)	306,709	2
Engineering (including Asset Management, Design, Development,	Manager Engineering	Maintain and improve local transport infrastructure Ensure development works that impact on Council's	(1,424,046)	3,018,565 (net of capitalised salaries)	18,995	1,613,514	9.6

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Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Road Safety and Traffic)		assets are properly repaired and reinstated Provide street lighting is maintained and operating to specifications Road Safety officer and program (grant funded) Long-term management of Council's \$505M of buildings, roads and parks assets					
Strategic Property	Manager Engineering	Development of a Land and Property Strategy Management of Council's property portfolio	(1,186,269)	170,794	-	(1,015,475)	1
Capital Projects	Manager Capital Projects	Project delivery of Council's buildings, roads, parks and major capital projects	-	120,013 (net of capitalised salaries)	334,780	454,793	4
Civil Works	Manager Operations	Maintain and improve local transport facilities and infrastructure Maintain Council's roads and footpaths	(1,190,278)	2,806,456 (net of capitalised salaries)	140,534	1,756,712	21

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Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
		Ensure development works that impact on Council's assets are properly repaired and reinstated Maintain and clean Council's stormwater drainage system.					
Building Facilities	Manager Operations	Maintain Council's property portfolio including arranging suitable trades	-	1,964,305 (net of capitalised salaries)	47,613	2,011,918	12
Open Space and Sports Field Maintenance	Manager Operations	Manage and maintain open space, parks and facilities Maintain recreation facilities to cater to a range of community groups	(514,284)	3,161,991 (net of capitalised salaries)	341,262	2,988,969	31
Golf Driving Range	Manager Operations	Provide Golf Driving Range and Hudson District Park for public recreation	(1,881,000)	840,827	330,679	(709,494)	6
Civic Space Maintenance	Manager Operations	Maintain civic spaces to a high standard of cleanliness	-	850,188 (net of capitalised salaries)	-	850,188	12
Urban Forest	Manager Operations	Manage Council's urban forest, including public and private trees	(37,000)	709,377	-	672,377	3

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Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
		Plant new trees Investigate and manage permits for private tree pruning and removal Promote the protection trees as a means to provide a sustainable environment, manage heat and provide habitat					
Depot	Manager Operations	Provide civic works staff administrative and depot facilities	-	216,824	-	216,824	1
Fleet Management	Manager Operations	Plant, vehicles and equipment maintenance	(853,050)	1,700,140	(2,056,745)	(1,209,655)	3

Capital projects

Program	Project	Income	Expenditure	Net	Funding Source
Renewal Works					
	Road renewal - priorities identified by asset audit	(2,435,000)	2,435,000	-	Loan and Reserve

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Program	Project	Income	Expenditure	Net	Funding Source
	Footpath renewal - priorities identified by asset audit	(4,550,000)	4,550,000	-	Loan and Reserve
	Kerb and Gutter renewal - priorities identified by asset audit	(315,000)	315,000	-	Loan and Reserve
	Stormwater priorities to address flooding	(309,375)	309,375	-	Stormwater Mgt Charge Reserve
	Building renewal - priorities identified by asset audit	(90,000)	90,000	-	Loan and Reserve
	Strathfield Park rotunda	(250,000)	250,000	-	Loan and Reserve
	Telopea Ave bridge	(450,000)	450,000	-	Loan and Reserve
	Playground renewal based on safety audit priorities	(200,000)	200,000	-	Loan and Reserve
	Bates Street Community Centre Stage 1 (design)	(150,000)	150,000	-	Loan and Reserve

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Program	Project	Income	Expenditure	Net	Funding Source
	Staff ergonomic accommodation	(210,000)	500,000	290,000	Loan, Reserve and General Revenue
	Pedestrian crossing renewal - High Street, Strathfield South Primary	(50,000)	50,000	-	Loan and Reserve
New Works					
	Pram ramps	-	50,000	50,000	
	South Strathfield planter boxes	-	50,000	50,000	
	New street tree plantings	-	100,000	100,000	
	Henley Road, Homebush West pedestrian crossing	(80,000)	80,000	-	Section 7.11 Reserve
	Traffic priorities identified through Traffic Committee	(313,300)	313,300	-	Section 7.11 Reserve
	Gateway signage	-	140,000	140,000	

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Program	Project	Income	Expenditure	Net	Funding Source
	Council admin building sensor lights	-	20,000	20,000	
	Administration building renew roof frame	-	100,000	100,000	
	Town Hall additional technology	-	50,000	50,000	
	Sydney Water Land Fitzgerald Cres	-	100,000	100,000	
	Ismay Reserve (WestConnex) fencing/ furniture	-	100,000	100,000	
Major Projects					
	Golf Driving Range Nets	(1,000,000)	1,000,000	-	Loan
	WestInvest - Strathfield Park Stage 1	(161,540)	161,540	-	Grant
	WestInvest - Hudson Park Stage 1	(823,360)	823,360	-	Grant
	WestInvest - Airey Park Stage 1	(415,400)	415,400	-	Grant
	WestInvest - Begnell Reserve Stage 1	(781,200)	781,200	-	Grant

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Program	Project	Income	Expenditure	Net	Funding Source
	Begnell Drainage Stage 1	(500,000)	500,000	-	Grant
	WestInvest Contestible - Upgrade to Cooke Park Skatepark Stage 1	(250,000)	250,000	-	Grant
	Hudson Park West	(500,000)	500,000	-	Grant
	Ford Park Drainage (subject to receiving grant)	(600,000) (subject to approval)	600,000	-	Grant
Plant and Vehicle Replacement					
	Domestic Waste Management	(1,250,000)	1,250,000	-	Domestic Waste Reserve, Sale Proceeds
	Major Plant	(60,000)	600,000	540,000	Sale Proceeds
	Sedans and Light Vehicles	(440,000)	800,000	360,000	Sale Proceeds

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PLANNING AND ENVIROMENT

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Planning and Environment Administration	Director Planning and Environment	Leadership of the Planning and Environment Directorate Development assessment administrative support services	-	603,294	(893,282)	(289,988)	2
Planning, Place and Development	Manager Planning, Place and Development	Land use and planning of Strathfield local government area to meet the needs and aspirations of residents Advise other sections of Council on planning matters Advise Council on the development of strategic sites Advise Council on regional planning and local planning policies including district plans advise and heritage matters	(6,589,500)	2,942,416	(104,392)	(3,751,476)	18

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Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
		Review and prepare LEP and DCP Part 5 environmental assessments Development assessment administrative support services Development control Assessment of development applications, engagement with applicants, provision of advice and duty planner					
Waste Services	Manager, Environment, Sustainability and Compliance	Provide waste management services Educate the community and visitors to make responsible decisions in relation to waste management Deliver targeted waste avoidance and resource recovery initiatives	(9,593,990)	6,315,197	3,278,793	-	12

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Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Community Bus	Manager, Environment, Sustainability and Compliance	Operate Council's Community Bus Service	-	289,776	240,713	530,489	No FTE casual used
Environmental Services	Manager, Environment, Sustainability and Compliance	<p>Provide inspection services including food inspections, public health premises, infringements relating to building compliance and inspections, assessment of construction certificate and complying development certificate.</p> <p>Water and Energy Cycle Management, Sustainability, Biodiversity, Education for Sustainability and Environmental Advocacy and Information</p> <p>Implement projects, services and programs of the Environmental Services Team</p>	(161,000)	2,049,182	60,596	1,948,778	5

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Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Internal Charges	Cost of Service	Staff (FTE)
Compliance and Regulatory Service	Manager, Environment, Sustainability and Compliance	Provide Law Enforcement Service over 7 days between 6am and 5am on weekdays and 6am to 5am on weekends.	(2,445,125)	1,955,144	52,845	(437,136)	16

Capital projects

Program	Project	Income	Expenditure	Net	Funding Source
Domestic Waste Management					
	Bin Replacement	(70,000)	70,000	-	Domestic Waste Charge

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ATTACHMENT 3



Draft Fees & Charges 2023/2024 *(June 2023)*

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Explanation Table**Classifications Keys****Pricing Principles**

	Full Recovery of Operating Cost
	Partial Recovery of Operating Cost
	Market Rate
	Free
	Full Recovery of Operating Costs plus an appropriate Profit Margin within current Market Rates
Statutory	Statutory Fee by Regulation

Warrathfield Municipal Council

Development Control

Development Applications

E: All development applications involving costs of such development in excess of \$50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as $\$0.64 \times E / 1000$ - \$5, to the Department of Planning, where P = amount payable, and E = estimated cost of such development.

Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building

Development	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Up to \$5,000		\$129.00	\$138.00	N	Statutory
\$5,001 – \$50,000		\$198 plus additional \$3.00 for each \$1,000 or part thereof	\$212 plus additional \$3.00 for each \$1,000 or part thereof	N	Statutory
\$50,001 – \$250,000		\$412 plus additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000	\$441 plus additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000	N	Statutory
\$250,001 – \$500,000		\$1,356 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	\$1,454 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	N	Statutory
\$500,001 – \$1,000,000		\$2,041 plus additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000	\$2,189 plus additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000	N	Statutory
\$1,000,001 – \$10,000,000		\$3,058, plus additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000	\$3,280, plus additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000	N	Statutory
More than \$10,000,000		\$18,565 plus additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000	\$19,914 plus additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000	N	Statutory
Development involving the erection of a dwelling house or dwelling alterations with an application estimated construction cost of less than \$100,000		\$532.00	\$570.00	N	Statutory
Development not involving the erection of a building (including temporary structures), per application the carrying out of a work, the subdivision of land or the demolition of work or a building (change of use, including the use of a building as a PoPE)		\$333.00	\$357.00	N	Statutory

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Development involving the subdivision of land					
<p>ES:</p> <p>Subdivision of land includes a plan of subdivision under Section 195 of the Conveyancing Act 1919 or a strata plan of subdivision.</p> <p>If development applications involving costs of such development in excess of \$50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as $P = (\\$0.64 \times E / 1000) - \\5, to the Department of Planning, where P = amount payable, and E = estimated cost of such development.</p>					
Division Involving Opening of a Public Road		\$777 plus \$65/ additional lot created	\$833 plus \$65/ additional lot created	N	Statutory
Division Not Involving the Opening of a Public Road		\$386 plus \$53/ additional lot created	\$414 plus \$53/ additional lot created	N	Statutory
Strata Subdivision		\$386 plus \$53/ additional lot created	\$414 plus \$65/ additional lot created	N	Statutory
Division Certificate Fee (Release of plan)		\$640.00	\$1000 plus \$100/lot	N	Not Statutory
Where no new lots are proposed, ie. simple common boundary adjustments and consolidation (non Legislative)		\$825.00	\$866.00	N	Not Statutory
Plan Checking Fee		\$880.00	\$924.00	N	Not Statutory
Signing Subdivision Plans by Chief Executive Officer, General Manager or Authorised Officer		\$880.00	\$924.00	N	Not Statutory
Execution of Positive Covenant/Section 88B Instrument (Under the Conveyancing Act 1979) where Council is not the Certifying Authority		NEW	\$880.00	Y	Not Statutory
Integrated Development					
Registration Fee		\$164.00	\$175.00	N	Statutory
Approval Fee to each approval body	per approval body	\$374.00	\$401.00	N	Statutory
Designated Development					
Designated Development Fee		\$1,076.00	\$1,154.00	N	Statutory
Plus any other DA scale fee in this schedule)				N	
Submission of Amended Plans – prior to determination of development application					
Amendment Fee		50% of original fee PLUS advertising fee if readvertising is required - refer to Section 9 "Advertising Fees"	50% of original fee PLUS advertising fee if readvertising is required - refer to Section 9 "Advertising Fees"	N	Not Statutory

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Modification of a Development Consent (Section 4.55) – after consent has been issued					
ES: <i>no fee charged if agreed council error.</i> <i>an additional fee for notification of the modification application may apply (refer to "Advertising Fees").</i>					
Modification under Section 4.55(1)					
Modification involving a correction of a minor error, misdescription or miscalculation under Section 4.55(1)		\$83.00	\$89.00	N	Statutory
Modification under Section 4.55(1A) (modifications of minor environmental impact) or 4.56(1) (minor environmental impact)		\$754 or 50% of the original fee, whichever is the lesser amount	\$808 or 50% of the original fee, whichever is the lesser amount	N	Statutory
Modification under Section 4.55(2) or 4.56(1)					
<i>If the original development application fee was less than \$100</i>					
Modification Fee		50% of the original fee	50% of the original fee	N	Statutory
<i>If the original development application fee was \$100 or more</i>					
Applications not involving the erection of buildings (including temporary structures), the carrying out of a work or demolition of work or a building (change of use, including the use of a building as a PoPE)		50% of the original fee	50% of the original fee	N	Statutory
Development involving erection of buildings (including temporary structures), the carrying out of work, demolition work or a building with an estimated cost of construction of \$100,000 or less		\$222.00	\$238.00	N	Statutory
An additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56(1) of the		\$665.00	\$834.00	N	Statutory
Any other cases other than (a) and (b) above					
Up to \$5,000		\$64.00	\$68.00	N	Statutory
\$5,001 – \$250,000		\$99 plus an additional \$1.50 for each 1,000 or part thereof	\$106 plus an additional \$1.50 for each 1,000 or part thereof	N	Statutory
\$250,001 – \$500,000		\$585 plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$627 plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds \$250,000	N	Statutory
\$500,001 – \$1,000,000		\$833 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$893 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000	N	Statutory

me	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
00,001 – \$10,000,000		\$1154 plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$1,237 plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	N	Statutory
more than \$10,000,000		\$5,540 plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$5,942 plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	N	Statutory

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
view of a Development Determination (Division 8.2)					
<i>ES:1. This must be determined within 6 months after the date the determination is issued.2. An additional fee for notification of the application may apply (refer to "Advertising Fees").</i>					
<i>For applications not involving erection of buildings (including temporary structures), the subdivision of land, the carrying out of work, demolition of work or a building (change of use, including the use of a building as a PoPE).</i>					
Review Fee		50% of Original Fee	50% of Original Fee	N	Statutory
<i>Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of \$100,000 or less</i>					
Review Fee		\$222.00	\$238.00	N	Statutory
Any other cases other than (a) and (b) above					
Up to \$5,000		\$64.00	\$68.00	N	Statutory
\$5,001 – \$250,000		\$100, plus an additional \$1.50 for each 1,000 (or part thereof) of the estimated cost	\$107, plus an additional \$1.50 for each 1,000 (or part thereof) of the estimated cost	N	Statutory
\$250,001 – \$500,000		\$585, plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds 250,000	\$627, plus an additional \$0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds 250,000	N	Statutory
\$500,001 – \$1,000,000		\$833, plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds 500,000	\$893, plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds 500,000	N	Statutory
\$1,000,001 – \$10,000,000		\$1154, plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds 1,000,000	\$1,237, plus an additional \$0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds 1,000,000	N	Statutory
More than \$10,000,000		\$5,540, plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds 10,000,000	\$5,942, plus an additional \$0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds 10,000,000	N	Statutory
Deferred Commencement of Consent Compliance (plus satisfaction of conditions)					
Deferred commencement		\$300.00	\$315.00	N	Statutory

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
view of a Decision to Reject (Division 8.2)(1)(C)					
to \$100,000		\$64.00	\$68.00	N	Statutory
\$100,000 – \$1M		\$175.00	\$187.00	N	Statutory
more than \$1M		\$292.00	\$313.00	N	Statutory
Advertising Fees					
advertised Development		\$1,105.00	\$1,385.00	N	Statutory
designated Development		\$2,220.00	\$2,784.00	N	Statutory
prohibited Development		\$1,105.00	\$1,385.00	N	Statutory
integrated Development		\$1,105.00	\$1,385.00	N	Statutory
development for which a community participation plan requires notice to be given.		\$1,105.00	\$1,385.00	N	Statutory
modification of a Development Consent (Only if previously advertised or required by Consolidated DCP 2005 Part 8.2A to be notified)		\$778.00	\$834.00	N	Statutory
8.2A Review		\$620.00	\$777.00	N	Statutory
Development for the purpose of one or more advertisements					
Advertising Sign		\$333.00	\$357.00	N	Statutory
Additional Sign		\$93.00	\$93.00	N	Statutory

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Construction Fees					
Up to \$5,000		\$305.00	\$320.00	N	b
\$5,001 – \$100,000		\$335.00	\$352.00	N	b
\$100,001 – \$500,000		\$320 plus an additional \$0.80 for each 1,000 (or part thereof) by which the estimated cost exceeds \$100,000	\$336 plus an additional \$0.80 for each 1,000 (or part thereof) by which the estimated cost exceeds \$100,000	N	b
\$500,001 – \$9,999,999		\$650 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$683 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$500,000	N	b
After than \$10,000,000		\$4,650 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$4,883 plus an additional \$0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	N	b

Construction Certificates

ES:

Construction Certificate fees are in addition to the required development application fee.

A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application.

The Construction Certificate application shall be accompanied by working drawings, building specifications and engineering plans (where relevant).

Class 1 & 10 Structures - Building Code of Australia:

Notes: When Council has been elected to both issue the Construction Certificate and act as the Principal Certifying Authority (PCA), then the package dimensions include a Construction Certificate, building inspections up to the maximum for the structure under assessment and a single Occupation Certificate. Awnings, Pergolas, Open Structures and other class 10 structures including retaining and civil works

Package (Includes mandatory building inspections) - minimum ONE inspection	\$985.00	\$1,034.00	Y	d
Construction Certificate only	\$405.00	\$425.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	\$815.00	\$856.00	Y	d
Other Charges for external BCA consultant	Cost of consultant plus 10%	Cost of consultant plus 10%	Y	d

The Construction Certificate requires payment of the construction certificate fee and inspection fee. Other charges as levied by the State Government and/or Development Consent are required to be paid prior to determination. The Construction Certificate application shall be accompanied by working drawings, building specifications and engineering plans (where relevant). A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application and Council is elected the PCA. (Discount does not include inspection fees)

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Trimming Pools and Garages					
Package (includes mandatory building inspections)		\$1,370.00	\$1,439.00	Y	d
Construction Certificate only		\$425.00	\$446.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)		\$1,285.00	\$1,349.00	Y	d
Conditions and Alterations					
Package (includes mandatory building inspections) - Minimum 4 Inspections		\$2,100.00	\$2,205.00	Y	d
Construction Certificate only		\$845.00	\$887.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)		\$1,705.00	\$1,790.00	Y	d
<i>Construction Certificate where combined with a Development Application - Cancellation/withdrawal of Construction Certificate after assessment - After completion of assessment</i>					
Single Storey New Dwellings					
Package (includes mandatory building inspections)		\$2,605.00	\$2,735.00	Y	d
Construction Certificate only		\$905.00	\$950.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)		\$1,750.00	\$1,838.00	Y	d
Mandatory Building Inspection only					
Two Storey New Dwellings					
Package (includes mandatory building inspections)		\$3,215.00	\$3,376.00	Y	d
Construction Certificate only		\$1,520.00	\$1,596.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)		\$2,360.00	\$2,478.00	Y	d
<i>Dwellings - Multi dwelling development</i>					
3 or more houses / Villas		\$3,915.00	\$4,111.00	Y	d
More than two units - cost per unit		\$630.00	\$662.00	Y	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Final Occupation					
Package (includes mandatory building inspections)		\$4,155.00	\$4,363.00	Y	d
Construction Certificate only		\$2,200.00	\$2,310.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)		\$2,720.00	\$2,856.00	Y	d
E: If an inspection is deemed unsatisfactory then a re-inspection is required. Re-inspections of unsatisfactory work will be subject to an additional inspection fee and charged as follows:					
Additional inspection fee as follows:					
For Re-Inspections		\$365.00	\$383.00	Y	d
For Re-Inspections		\$260.00	\$273.00	Y	d
Foundation Inspections		\$365.00	\$383.00	Y	d
E: If the applicant requests an Interim Occupation Certificate as part of the package then an additional Final Occupation Certificate is required					
		\$337.00	\$354.00	Y	b & d
Building Class 2 to 9 Structures - Building Code of Australia:					
E: The following Package fees (include all mandatory Building Inspections) for structures under building classes under building classes ranging from 2 to 9 are based on the estimated cost of construction					
The estimated cost of construction is:					
Less than \$50,000		\$1,290.00	\$1,355.00	Y	b & d
\$50,000 to 100,000		\$2,020.00	\$2,121.00	Y	b & d
Greater than \$100,000 and less than or equal to \$500,000		\$4,966.00	\$5,214.00	Y	b & d
Greater than \$500,000 and less than or equal to \$1,000,000		\$9,146.00	\$9,603.00	Y	b & d
Greater than \$1,000,000 and less than or equal to 2,500,000.00		\$9,510.00	\$9,986.00	Y	b & d
Greater than 2,500,000.00 and less than or equal to \$5,000,000		\$10,450.00	\$10,973.00	Y	b & d
Construction Certificate Only		50% of the package fee	50% of the package fee	Y	b & d
Where Council has been elected as Principal Certifying Authority and the Construction Certificate has been issued by another authority		75% of the package fee	75% of the package fee	Y	b & d
Modification of Construction Certificate					
The purposes of Section 96 of EP&A Act					
Class 1 or 10 buildings		50% of the original fee for Const Cert	50% of the original fee for Const Cert	Y	d
Class 2 to 9 buildings greater than 25% change to development		50% of the package fee	50% of the package fee	Y	d
Class 2 to 9 buildings less than 25% change to development		25% of the package fee	25% of the package fee	Y	d
E: Minimum Fee - applicable to all building classes					
		\$205.00	\$215.00	Y	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Complying Development Certificates

Application of a Complying Certificate

For the purposes of Part 4, Division 3 and Part 4A of EP&A Act the following fees apply: Packages: When Council has been elected to both issue the Complying Development Certificate and act as the Principal Certifying Authority (PCA), then the fee dimensions include a Complying Development Certificate, building inspections up to the maximum number for the duration under assessment and a single Occupation Certificate. Complying development certificates submitted under the State Environmental Planning Policy (SEPP).

Single Storey Flats:

Package (includes mandatory building inspections)		\$2,039.00	\$2,141.00	Y	Standard
Complying Development Certificate only		\$927.00	\$973.00	Y	Standard
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)					

Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008

General Housing Code

Single dwelling houses SSH

Package (includes mandatory building inspections)		\$2,580.00	\$2,709.00	Y	Standard
Complying Development Certificate only		\$940.00	\$987.00	Y	Standard
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,590.00	\$1,670.00	Y	Standard

Two storey dwelling houses SSH

Package (includes mandatory building inspections)		\$3,435.00	\$3,607.00	Y	Standard
Complying Development Certificate only		\$1,795.00	\$1,885.00	Y	Standard
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$2,445.00	\$2,567.00	Y	Standard

Alterations and additions to existing single storey and two storey dwelling houses (includes internal alterations)

Package (includes mandatory building inspections)		\$2,040.00	\$2,142.00	Y	Standard
Complying Development Certificate only		\$930.00	\$977.00	Y	Standard
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,840.00	\$1,932.00	Y	Standard

Item Name	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>Accessory development SSH</i>					
<i>Demolition or removal of dwelling houses or ancillary development (class 10 structures excluding swimming pools)</i>					
Stage (includes mandatory building inspections)		\$860.00	\$903.00	Y	dd
Complying Development Certificate only		\$605.00	\$635.00	Y	dd
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$520.00	\$546.00	Y	dd
<i>Swimming pools</i>					
Stage (includes mandatory building inspections)		\$1,710.00	\$1,796.00	Y	dd
Complying Development Certificate only		\$760.00	\$798.00	Y	dd
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,620.00	\$1,701.00	Y	dd
Swimming Pool Inspection Fee (including Compliance Certificate and re-inspection fee of \$100 which will be added if re-inspection does not occur).		No fee	No fee		
<i>Sheds & Garages SSH</i>					
Stage (includes mandatory building inspections)		No fee	No fee		
Complying Development Certificate only		No fee	No fee		
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		No fee	No fee		
<i>Minor Structures (decks, carports, retaining walls) SSH</i>					
Stage (includes mandatory building inspections)		No fee	No fee		
Complying Development Certificate only		No fee	No fee		
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)		No fee	No fee		

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
General Commercial & Industrial Code					
<i>Building Alterations (Internal, per floor of works) SSH</i>					
Package (includes mandatory building inspections)		\$1,770.00	\$1,859.00	Y	d
Complying Development Certificate only		\$885.00	\$929.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,180.00	\$1,239.00	Y	d
<i>Change of use of premises SSH</i>					
Package (includes mandatory building inspections)		\$1,480.00	\$1,554.00	Y	d
Complying Development Certificate only		\$885.00	\$929.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,180.00	\$1,239.00	Y	d
<i>Mechanical ventilation systems SSH</i>					
Package (includes mandatory building inspections)		\$1,480.00	\$1,554.00	Y	d
Complying Development Certificate only		\$885.00	\$929.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,180.00	\$1,239.00	Y	d
<i>Shop front and awning alterations SSH</i>					
Package (includes mandatory building inspections)		\$1,480.00	\$1,554.00	Y	d
Complying Development Certificate only		\$885.00	\$929.00	Y	d
Principal Certifying Authority only (when Council has been appointed as PCA and the Complying Development Certificate has been issued by another authority)		\$1,135.00	\$1,135.00	Y	d
<i> Skylights and roof windows SSH</i>					
Package (includes mandatory building inspections) Yes \$1,480.00		\$1,480.00	\$1,554.00	Y	d
Complying Development Certificate only Yes \$885.00		\$885.00	\$929.00	Y	d
Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)		\$1,180.00	\$1,239.00	Y	d
Commercial & Industrial Code Yes No Fee		No Fee	No Fee		

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Modification of Complying Development Application					
For the purpose of Section 87 of EP&A Act: Application Fee L & N Yes		50% of the original fee for Comp Dev Cert	50% of the original fee for Comp Dev Cert	Y	b & d
E: Minimum Fee		\$245.00	\$257.00	Y	b & d
Building Certificates					
Building Certificates					
Classes 1 & 10 Buildings					
Application for each dwelling contained in building or in any other building on the allotment.		\$250.00	\$250.00	N	Statutory
Other Class of Buildings					
Up to 200 m ²		\$250.00	\$250.00	N	Statutory
Between 200 m ² and 2,000 m ²		\$250 plus 50 cents/m ² over 200 m ²	\$250 plus 50 cents/m ² over 200 m ²	N	Statutory
Greater than 2,000 m ²		\$1,165 plus 75 cents/m ² over 2,000 m ²	\$1,165 plus 75 cents/m ² over 2,000 m ²	N	Statutory
Where application relates to external wall or does not have a floor area		\$250.00	\$250.00	N	Statutory
Where a Building Certificate Application involves Unauthorised Works (not exceeding application fee for DA & CC)					
Where the applicable Development Application fees and/or Construction Certificate fees are payable for unauthorised works (Refer to the relevant fee within the Schedule of Fees & Charges)		\$250.00	\$250.00	N	
Construction Certificate Fees (Refer to the Schedule of Fees & Charges for Construction Certificate Applications)	per application	Fee as per Schedule	Fee as per Schedule	Y	d
Development Application Fee (Refer to the Schedule of Fees & Charges for Development Fees)	per application	Fee as per Schedule	Fee as per Schedule	N	Statutory
Other					
Additional Inspection before issuing a building certificate if necessary	per inspection	\$90.00	\$90.00	N	Statutory
Copy of Building Certificate with owner's consent		\$20.00	\$20.00	N	d
Planning Certificates					
Section 10.7(2)		\$62.00	\$66.00	N	Statutory
Section 10.7(2) & (5)		\$156.00	\$167.00	N	Statutory
Section 10.7 Certificate – Urgent Processing Fee (plus above fee)		\$153.00	\$161.00	N	Not Statutory

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Occupation Certificates

Occupation Certificate for a New Building

Where Council nominated as the PCA, has inspected the building works during construction and an inspection stage is purchased from Council		\$681.00	\$715.00	Y	d
Where Council has not inspected the works or done the critical stage inspection		\$6,995 minimum (quotes will be provided)	\$6,995 minimum (quotes will be provided)	Y	d

Occupation Certificates for a Change of Building Use (where no building works are proposed)

Up to 200 m²		\$350.00	\$368.00	Y	d
Between 200 m² and 2,000 m²		\$350.00	\$368.00	Y	d
Over 2,000 m²		\$650.00	\$683.00	Y	d

Inspection Fees

Notes:

Inspection fees are payable in addition to the construction certificate or complying development certificate application fee where Council has been nominated as the Principal Certifying Authority (PCA). Council inspection packages include the cost of all necessary inspections and the issue of one Occupation Certificate for all Building Classes, except Class 1a Dwellings, or Class 10a & 10b Buildings. There will be no refund of package fees where the applicant or builder has failed to provide Council with any or adequate notice of the need to carry out progress inspections.

General

Building Inspection Fees (for building categories not specifically mentioned in this table)		\$250.00	\$263.00	Y	d
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Multi-Unit Housing

Apartment Houses or Villas	per unit	\$350.00	\$368.00	Y	d
	per unit	\$350.00	\$368.00	Y	d

Commercial/Industrial Buildings

Commercial/Industrial Buildings (up to 2,000 m²)		\$850.00	\$893.00	Y	d
Commercial/Industrial Buildings (over 2,000 m²)		\$2,150.00	\$2,258.00	Y	d

Other

Change of Use (no building work)	per inspection	\$350.00	\$368.00	Y	d
Inspection Fee (for defective work or not ready at time of inspection, fee must be paid before final clearance)		\$250.00	\$263.00	Y	d
Cellation Fee		Sum of fee	Sum of fee	Y	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Security Deposits					
<i>Estimated Cost</i>					
Image Security Deposit					
up to \$5,000		\$265.00	\$278.00	N	b
\$5,001 – \$10,000		\$330.00	\$347.00	N	b
\$10,001 – \$15,000		\$430.00	\$452.00	N	b
\$15,001 – \$25,000		\$630.00	\$662.00	N	b
\$25,001 – \$50,000		\$1,400.00	\$1,470.00	N	b
\$50,001 – \$100,000		\$2,700.00	\$2,835.00	N	b
\$100,001 – \$250,000		\$5,250.00	\$5,513.00	N	b
\$250,001 – \$500,000		\$8,100.00	\$8,505.00	N	b
\$500,001 – \$1,000,000		\$12,200.00	\$12,810.00	N	b
\$1,000,001 – \$2,000,000		\$15,000.00	\$15,750.00	N	b
\$2,000,001 – \$3,000,000		\$18,000.00	\$18,900.00	N	b
\$3,000,001 – \$4,000,000		\$21,000.00	\$22,050.00	N	b
\$4,000,001 – \$5,000,000		\$24,000.00	\$25,200.00	N	b
\$5,000,001 – \$6,000,000		\$27,000.00	\$28,350.00	N	b
\$6,000,001 – \$7,000,000		\$30,000.00	\$31,500.00	N	b
\$7,000,001 and above		\$33,000.00	\$34,650.00	N	b
Tree Bonds (per tree):					
Less than 5 metres high		\$3,050.00	\$3,203.00	N	b
5 – 10 metres high		\$10,150.00	\$10,658.00	N	b
10 – 15 metres high		\$20,300.00	\$21,315.00	N	b
15 – 20 metres high		\$30,450.00	\$31,973.00	N	b
More than 20 metres high		\$40,600.00	\$42,630.00	N	b
Significant Trees: up to 50 years old & 50 – 100 years old		\$50,750.00	\$53,288.00	N	b

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Administration Fee of Bond Deposit & Bank Guarantee					
Development Damage Deposit	per application	\$130.00	\$137.00	N	d
Bond	per application	\$130.00	\$137.00	N	d
Bank Guarantee up to \$50,000 (not refundable)		\$160.00	\$168.00	N	b
Tree Pruning					
<i>E: Tree Removal Fees refer to Section 1 Development Applications.</i>					
Develop/Prune 1-5 trees	per tree	\$123.00	\$129.00	N	b
Develop/Prune 6-10 trees	per tree	\$180.00	\$189.00	N	b
Develop/Prune 11-20 trees	per tree	\$236.00	\$248.00	N	b
Develop/Prune more than 20 trees	per tree	\$350.00	\$368.00	N	b
Fee for Review of Tree Permit Application Determination - Private tree	per application	\$569.00	\$597.00	N	b
Extension of Approved Tree Work		\$53.00	\$56.00	N	b
<p>1. Previously the Development Application could have unlimited trees for a set Development Application fee.</p> <p>2. The fees set out above are to be charge per tree. For example, 3 trees will be charged at a rate of \$123 per tree being $\\$123 \times 3 = \\369</p>					
Miscellaneous Applications					
Outstanding Notices (Section 735A & 121ZP)					
<i>E: Joint fee is charged for both applications</i>					
Outstanding Notice 121ZP of the EPA Act 1979		\$153.00	\$153.00	N	Statutory
<i>Applies to Outstanding Notices and Orders relevant to development and building activities that would be notified by Council under EPA Act)</i>					
Outstanding Notice 735A of the LG Act 1993		\$153.00	\$153.00	N	Statutory
<i>Applies to Outstanding Notice, Order, direction or Demand but only to those matters issued under the LG Act.)</i>					

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Section 68 Application					
Install a manufactured home, moveable dwelling or associated structure on land		\$220.00	\$220.00	N	Statutory
Install or operate an amusement device		\$374.00	\$374.00	N	Statutory
All Other Activities Requiring Approval under Section 68 <i>(carry out water supply, sewerage connection, stormwater drainage work, install temporary structure or public activities/meetings on Council land & Roads)</i>		\$220.00	\$220.00	N	Statutory
Review of a Determination of Activity Application (Section 100)		\$114.00	\$114.00	N	Statutory
Amendment of an Activity Approval (Section 106)		\$187 or 50% of original fee, whichever is greater	\$187 or 50% of original fee, whichever is greater	N	Statutory
Extension of an Activity Approval (Section 107)		50% of original fee to a maximum of \$150	50% of original fee to a maximum of \$150	N	Statutory
Section 88G Certificates					
Certificate under S88G of Conveyancing Act – no inspection		\$10.00	\$10.00	N	Statutory
Certificate under S88G of Conveyancing Act – requiring inspection		\$35.00	\$35.00	N	Statutory
Other Fees					
Registration Fee for Certificates Issued by External PCA					
Registration Fee for Lodgement of Certificates Issued by External PCA (CDC, CC, OC, compliance and subdivision certificate)		\$36.00	\$38.00	N	Statutory
Municipal Certifying Authority Signs		\$25.00	\$26.00	Y	Fixed
Development Application Site Notices		\$189.00	\$198.00	Y	Fixed
Refund of Withdrawn Applications (prior to determination)					
Where no assessment done		Refund 50% of original fee	Refund 50% of original fee	N	Fixed

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>and of Withdrawn Application (prior to determination) [continued]</i>					
Assessment partially done		Refund 20% of original fee	Refund 20% of original fee	N	d
Professional Services Charges					
Professional Officer Charge Rate (not referred to specifically elsewhere)	per hour	\$250.00	\$263.00	Y	f
<i>Fee applied to call outs for pollution outbreaks, compliance certificates, construction certificates, development application assessments, fire safety audits of buildings, written professional advice, other specialised services and those associated with related council programs.</i>					
Pre-lodgement Application					
Building Houses < \$1,000,000	per meeting	\$159.00	\$167.00	Y	f
Building Houses > \$1,000,000	per meeting	\$261.00	\$274.00	Y	f
Other Commercial / Industrial	per meeting	\$313.00	\$329.00	Y	f
Multi-unit Residential, Commercial / Industrial Development	per meeting	\$923.00	\$969.00	Y	f
Referral to Review Panel					
Statutory Fee – Residential Apartment Development referred to a design review panel		\$3,508.00	\$3,763.00	N	Statutory
Statutory Fee – Modified Application referred to a design review panel		\$3,508.00	\$3,763.00	N	Statutory
Statutory Fee for referral to an independent professional expert where applications with significant impact on the environment, social and natural environments		\$3,000 minimum or quotes will be provided	\$3,000 minimum or quotes will be provided	N	Not Statutory
Scanning of Plans					
<i>E: Scanning Fee required when lodgement of DA Plans, Complying Development Applications and Unauthorised Works Applications.</i>					
<i>Estimated Cost</i>					
\$150,000		\$85.00	\$89.00	N	f
\$150,001 – \$300,000		\$105.00	\$110.00	N	f
\$300,000 – \$500,000		\$155.00	\$163.00	N	f
\$500,000 – \$1,000,000		\$305.00	\$320.00	N	f
\$1,000,000 or more		\$605.00	\$635.00	N	f
Scanning of Plans					
Standard 2 Plan Sets		Free	Free	N	f
Additional Set	per set	\$70.00	\$74.00	N	f

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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amping of Plans [continued]

with NOD and Stamped Plans	per CD	\$30.00	\$32.00	N	f
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Information Requests

Information Request involving staff research or a written response	per hour (with owner's consent)	\$200.00	\$210.00	N	b
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Minimum charge 1 hour, exact fee will be dependant upon staff time involved)

Fee of Building Development Approvals Records

Fee of Building and Development Approvals Records (per year)		\$1,061.00	\$1,114.00	N	f
Fee of Building and Development Approval Records (per month)		\$107.00	\$112.00	N	f

Builders Indemnity Insurance

Construction Certificates and Complying Development Certificates cannot be issued unless the applicant provides a Certificate of Insurance issued by an approved insurer under the Home Building Act 1989.

Persons who wish to do building work on their own home may apply to the Department of Fair Trading for an owner-builder permit where:

the cost of the work exceeds 5,000;

the work relates to a single dwelling - house or dual occupancy; and

the work requires development consent or is complying development.

An owner-builder who sells their dwelling within 7 years of completion of the work must take out home warranty insurance.

For properties valued less than \$12,000 value, no insurance is required when carried out by a licensed builder.

Long Service Levy

For building or subdivision works that exceed a value of \$250,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited agent) issuing the Construction or Complying Development Certificate.

Council acts as an agent for collection of this levy. The amount payable is currently fixed at 0.25% of the total cost of the work and is GST exempt.

Development Contribution Plans

Refer to Section 7.11 & 7.12 Contribution Plans.

Direct Development Contributions Plan 2010-2030 (effective 27 September 2016)

Indirect Development Plan (effective 3 September 2010)

Rathfield Value Sharing Contributions Policy

Other Works related to Development Control

For works related to Development Controls, for example Road Opening Permit, Work Zone, Hoarding etc, refer to the details under "Civil & Urban Services".

Strategic Planning

Assessment of Planning Proposals

ES:

Minor LEP amendment – planning proposal with no map change (ie no zone, FSR or height change);

Major Non Complex – located outside the Parramatta Road Corridor; located outside the Planned Precinct; not Industrial zoned land;

Major Complex – within the Parramatta Road Corridor and/or Planned Precinct or rezoning proposals related to industrial zoned land.

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Pre-Planning Proposal Consultation (prior to the lodgement of the Planning Proposal and mandatory for all applications)

Minor LEP Amendment		\$2,500.00	\$5,000.00	N	f
Major Non Complex		\$5,000.00	\$10,000.00	N	f
Major Complex		\$10,000.00	\$20,000.00	N	f
Additional meeting		25% of Original Fees	25% of Original Fees	N	f
Lodgement of Amended Planning Proposal		\$20,000.00	\$21,000.00	N	f

Stage 1 – Assessment of Planning Proposal (payable on lodgement of PP)

ES:

Preparation of a planning report to council with recommendations, and where endorsed by Council, the submission of the Department for a Gateway Determination

Including submission of additional information to the Department as a result of conditions relating to the Gateway Determination.

If the planning proposal does not proceed to Gateway, a refund of a maximum 30% of the Stage 1 fee may apply, subject to Council's discretion).

Minor LEP Amendment		\$20,000.00	\$20,000.00	N	f
Major Non Complex		\$45,000.00	\$60,000.00	N	f
Major Complex		\$80,000.00	\$125,000.00	N	f

Stage 2 – Review and Finalisation

ES: Preparation of report post exhibition and finalisation of the documentation to the Department.

Minor LEP Amendment		\$10,000.00	\$10,500.00	N	f
Major Non Complex		\$20,000.00	\$21,000.00	N	f
Major Complex		\$60,000.00	\$63,000.00	N	f

Advertisement and Notification (payable by applicant upon receipt of Gateway Determination and applicable to all application types)

Advertisement	per advertisement	\$4,100.00	\$4,305.00	N	f
Notification	per property notified	\$5.00	\$5.00	N	f

Item Description	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Amendments to Development Control Plan					
Request to amend a Development Control Plan – Minor		\$15,375.00	\$16,144.00	N	f
Request to amend a Development Control Plan – Major		\$30,750.00	\$32,288.00	N	f
Complex Development Control Plan - amendment (significant change to economic, social or environmental)		\$41,000.00	\$43,050.00	N	f
Disjunct Development Control Plan (as above but relates to multiple lots)		\$55,000.00	\$57,750.00	N	f
<i>Advertisement and Notification (payable by applicant upon receipt of Gateway Determination and applicable to all application [continued])</i>					
Preparation of a new site specific Development Control Plan		Full cost recovery	Full cost recovery	N	f
Masterplan Applications					
Assessment of masterplan		\$30,000.00	\$31,500.00	N	f
Planning Agreement					
Primary Assessment		\$1,000.00	\$1,050.00	N	b
Planning Agreement Assessment – Legal Advice, Research, Heads of Agreement Negotiation and Preparation Costs		Full cost recovery	Full cost recovery	N	b
Referral Services					
Internal Urban Design Referral Fee – Planning Proposal and/or DA		Full cost recovery Quotation Required	Full cost recovery Quotation Required	N	b
Additional Costs & Expenses					
<i>E: For all LEP/DCP amendments (minor, major non-complex or major complex) any additional costs and expenses incurred by Council in undertaking studies, reviews and other matters required in relation to the planning proposal are to be paid at cost.</i>					
Assessment of additional studies by external consultant, peer review		Full cost recovery	Full cost recovery	N	b
Public Hearing (if required)					
Public Hearing		Full cost recovery	Full cost recovery	N	b
Property & Company Search					
Search (including administration fee)		\$18.00	\$19.00	N	b
Search (including administration fee)		\$25.00	\$26.00	N	b
Company search (including administration fee)		\$25 or full cost recovery, whichever is the greater	\$25 or full cost recovery, whichever is the greater	N	b
House Renumbering Application					

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
E: Applications to change the street numbers of a house. Council will if it favourably considers the application issue Order 8 under Section 124 of the Local Government Act 1993. fee covers the administrative costs involved in assessing the application.					
se Renumbering Application Fee		\$550.00	\$578.00	N	b
Other Fees					
ified Copy of Document, Map or Plan (Section 10.8)		\$40.00	\$42.00	N	b
hfield Local Environment Plan		\$50.00	\$53.00	N	b
hfield Consolidated Development Control Plan 2005 (in folder)		\$150.00	\$158.00	N	b
<i>ther Fee [continued]</i>					
ize Planning Map (Colour)		\$25.00	\$26.00	N	b
ize Planning Map (Colour)		\$60.00	\$63.00	N	b
ize Planning Map (Colour)		\$100.00	\$105.00	N	b
— Other		\$30.00	\$32.00	N	b
r of Indirect and Direct Development Contributions Plan		\$30.00	\$32.00	N	b

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Environmental Health & Compliance

Fire Safety

Fire Safety Inspection Fee

Business Premises (Boarding Houses, Function Centres, Assembly Buildings, etc.)		\$308.00	\$323.00	Y	b
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Fire Safety Statement Registration

Safety Statement Registration – on time		\$133.00	\$140.00	N	d
Safety Statement Registration – late lodgement – up to 1 week		\$1,025.00	\$1,000.00	N	Statutory
Safety Statement Registration – late lodgement – up to 2 weeks		\$2,050.00	\$2,000.00	N	Statutory
Safety Statement Registration – late lodgement – up to 3 weeks		\$3,075.00	\$3,000.00	N	Statutory
Safety Statement Registration – late lodgement – 4 weeks or more		\$4,100.00	\$4,000.00	N	Statutory
Cost of Penalty Infringement Notice (Late Lodgement fee)		\$390.00	\$410.00	N	f

Environmental Health

Food Premises

Food Premises – Annual Administration Fee (Medium Risk & High Risk)*	per year	\$400.00	\$390.00	N	Statutory
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* Fee to be waived for businesses which have maintained a consecutive Scores on Doors 5-Star rating and above within the current financial year of inspections.

Inspection Fee	per inspection	\$187.00	\$196.00	N	b
Food Canteens	annual admin fee including 1 inspection	\$187.00	\$196.00	N	d
Improvement Notice under Food Act 2003		\$330.00	\$330.00	N	Statutory
Mobile Food Vending Vehicles (including Sydney Markets)	registration fee including 1 inspection	\$231.00	\$243.00	N	d
Temporary Food Stalls Registration Fee	single event	\$82.00	\$86.00	N	d
Temporary Food Stalls Registration Fee (12 months)	multi-events	\$231.00	\$243.00	N	d
Mobile Food App	per inspection	\$70.00	\$74.00	N	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Hairdressing/Beauty/Tattooist/Skin Penetration					
Inspection		\$103.00	\$108.00	N	Fixed
Section		\$200.00	\$210.00	N	Fixed
Recurrent Inspection		\$133.00	\$140.00	N	Fixed
Electric Vehicle Charges					
Electric Vehicle Charges	per KWH	\$0.40	\$0.50	N	Fixed
Boarding House					
Inspection		\$513.00	\$539.00	N	Fixed
Section		\$500 plus \$100 per room	\$525 plus \$100 per room	N	Fixed
Recurrent Inspection		\$410.00	\$431.00	N	Fixed
Cooling Towers					
Inspection		\$87.00	\$91.00	N	Fixed
Section	per system	\$210.00	\$221.00	N	Fixed
Recurrent Inspection		\$138.00	\$145.00	N	Fixed
Additional Cooling Tower Inspection		\$144.00	\$151.00	N	Fixed
Water Monitoring Public Swimming Pools & Spas					
Inspection		\$103.00	\$108.00	N	Fixed
Section (including Water Testing)		\$267.00	\$280.00	N	Fixed
Recurrent Inspection		\$133.00	\$140.00	N	Fixed

Item Name	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Private Swimming Pools					
Pool Registration Fee		\$10.00	\$10.00	N	Statutory
Inspection Fee – 1st Inspection (including Certificate of Compliance)		\$150.00	\$150.00	N	Statutory
Inspection Fee – 2nd Inspection (including Certificate of Compliance)		\$100.00	\$100.00	N	Statutory
Application for Exemption (under Section 22 of the Swimming Pools Act 1992, Clause 13 Swimming Pool Regulation)		\$75.00	\$75.00	N	Statutory
Disinfection Charts		\$21.00	\$21.00	Y	Standard
Application to Install		See DA/CC fees or Complying Development fees if pool is classed as complying development	See DA/CC fees or Complying Development fees if pool is classed as complying development	N	Statutory
Environmental Compliance					
Environment Protection Notice Administration Fee (clean up notice, prevention notice, compliance cost notice)		\$605.00	\$785.00	N	Statutory
Environmental Compliance Audit Inspection Fee		\$308.00	\$323.00	N	Standard
Environmental Compliance Audit Re-inspection		\$133.00	\$140.00	N	Standard
Compliance Cost Notice	per issue of an order	\$500.00	\$500.00	N	Statutory
Compliance Cost Notice Administration Fee (excluding investigation costs)		\$750.00	\$788.00	N	Standard
Underground Petroleum Storage System (UPSS) Routine Inspection Fee		NEW	\$200.00	N	Standard
Regulatory Management of Animals					
<i>E: When seeking a reduction in the prescribed fee, proof of circumstances must be shown.</i>					
Sexed Animal (Dog)		\$69.00	\$69.00	N	Statutory
Desexed Animal (Dog)		\$234.00	\$234.00	N	Statutory
Sexed or Not Desexed - Cat (Only)		\$59.00	\$59.00	N	Statutory
Sexed Animal owned by Pensioner		\$29.00	\$29.00	N	Statutory
Owned by recognised breeder		\$69.00	\$69.00	N	Statutory
Owned by recognised breeder (Not Desexed)		\$59.00	\$59.00	N	Statutory
Shelter Animal		\$0.00	\$0.00	N	Statutory
Adopted/Shelter Desexed Animal		\$0.00	\$0.00	N	Statutory
Compliance Certificate for Dangerous or Restricted Dogs		\$206.00	\$206.00	N	Statutory
Surrender of Dogs/Cats to Council (owner must sign the prescribed form surrendering rights in the animal per dog or cat.)		\$272.00	\$286.00	N	Standard

Item Name	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Annual Permits					
Dangerous dog	per dog	\$206.00	\$216.00	N	b
Restricted dog	per dog	\$206.00	\$216.00	N	b
Not desexed or owned by registered breeder	per cat	\$85.00	\$89.00	N	b
Fees	per dog/cat	\$19.00	\$20.00	N	b
Impounding of Animals					
Initial Administration Fee	each	\$103.00	\$108.00	N	b
Maintenance Fees for Impounded Animals	per dog/cat per day	\$51.00	\$54.00	N	b
Return of Stray Dog to Owner (When dog is microchipped and registered)		\$92.00	\$97.00	N	b
Impounding of Motor Vehicles (excluding animals)					
Impounding Motor Vehicles		\$308.00	\$323.00	N	b
Base Fee		\$200.00	\$200.00	N	Statutory
Storage Fees		\$205.00	\$215.00	N	b
Storage Fees (Daily)		\$51.00	\$54.00	N	b
Impounding of Others (excluding animals)					
Cost to Release items impounded from public places (eg. signs, shopping trolleys, etc)		\$103.00	\$108.00	N	b
Storage		\$31.00	\$33.00	N	b
Contaminated Land					
Registration of Positive Covenants	per document	\$451.00	\$474.00	N	b
Issuance of Land Remediation Notice – carry out category 2 remediation works	(clause 16 – SEPP 55), per notification	\$150.00	\$150.00	N	Statutory
Information furnished from Council's records on enquiry		\$62.00	\$65.00	N	b
Cost of Site Audit Statement		\$62.00	\$65.00	N	b

	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Corporate & Governance

Rates & Finance Services

Rates & Property Enquiries

Section 603 Certificate	per application	\$90.00	\$95.00	N	Statutory
Issue of Rates Notice/Instalment Notice/Ownership Letter	per copy	\$20.00	\$21.50	N	b
Statement of Rates Accounts	per property	\$10.00	\$10.50	N	b
Application processing Fee (plus above fees) – S603 Certificate, Copy of Rates Notice, Instalment Notice, Ownership Letter, Statement of Account	per application	\$175.00	\$185.00	N	b
Interest on Overdue Rates		6.00%	9.00%	N	Statutory

Finance Services

Administration Fee on Dishonoured Payment to Council <i>(surcharge by Bank or Australia Post to be added to the Dishonoured Admin Fee as bank fee)</i>	per payment	\$30 plus Bank Fee	\$35 plus Bank Fee	N	b
Early or Late Payment Fee (Non-rates)	per payment	\$60.00	\$65.00	Y	b
Special Information Request involving staff research or a written response greater than 1 hour	per hour	\$55.00	\$60.00	Y	b
Debit Card Surcharge (Service Merchant Fee) where underlying fee is a taxable supply		0.7% of total transaction	0.7% of total transaction	Y	b
Debit Card Surcharge (Service Merchant Fee) where underlying fee is not a taxable supply	per payment	0.7% of total transaction	0.7% of total transaction	N	b

Business Use of Council's Footpath/Street

Footpath Display

Application Fee (non-refundable)	per application	\$100.00	\$175.00	N	f
Footpath Display Bond	per application	\$300.00	\$300.00	N	f
Footpath Rental Charge	per square metre	\$90.00	\$140.00	N	f
Footpath Stalls – Transfers		\$65.00	\$90.00	N	f

Street Dining

Application Fee (non-refundable)	per application	\$165.00	\$225.00	N	f
Footpath Rental Charge – Town Centre *	per square metre	\$300.00	\$300.00	N	f
Footpath Rental Charge – Other Centres *	per square metre	\$170.00	\$170.00	N	f

* 10% discount if paid in advance quarterly instalments in full. Pro-rata reimbursement if operation closes business during period.

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>et Dining (continued)</i>					
et Dining Bond – Town Centre	per application	\$750.00	\$750.00	N	f
et Dining Bond – Other Centres	per application	\$500.00	\$500.00	N	f
ing Space on Footpath		\$105.00	\$105.00	N	f
ovals – Transfers		\$103.00	\$103.00	N	f

Access to Information

PIA Act 2009

E: An applicant is entitled to 50% reduction of Processing Charge if Council is satisfied that the applicant is suffering financial hardship and/or there is a special benefit to the public generally.

Application – Access to Information	per application	\$30.00	\$30.00	N	Statutory
Internal Review Application	per application	\$40.00	\$40.00	N	Statutory
Processing of Application by individual relating to their personal affairs (after first 4 hours of processing only)	per hour	\$30.00	\$30.00	N	Statutory

Business Papers

Business Paper	per year	\$1,000.00	\$1,000.00	N	f
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Business papers are also available on Council's website and Council's library.)

Printing & Copying (for public access to documents)

Notwithstanding the following fee, where it is necessary to incur overtime for Council staff to meet urgent requests for the documents, an additional charge will apply.

per copy	per sheet	\$1.00	\$1.10	N	b
per copy	per sheet	\$2.00	\$2.10	N	b
11 per copy	per sheet	\$14.00	\$15.00	N	b
per copy	per sheet	\$21.00	\$22.00	N	b

Other

Fees & Licences Preparation

Fees & Licence Preparation Fee (excluding community groups)		\$620.00	\$620.00	N	b
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Deposits Service

Deposit Money – for one hour		\$110.00	\$116.00	N	b
Deposit Money – for subsequent hours		\$63.00	\$66.00	N	b

Legal Services

Legal costs – In house lawyers	per hour	NEW	\$425.00	Y	b
In house experts – Preparation of evidence and attendance at Court	per hour	NEW	\$250.00	Y	b
Document processing fee – Legal Services	per hour	NEW	\$60.00	Y	b

	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Events & Filming

Events

for Festivals & Events (Attendance > 5000)

Handise Stall Hire (Covered)	per duration of the event	\$235.00	\$247.00	Y	d
Handise/Information Site (Uncovered)	per duration of the event	\$160.00	\$168.00	Y	d
Orate Stall Hire (Covered)	per duration of the event	\$620.00	\$651.00	Y	d
Stall Hire (Covered)	per duration of the event	\$310.00	\$326.00	Y	d
Site (Uncovered)	per duration of the event	\$170.00	\$179.00	Y	d
Van Site	per duration of the event	\$310.00	\$326.00	Y	d
or-Profit Stall (Covered)	per duration of the event	\$110.00	\$116.00	Y	d
or-Profit Site (Uncovered)	per duration of the event	\$70.00	\$74.00	Y	d
ir Connection	per duration of the event	\$80.00	\$84.00	Y	d
Room Shelf	per duration of the event	\$90.00	\$95.00	Y	d
orary Food Van/Stall Inspection fee	per van/stall	\$70.00	\$74.00	Y	d

ier Council Events and Activities (Attendance < 5000)

Hire (covered) event	per duration of the event	\$280.00	\$294.00	Y	d
Site	per duration of the event	\$150.00	\$158.00	Y	d

Filming

E: For fees relating to traffic management or use of community facilities - refer to relevant sections.

cation – Ultra Low in Complexity (conditions as per NSW Filming Protocol 2009)	Free	Free	N	Statutor
cation – Low in Complexity (conditions as per NSW Filming Protocol 2009)	\$150.00	\$150.00	N	Statutor
cation – Medium Impact (conditions as per NSW Filming Protocol 2009)	\$300.00	\$300.00	N	Statutor
cation – High Impact (conditions as per NSW Filming Protocol 2009)	\$500.00	\$500.00	N	Statutor
Revisions to a Filming Application	75% of original application fee	75% of original application fee	N	Statutor

	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Community Services

Activities & Programs

Community Service / Development Programs will aim for a minimum of 50% cost recovery.

Library

Library Services

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Membership Services					
Membership Fee		Free	Free	N	e
Library Loan Fee		\$6.00	\$6.50	Y	c
Library Loan Fee (university libraries)		\$17.00	\$18.00	Y	c
Fees & Late Fees					
or Replacement Membership Card		\$5.00	\$5.50	N	b
or Damaged Item		Replacement cost of article or equivalent + \$5.00	Replacement cost of article or equivalent + \$5.50	N	b
or Damaged Processing Fee		\$10.00	\$12.00	N	b
or Damaged CD/DVD Cases		\$3.00	\$4.00	N	b
Printing and Photocopying					
ocopying & Printing – B&W A4	per sheet	\$0.20	\$0.20	Y	b
ocopying & Printing – Colour A4	per sheet	\$0.80	\$1.00	Y	b
ocopying & Printing – B&W A3	per sheet	\$0.40	\$0.40	Y	b
ocopying & Printing – Colour A3	per sheet	\$2.00	\$2.00	Y	b
rinter fee		NEW	\$5 fee for set up per job \$5 printing per hour	Y	b
Dry Items					
n Supervision	each	\$90.00	\$95.00	Y	d
Stick, Earphones etc	per item	Cost Recovery/ Market Price	Cost Recovery/ Market Price	Y	d
Activity Services					
Library Activities					
Library Programs will aim for a minimum of 50% cost recovery.					
Gallery					
mission on Sale – artist not represented by a gallery	per item	20%	20%	Y	d
Innovation Hub - Commercial Use					
day - Monday to Friday (9.30am - 12.30pm)	per half day or part thereof	NEW	\$250.00	Y	d
day - Monday - Friday (9.30am - 4.30pm)	per full day or part thereof	NEW	\$600.00	Y	d
day - Saturday - Sunday (9.30am - 12.30pm)	per half day or part thereof	NEW	\$300.00	Y	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Community Garden					
<i>Community Garden</i>					
<i>E: All plot fees payable July 1, pro rata when joining after September.</i>					
Annual Membership Fee		\$55.00	\$58.00	Y	d
Annual Membership Fee (Student / Pension card holder)		\$27.50	\$29.00	Y	d
Annual Plot Fee (individual)		\$55.00	\$58.00	Y	d
Annual Plot Fee (family / group)		\$65.00	\$68.00	Y	d
Deposit (refundable)		\$55.00	\$58.00	N	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Hall Hires

Hall Hire Application

Application Fee all Venues (non-refundable)	per application	\$60.00	\$63.00	Y	b
Administration Fee for Amending a Confirmed Booking	per application	\$47.00	\$50.00	Y	b

Strathfield Town Hall

Strathfield Town Hall & Supper Room

Monday-Friday (9am to 5pm)	per hour	\$42.50	\$45.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$65.00	\$68.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$56.00	\$59.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$77.50	\$81.00	Y	d

Supper Room

Monday-Friday (9am to 5pm)	per hour	\$32.50	\$34.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	\$50.00	\$53.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	\$40.00	\$42.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	\$57.50	\$60.00	Y	d

Supervision (Council Provided)

Monday-Friday (9am to 5pm)	per hour	\$17.50	\$18.00	Y	b
Other Times	per hour	\$42.50	\$45.00	Y	b
Insurance for Non-insured Hirers	per hire	\$25.00	\$26.00	Y	f
Insurance Fee – Security, Cleaning and Damage	per hire	\$600.00	\$630.00	N	d

Bates Street Community Centre

E: Minimum rate per hour for community rate groups \$3.50/hr.

Room No 1 Redmyre Room (large room, parquet floor)	per hour	\$35.00	\$37.00	Y	d
Room No 2 Airey Room (carpeted, front building)	per hour	\$22.50	\$24.00	Y	d
Room No 3 Wangal Room (carpeted, rear building)	per hour	\$25.00	\$26.00	Y	d
Insurance for Non-insured Hirers	per hour	\$25.00	\$26.00	Y	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>as Street Community Centre (continued)</i>					
Security, Cleaning and Damage	per hour	\$250.00	\$263.00	N	d
e	per week	\$105.00	\$110.00	Y	d
age Cost		\$115 per storage area, per year	\$121 per storage area, per year	Y	d
Library Meeting Rooms					
ES: duced hire rates for approved community groups is per Council's Hire of Community Facilities Policy. rooms can be used for free on the day if available. Times/availability will be given out at Library Front Desk.					
mbark Room					
le Room	per hour	\$47.50	\$50.00	Y	d
Room	per hour	\$25.00	\$26.00	Y	d
laleuca Interview Room					
le Room	per hour	\$10.00	\$11.00	Y	d
h Street					
le Room	per hour	\$35.00	\$37.00	Y	d
Room	per hour	\$25.00	\$26.00	Y	d
Security, Cleaning and Damage	per hire	\$250.00	\$260.00	N	d
or Non-insured Hirer	per hour	\$25.00	\$26.00	Y	d
Dutton Centre					
Augusta Street Strathfield					
ity Area	per hour	\$30.00	\$32.00	Y	d
e	per hour	\$25.00	\$26.00	Y	d
ing Room	per hour	\$10.00	\$11.00	Y	d
Security, Cleaning and Damage > 3 Hours	per hire	\$250.00	\$260.00	N	d
Security, Cleaning and Damage < 3 Hours	per hire	\$500.00	\$525.00	N	d
or Non-insured Hirer	per hour	\$25.00	\$26.00	Y	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Homebush West Community Centre					
n No. 1 - Main Hall (Mon to Fri 5.00pm)	per hour	\$50.00	\$53.00	Y	d
n No. 1 - Main Hall (Fri 5.00pm to Sun)	per hour	\$65.00	\$68.00	Y	d
n No. 2 - Workshop (Mon to Fri 5.00pm)	per hour	\$20.00	\$21.00	Y	d
n No. 2 - Workshop (Fri 5.00pm to Sun)	per hire	\$40.00	\$42.00	Y	d
n No. 3 - Office	per hire	\$10.00	\$11.00	Y	d
n No. 4 - Upstairs Office	per hour	\$15.00	\$16.00	Y	d
d - Security, Cleaning & Damage (Bond waived for regular hirers (\$0))	per hire	\$250.00	\$263.00	N	d
or Non-insured Hirer	per hire	\$50.00	\$53.00	Y	d

	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principles
Parks & Reserves					
Sportsfield Seasonal Hire					
<i>ES: The hire of sports fields will be in accordance with Council's Sporting Grounds Allocations Policy</i>					
Hire Application					
Application Fee (non-refundable)	per application	\$60.00	\$63.00	Y	d
Key (including keys)	per allocation	\$1,020.00	\$1,070.00	N	d
Hire Fee					
Seasonal Hire grassfield	per full sized field per hour	Various	\$31.00	Y	d
Seasonal Hire hard court	per full sized field per hour	Various	\$16.00	Y	d
Artificial Field					
Seasonal Hire Full Size Field (maximum participants 22 players)	per full sized field per hour	\$51.00	\$56.00	Y	d
Seasonal Hire Half Size Field (maximum 2 mini field games alternatively maximum 20 players)	per half sized field per hour	\$31.00	\$34.00	Y	d
On Mini field booking fee (modified game of any sports game or training up to maximum 6 vs 6 participants i.e. (Touch Footy, School Play Camps, MiniRoos, 5-a-side)	per hour	NEW	\$17.00	Y	d
Field Lighting Fee					
Lighting Fee for all bookings	per field, per hour (plus additional cost to hire field)	Per utility usage	\$30.00	Y	d
Hire of Room					
Hire of Regular Booking Fee	per occurrence	\$46.00	\$48.00	Y	d
Lighting Fee (additional, as required)	per occurrence	\$352.00	\$370.00	Y	d
Kitchen/Canteen for seasonal hirer only	per a seasonal hire	\$323.00	\$1,000.00	Y	d
Storage Room	per season	\$170.00	\$178.00	Y	d

Item Name	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principles
<i>Sportsfield Seasonal Hire - Other (continued)</i>					
Seasonal Hire (Airey Park, Cooke Park, Hudson Park)	per hour	\$20.50	\$22.00	Y	d
Seasonal Bond	per application	\$510.00	\$535.00	N	d
Field Marking Fee					
Baseball Field	per field per occurrence	\$250.00	\$263.00	Y	d
11h Football Field	per field per occurrence	\$126.50	\$133.00	Y	d
Netball Field	per field per occurrence	\$250.00	\$263.00	Y	d
Volleyball Court	per court per occurrence	\$126.50	\$133.00	Y	d
Baseball Court	per court per occurrence	\$126.50	\$133.00	Y	d
Cricket Pitches	per occurrence	\$350.00	\$368.00	Y	d
Sportsfield Casual Hire					
Application Fee					
Application Fee – (non-refundable)	per application	\$60.00	\$63.00	Y	d
<i>Applies to all other parks excluding Basketball/Netball/Volleyball courts at Bark Huts & Strathfield Park.</i>					
Application Fee (Including keys)	per application	\$1,020.00	\$1,070.00	N	d
Cricket					
Wicket – Airey, Bark Huts & Hudson Park	per full sized field per hour	\$95.00	\$100.00	Y	d
Netball Cricket Wicket – Bressington, Cooke, Mason & Strathfield Park	per full sized field per hour	\$40.00	\$42.00	Y	d
Cricket Wicket – Freshwater & Pilgrim Park	per full sized field per hour	\$20.00	\$21.00	Y	d
Cricket Practice Net – Airey, Bark Huts, Bressington Park & Ford Park	per full sized field per hour	\$10.00	\$11.00	Y	d
Cricket/Rugby/Football					
Field – Airey, Bark Huts, Begganell, Bressington, Cooke, Hudson, Mason & Strathfield Park	per full sized field park	\$45.00	\$47.00	Y	d
Cricket Training Area – Airey Park outer/Lawn Bowls area	per training area per hour	\$15.00	\$16.00	Y	d
Basketball/Netball/Volleyball					
Court / Grass Court	per occurrence	\$20.00	\$21.00	Y	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principles
Synthetic Field					
Full Field Hire (max participants 22 players)	per full sized field per hour	\$80.00	\$84.00	Y	d
Synthetic Field Hire	per full sized field per hour	\$45.00	\$47.00	Y	d
Primary School Hire	per full sized field per hour	\$20.00	\$21.00	Y	d
Commercial Group Hire	per full sized field per hour	\$200.00	\$210.00	Y	d
Event Casual Hire					
Events Carnival / Cross Country	per day	\$105.00	\$110.00	Y	d
Special Event Hire (based on the number of attendances, eg. carnivals/weddings)					
Up to 100 people	per day	\$306.00	\$321.00	Y	d
Between 101 – 200 people	per day	\$612.00	\$643.00	Y	d
Between 201 – 300 people	per day	\$1,020.00	\$1,071.00	Y	d
Between 301 – 400 people	per day	\$1,530.00	\$1,607.00	Y	d
Between 401 – 500 people	per day	\$2,142.00	\$2,249.00	Y	d
500 People or Special Events	per day	To be negotiated	To be negotiated	Y	d
Other					
Booking Fee	per occurrence	\$45.00	\$47.00	Y	d
Insurance Fee (additional, as required)	per occurrence	\$352.00	\$370.00	Y	d
Location Hire (Airey Park, Cooke Park & Hudson Park)	per hour	\$27.50	\$29.00	Y	d
Location Bond	per application	\$510.00	\$535.00	N	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principles
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Personal Trainers

E: Approval grant access to ONE park only. A separate application must be lodged for approval to train at a second venue.

ication Fee	per application	\$60.00	\$63.00	Y	d
wal Fee	per renewal	\$20.00	\$21.00	Y	d
I	per application	\$500.00	\$525.00	N	d

Annual Permit

more persons	per year	\$1,000.00	\$1,050.00	N	d
3 persons	per year	\$800.00	\$840.00	N	d
4 Persons	per year	\$600.00	\$630.00	N	d
professionals	per year	NEW	\$2,000.00	N	d

6 Year Permit

more persons	per 6 months	\$500.00	\$525.00	N	d
3 persons	per 6 months	\$400.00	\$420.00	N	d
4 persons	per 6 months	\$300.00	\$315.00	N	d

Park Access

Park Hire

E: Bonds are for breaches to Hire Agreements, Damage to Playing Surfaces and Waste. Council will charge for labour, materials and administration fees.

ication Fee	per application	\$253.00	\$266.00	Y	d
rvision Fee	per day	\$178.00	\$178.00	Y	d
Compound Fee		Quote will be provided	Quote will be provided	Y	d
Access Bond	per application	\$1,020.00	\$1,070.00	N	d
: Some park access bonds may require a higher amount.					
Bond	per key	\$100.00	\$105.00	N	d
acement of Keys	per set	\$385.00	\$405.00	Y	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principles
<i>c Hire (continued)</i>					
Miscellaneous Hire					
ge Room Hire	per hire	\$56.00	\$59.00	Y	d
tional Bin	per bin	\$135.00	\$142.00	Y	d
of Plan of Management (PoM)	per PoM	\$17.50	\$18.00	Y	d
Mathfield Square Hire					
ication Fee	per application	\$60.00	\$63.00	Y	d
ss Fee		Quote will be provided	Quote will be provided	Y	d
I	per application	\$250.00	\$260.00	N	d
Hudson Park Driving Range					
Driving Range					
i Bucket – 60 Golf Balls	per bucket	\$17.00	\$20.00	Y	f
e Bucket – 120 Golf Balls	per bucket	\$26.00	\$30.00	Y	f

Item Name	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Engineering & Operations Services					
Parking					
Residential Parking					
Residential Parking Permits (1 resident and 1 visitor permit for eligible residents)		Free	Free	N	e
Additional Parking Permits <i>(There is no discount on additional parking permits)</i>	each per year	\$65.00	\$65.00	N	c
Parking Meters					
Parking Meters (Monday to Friday) – First 90 Minutes	per hour	\$2.00	\$3.00	Y	d
Parking Meters (Monday to Friday) – Subsequent Hours	per hour	\$3.70	\$4.50	Y	d
Parking Meters (Saturday & Sunday) – First 2 Hours	per hour	\$2.00	\$3.00	Y	d
Parking Meters (Saturday & Sunday) – Subsequent Hours	per hour	\$3.70	\$4.50	Y	d
Driveway Line Marking					
Driveway Line Marking	per line	NEW	\$165.00	Y	d
Restorations					
Pavement Replacement					
Pavement (AC10 or AC14, 50mm) – up to 15m²	m²	\$288.00	\$224.00	N	d
Pavement (AC10 or AC14, 50mm) – greater than 15m², less than 50m²	m²	\$225.00	\$201.00	N	d
Pavement (AC10 or AC14, 50mm) – greater than 50m², less than 100m²	m²	\$225.00	\$179.00	N	d
Pavement (AC10 or AC14, 50mm) – greater than 100m², less than 500m²	m²	\$225.00	\$156.00	N	d
Pavement (AC10 or AC14, 50mm) – greater than 500m²	m²	\$225.00	Quote plus 15%	N	d
Pavement (full depth repair 150mm) – up to 15m²	m²	\$225.00	\$317.00	N	d
Pavement (full depth repair 150mm) – greater than 15m², less than 50m²	m²	\$867.00	\$287.00	N	d
Pavement (full depth repair 150mm) – greater than 50m², less than 100m²	m²	\$867.00	\$270.00	N	d
Pavement (full depth repair 150mm) – greater than 100m², less than 500m²	m²	\$867.00	\$247.00	N	d
Pavement (full depth repair 150mm) – greater than 500m²	m²	\$867.00	Quote plus 15%	N	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Replacements (continued)					
Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – up to 15m²	m²	\$985.00	\$959.00	N	Fixed
Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 15m², less than 50m²	m²	\$985.00	\$614.00	N	Fixed
Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 50m², less than 100m²	m²	\$985.00	\$542.00	N	Fixed
Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 50MPa with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 100m², less than 500m²	m²	\$985.00	\$521.00	N	Fixed
Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 500m²	m²	\$985.00	Quote plus 15%	N	Fixed
Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – up to 15m²	m²	\$1,016.00	\$728.00	N	Fixed
Concrete road, 50MPa, 230mm with 2 layers of SL81 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 15m², less than 50m²	m²	\$1,016.00	\$535.00	N	Fixed
Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 50m², less than 100m²	m²	\$1,016.00	\$491.00	N	Fixed
Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 100m², less than 500m²	m²	\$1,016.00	\$472.00	N	Fixed
Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 500m²	m²	\$1,016.00	Quote plus 15%	N	Fixed
Footpath Replacements					
Construct pram ramp (billed per pram ramp)	each	NEW	\$1,885.00	N	Fixed
Asphaltic footpath (AC5, 25mm) – up to 15m²	m²	NEW	\$202.00	N	Fixed
Asphaltic footpath (AC5, 25mm) – greater than 15m², up to 50m²	m²	NEW	\$137.00	N	Fixed
Asphaltic footpath (AC5, 25mm) – greater than 50m², up to 100m²	m²	NEW	\$108.00	N	Fixed
Asphaltic concrete (AC5, 25mm) – greater than 100m²	m²	NEW	Quote plus 15%	N	Fixed
Concrete footpath – less than 15m²	m²	\$337.00	\$236.00	N	Fixed
Concrete footpath – greater than 15m², less than 50m²	m²	\$337.00	\$200.00	N	Fixed
Concrete footpath – greater than 50m², less than 100m²	m²	\$337.00	\$177.00	N	Fixed
Concrete footpath – greater than 100m², less than 500m²	m²	\$337.00	\$154.00	N	Fixed
Concrete footpath – greater than 500m²	m²	\$337.00	Quote plus 15%	N	Fixed

Item Description	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>Path Replacements (continued)</i>					
path paving – standard clay brick pavers – less than 15m ²	m ²	\$748.00	\$622.00	N	d
path paving – standard clay brick pavers – greater than 15m ² , less than 50m ²	m ²	\$748.00	\$539.00	N	d
path paving – standard clay brick pavers – greater than 50m ² , less than 100m ²	m ²	\$748.00	\$424.00	N	d
path paving – standard clay brick pavers – greater than 100m ² , less than 500m ²	m ²	\$748.00	\$401.00	N	d
path paving – standard clay brick pavers – greater than 500m ²	m ²	\$748.00	Quote plus 15%	N	d
path paving – Town Centre concrete pavers – less than 15m ²	m ²	\$1,350.00	\$679.00	N	d
path paving – Town Centre concrete pavers – greater than 15m ² , less than 50m ²	m ²	\$1,350.00	\$591.00	N	d
path paving – Town Centre concrete pavers – greater than 50m ² , less than 100m ²	m ²	\$1,350.00	\$518.00	N	d
path paving – Town Centre concrete pavers – greater than 100m ² , less than 500m ²	m ²	\$1,350.00	\$494.00	N	d
path paving – Town Centre concrete pavers – greater than 500m ²	m ²	\$1,350.00	Quote plus 15%	N	d
restrip turfing (supply and lay on prepared soil), rate per m ²	m ²	\$166.00	\$43.00	N	d
laying of new turf, rate per hour		NEW	\$96.00	N	d
Driveway Replacements					
concrete driveway 150mm with SL72 Up to 15 m ² – per m ²	m ²	NEW	\$341.00	N	d
concrete driveway 150mm with SL72 greater than 15 m ² , less than 50m ² – per m ²	m ²	NEW	\$283.00	N	d
concrete driveway 150mm with SL72 greater than 50 m ² , less than 100m ² – per m ²	m ²	NEW	\$236.00	N	d
concrete driveway 150mm with SL72 greater than 100m ² – per m ²	m ²	NEW	\$212.00	N	d
Roof and Gutter Replacements					
roof and gutter – less than 15 lineal metres	lineal	\$573.00	\$401.00	N	d
roof and gutter – greater than 15 and less than 50 lineal metres	lineal	\$573.00	\$319.00	N	d
roof and gutter – greater than 50 and less than 100 lineal metres	lineal	\$573.00	\$295.00	N	d
roof and gutter – greater than 100 and less than 500 lineal metres	lineal	\$573.00	\$270.00	N	d
roof and gutter – greater than 500 lineal metres	lineal	\$573.00	Quote plus 15%	N	d

Item Description	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Roof and Gutter Replacements (continued)					
Roof only – less than 15 lineal metres	lineal	\$573.00	\$401.00	N	d
Roof only – greater than 15 and less than 50 lineal metres	lineal	\$573.00	\$330.00	N	d
Roof only – greater than 50 and less than 100 lineal metres	lineal	\$573.00	\$283.00	N	d
Roof only – greater than 100 and less than 500 lineal metres	lineal	\$573.00	\$259.00	N	d
Roof only – greater than 500 lineal metres	lineal	\$573.00	Quote plus 15%	N	d
Gutter only – less than 15 lineal metres	lineal	\$573.00	\$424.00	N	d
Gutter only – greater than 15 and less than 50 lineal metres	lineal	\$573.00	\$341.00	N	d
Gutter only – greater than 50 and less than 100 lineal metres	lineal	\$573.00	\$283.00	N	d
Gutter only – greater than 100 and less than 500 lineal metres	lineal	\$573.00	\$259.00	N	d
Gutter only – greater than 500 lineal metres	lineal	\$573.00	Quote plus 15%	N	d
Concrete layback and gutter – less than 15 lineal metres	lineal	\$920.00	\$506.00	N	d
Concrete layback and gutter – greater than 15 and less than 50 lineal metres	lineal	\$920.00	\$447.00	N	d
Concrete layback and gutter – greater than 50 and less than 100 lineal metres	lineal	\$920.00	\$389.00	N	d
Concrete layback and gutter – greater than 100 lineal metres	lineal	\$920.00	Quote plus 15%	N	d
Concrete dish drain – less than 15 lineal metres	lineal	\$920.00	\$565.00	N	d
Concrete dish drain – greater than 15 and less than 50 lineal metres	lineal	\$920.00	\$494.00	N	d
Concrete dish drain – greater than 50 lineal metres	lineal	\$920.00	Quote plus 15%	N	d
Steel Bridge Crossing with Hinged Heavy Duty Steel Grating Per lineal metre (minimum of 4.5m) opening	lineal	NEW	\$1,150.00	N	d
Outlet PVC up to 100mm diameter	each	\$271.00	\$247.00	N	d
Stormwater Drainage					
Concrete pipes 375 diameter RCP, per metre	per metre	NEW	\$964.00	N	d
Concrete pipes 450 diameter RCP, per metre	per metre	NEW	\$1,036.00	N	d
Concrete pipes 600 diameter RCP, per metre	per metre	NEW	\$1,145.00	N	d
Concrete pipes greater than 600 diameter RCP	per metre	NEW	Quote plus 15%	N	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>sewerage Drainage (continued)</i>					
Standardised RHS pipe equivalent up to 100 diameter PVC pipe, per metre	per metre	NEW	\$295.00	N	d
0.9m – 1.2m (billed per lintel)	each	NEW	\$1,885.00	N	d
1.8m (billed per lintel)	each	NEW	\$2,062.00	N	d
2.4m (billed per lintel)	each	NEW	\$2,468.00	N	d
3.0m (billed per lintel)	each	NEW	\$2,763.00	N	d
3.6m (billed per lintel)	each	NEW	\$2,763.00	N	d
greater than 1.5m x 1.5m x 1.5m in size (per pit)	each	NEW	Quote plus 15%	N	d
up to 1.5m x 1.5m x 1.5m in size (per pit)	each	NEW	\$5,808.00	N	d
drainage inspection / final road inspection including CCTV provided by applicant	each	NEW	\$552.00	N	d
sewerage Drainage Assessment and Inspection Fee	per hour	\$200.00	\$210.00	N	d
Single Dwelling, no OSD (minimum \$120)					
Single Dwelling with OSD (minimum \$240)					
Medium Density Development (minimum \$360)					
Density Development (minimum \$480)					
As-Executed Plans (minimum \$240)					
Deed of Restriction (minimum \$125)					
Re-Inspection Fee (minimum \$120)					

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Working Permits (including works related to DA / CDC)					
Road Opening Permit					
Road Opening Permit Fee	per application	\$250.00	\$250.00	N	d
Road Openings Permit Urgency Fee	plus permit fees	\$565.00	\$565.00	N	d
Reported Road Openings – when work has commenced prior to a permit being obtained	per application	\$1,000.00	\$1,000.00	N	d
Road Opening Bond	per application	\$1,000.00	\$1,000.00	N	d
Hoarding/Structure					
Class A Hoarding Application Fee	per application	\$368.00	\$386.00	N	d
Class A Hoarding Fee	per linear metre per week	\$42.00	\$44.00	N	d
Class B Hoarding Application Fee	per application	\$555.00	\$583.00	N	d
Class B Hoarding Fee	per linear metre per week	\$62.00	\$65.00	N	d
Insurance for Class A & B	per application	\$1,100.00	\$1,155.00	N	d
Extension of Hoarding Approval	each	NEW	\$240.00	N	d
Work Zone					
Work Zone Application Fee	per application	\$450.00	\$450.00	N	d
Work Zone	per linear metre per week	NEW	\$90.00	N	d
Work Zone – Installation of signs	per pair	\$480.00	\$800.00	N	d
Works Permit					
Works Permit Fee	per application	\$300.00	\$315.00	N	d
Works Permit Urgency Fee – (24 Hour Processing)		\$550.00	\$578.00	N	d
Inspections (up to 2)		\$250.00	\$263.00	N	d
Additional Inspection	each	\$149.00	\$156.00	N	d
Works Permit Bond	per application	\$4,000.00	\$4,200.00	N	d
Standing Plant Permit					
Application for Standing Plant Permit	each	\$460.00	\$560.00	N	d
Standing Plant Express Approval	each	NEW	\$500.00	N	d
Advertising on Council Property					
Application for advertising on Council Property	each	NEW	\$500.00	N	d
Advertising Fee (if approved)	per m ² per day	NEW	\$2.00	N	d

Item	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
<i>Working Permits (including works related to DA / CDC) [continued]</i>					
After Hours Callout Fee					
After-hours callout fee applies where council is required to attend onsite to assist with an urgent matter, including access. Fees will be on a cost recovery basis. A minimum of 4 hours of staff overtime will be payable		NEW	A minimum of 4 hours of staff overtime	N	d
Traffic Control					
Road Closure					
Road Closure Application	each	\$651.00	\$684.00	N	d
Road Closure Urgency Fee – (72 Hour Processing) Road closure application requesting urgent approval (i.e., within 3 business days) excluding TfNSW approval / TfNSW approval	plus permit fees	NEW	\$565.00	N	d
Road Closure (Full)	per day	\$2,650.00	\$2,783.00	N	d
Road Closure (Partial)	per day	\$750.00	\$788.00	N	d
Traffic Control – Barrier Fee (Emergency Only)					
Barrier Installation & Pick Up	each	\$192.00	\$202.00	N	d
Barricades	each per day	\$50.00	\$53.00	N	d
Traffic Control (min 4 hours) – Monday To Friday 7:00 am to 3:00 pm (Excluding Public Holidays)	per person per hour	\$250.00	\$263.00	N	d
Traffic Control (min 4 hours) – Other Times	per person per hour	\$300.00	\$315.00	N	d
Delivery and Pick up of Barricades/Signs (Events)	per application	\$145.00	\$152.00	N	d
Traffic Management Plans					
Review Assessment of Traffic Management Plan (min 1 hr)	per staff hour	\$262.00	\$275.00	N	d
Inspection & Compliance					
Inspection (where is necessary for Civic & Urban Services works)	per certificate	\$250.00	\$263.00	N	d
Certificate of Compliance (where is necessary for Civic & Urban Services works)	per certificate	\$250.00	\$263.00	N	d

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
Miscellaneous					
Signs					
Sign (New + Pole)	per item	\$530.00	\$557.00	Y	d
Sign (Existing)	per item	\$337.00	\$354.00	Y	d
Sign Hire (Safety Officer)	per hour	\$120.00	\$126.00	Y	d
Additional Signs	per application plus installation costs	\$422.00	\$443.00	Y	d
Temporary Ground Anchors					
Application Fees	per application	\$5,750.00	\$6,038.00	N	d
Ground Anchor	per anchor	\$1,000.00	\$1,000.00	N	d
Security Deposit (refundable)	per application	minimum \$50,000 plus \$1,000 per anchor above 50 units	minimum \$50,000 plus \$1,000 per anchor above 50 units	N	d
Trucks Over Public Roads					
Application Fees	per application	NEW	\$580.00	N	d
Daily Fee - Slewing over Council Property WITH Work Zone	per month or part thereof	NEW	\$580.00	N	d
Daily Fee - Slewing over Council Property WITHOUT Work Zone	per month or part thereof	NEW	\$1,200.00	N	d
Applications under Section 138 of Roads Act (other than that specified in the table)					
Application Fee	per application	\$224.00	\$224.00	N	Statutory

ne	Unit	Year 22/23 (incl. GST) (adopted 7 June 2022)	Year 23/24 Draft Fee (incl. GST) (proposed through exhibition)	GST	Pricing Principle
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Waste & Recycling

Domestic Waste Management

Domestic Waste Charges

Domestic Waste Service including 3 Cleanup Services	per year	\$795.00	\$550.00	N	f
Domestic Waste Service including 3 Cleanup Services – Eligible Pensioners and Commonwealth Seniors Health Card Holders	per year	\$600.00	\$515.00	N	f
Service Availability Charge (including Non-Rateable Properties)	per year	\$175.00	\$175.00	N	f

Extra Services

Red Garbage Bin – Extra Service	per bin	\$795.00	\$795.00	N	f
Green Garden Vegetation Bin – Extra Service	per bin	Free	\$275.00	N	e
Yellow Recycling Bin – Extra Service	per bin	Free	\$275.00	N	e
Additional Cleanup Service		\$153/m ³	\$161/m ³	N	f

Bin Replacement

Red Bin	per bin	\$92.00	\$97.00	N	d
Red, Yellow or Green Bin	per bin	\$92.00	\$97.00	N	d
Red and Yellow Bin Multi Unit	per bin	\$695.00	\$730.00	N	d

Other

Domestic Waste Contamination Charge	per service	\$128.00	\$134.00	N	c
Bin Daily Charge	per day	\$52.00	\$55.00	N	d
Bin Public Place Permits Application	per inspection	\$72.00	\$76.00	N	d
Shipping Container Daily Charge	per day	\$82.00	\$86.00	N	d
Shipping Container Place Permits Application	per inspection	\$67.00	\$70.00	N	d

Other Business Takings

in accordance with section 67 of the Local Government Act, Council, through its business units, intends to carry out works for owners and occupiers of public land. The aim of these business units is to allow the customers and the community to benefit from Council exposing its service delivery operations to competition. At the same time as far as possible Council is determined to stay in the business of service delivery by: being competitive and to demonstrate that Council subject its own business to the same commercial tax equivalents, debt guarantee fees as well as regulations as they apply to a private firm. Business units may ensure the costing of their tender bids reflect both direct and indirect overhead costs as well as any costs associated with notion of risk, debt guarantee or cash flows.

Business units should operate on a commercial basis with the objectives of producing and delivering top class, innovative and competitive services in accordance with Council's specification and commission. Business units should achieve satisfactory returns on the community investment in their operations and ensure the provision of satisfying and secure employment for their staff through being competitive and dynamic.

This approach may be regarded as commercialisation. Business units may compete for work external to Council where the Council's ability to satisfy service level agreements within Council is in no way compromised and any commercial initiative being consistent with the Unit's adopted business plan and strategy.

ATTACHMENT 4

Why we applied for a special rate variation and average impacts to rate payers



Why we applied for a special rate variation?



Maintain our current services and employment i.e. Library, parks, sports grounds, amenities, venues etc.



Maintain our footpaths and roads, and renewal of footpaths and roads

To achieve the above, we need to work towards financial sustainability.

Why we applied for a special rate variation?

The New South Wales Local Government Act

8B Principles of sound financial management

The following principles of sound financial management apply to councils—

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following—
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following—
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services.

Why we applied for a special rate variation?

- Creating a more financially sustainable future for Council is necessary in order to ensure we are able to provide a safe and growing community, which provides all the services that our residents and businesses come to expect and enjoy.
- Councils are required to follow principles of sound financial management. Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.
- Simply put, if our finances are not in order we will find it difficult to offer all of our current services and we will put our Council at a significant operational risk.
- **The Act says that a local government is financially sustainable if the local government is able to maintain its financial capital and infrastructure capital over the long-term. Financial capital is effectively money available, infrastructure capital is physical assets, and long-term means at least 10 years.**
- Without the Special Rate Variation Council will run out of cash in 2027 and we will not be financially sustainable.

Why we applied for a special rate variation?

Considering the residual funding gap of both operational and capital requirements, Council reviewed its rates and rating structure to:

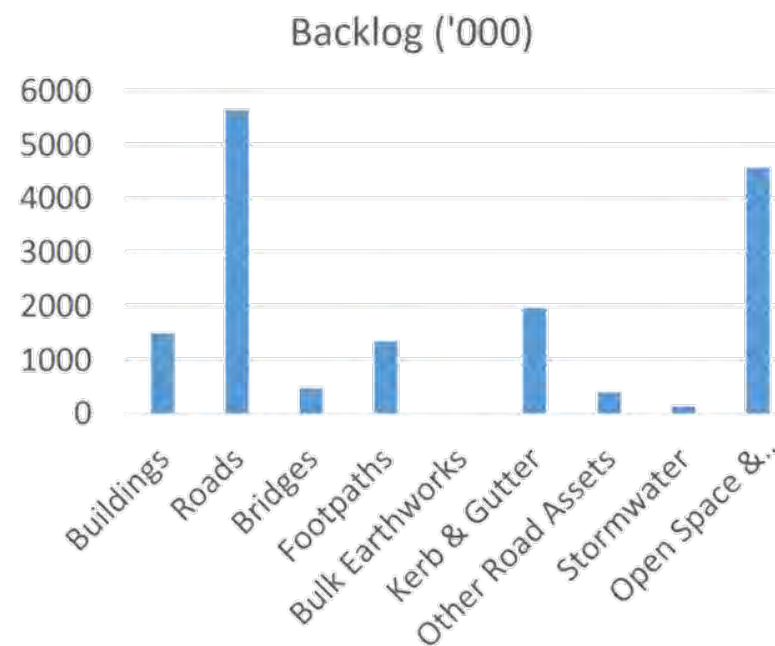
- Have a more equitable rating structure
- Create a sustainable rating structure for the future
- Maximise the rates income from future rate assessment growth
- Rebalance the income generated for provision for general fund services.

As a result, the application for an SRV to IPART was necessary for a sustainable future and must commence in the 2023/24 financial year.

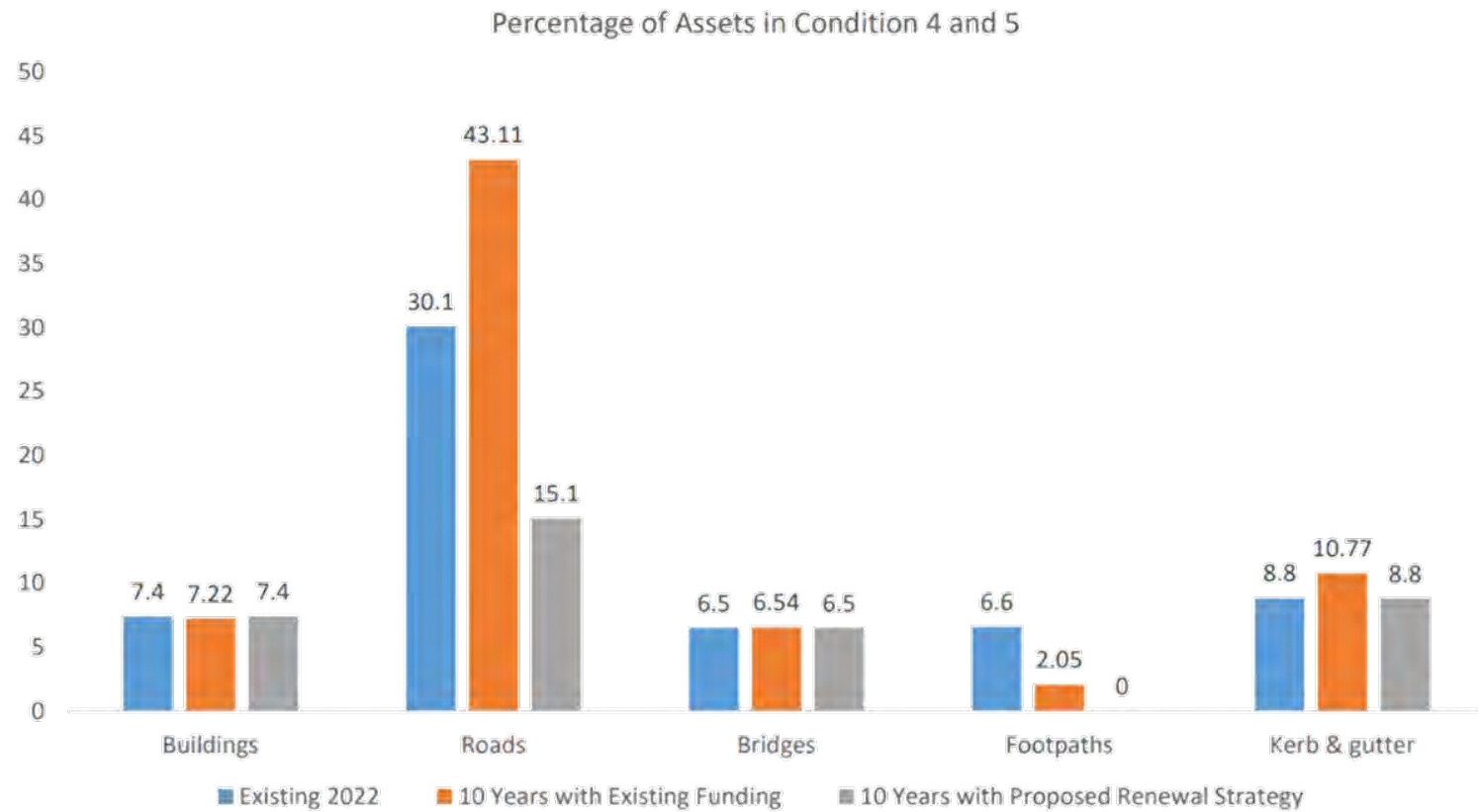
Infrastructure Backlog

- The infrastructure backlog is the assets which are in a poor and very poor condition
- The OLG benchmark is <2.00%

Year	Reported Backlog	
	'000	%
2019	625	0.25
2020	2,000	0.58
2021	1,361	0.39
2022	16,055	4.21



The state of our assets



What we applied for?

To recap, the IPART SRV application was designed to be completed over a four (4) year period and cumulatively increases rates by 92.8% as presented in the table below.

2023/24	2024/25	2025/26	2026/27	Cumulative
35.1%	13%	17.5%	7.5%	92.8%

The 2023/24 increase of 35.1% includes the transfer of \$4M from domestic waste management (DWM) to general operations, reducing the DWM Charge from \$795 to \$550, a reduction of \$245. The \$4M transfer represents 20.3% of the 35.1% increase.

In conjunction with the IPART SRV application, Council has applied to introduce a minimum rate of \$1,040 in 2023/24, increasing to \$1,200 in 2024/25.

What we applied for

Council's rates base for the current year is \$19.9m

- 70% currently from Residential at \$14.0m
- 30% currently from Business at \$5.9m
- Next year, with no changes (SRV) this will increase by 3.7% only (\$0.7m).

In the first year of the proposed SRV, we will allocate all the DWM transfers, 20.3% to the residential rate category, and around 90% of the 11.1% SRV will be allocated to the business subcategories of Business North and Business South in year 1 with the balance evenly distributed to other business categories and subcategories. For years two to four, the proposed SRV will be distributed evenly across the rating categories, with Council considering any further transfer to the business subcategories

NOTE: Council has also resolved to introduce additional sub-categories into the business rates category as follows:

- Business CBD;
- Business North; and
- Business South.

This change and the way in which rates have been apportioned to industrial / business categories also helps to minimise the impact to residential rate payers

What we applied for

- The change may appear to be highly impactful, however if taking the DWM transfer into account, the total change for 23/24 is minimal to residents.
- 80% of residential ratepayers will pay only the minimum rate with 36% resulting in a drop to their rates in the first year, and 28%* in year 2.

2023/24 Rate Peg	3.7%
DWM transfer	20.3%
Special variation	11.1%
Total	35.1%

* Assumes a 5% increase in DWM charge for 2024/25

Average impacts to residential rates

Our approach provides for a measured and balanced outcome focused on restoring equitable rates across the Local Government Area and minimising as much as possible the impact to residential rate payers. This change means roughly 80% of our rate payers would move to the minimum rate. The changes for 2023-2024 are summarised below, with regards to impacts to be expected from residential rate payers only.

% of residential rate payers	Impacts
Up to 36%	Residential rate payers will experience a decrease in rates in 2023-2024.
Up to 30%	Residential rate will experience an increase in rates of no more than \$265.00 per annum (this equates to \$5.00 per week).
Up to 34%	Residential rate will experience an increase in rates of no more than \$372 per annum (this equates to \$7.15 per week).

Average impacts to residential rates

Residential		Current 2022/ 23	2023/24	2024/25	2025/26	2026/27
Average rates	Annual Rates	845.50	1,129.65	1,276.50	1,499.89	1,612.38
	Annual increase		284.15	146.85	223.39	112.49
	Add DWM charge	795	550	550	550	550
	Annual Rates (with DWM)		1,679.65	1,826.50	2,049.89	2,162.38
	Annual increase (with DWM)		38.65	146.85	223.39	112.49

Average impacts to business rates

Business - Ordinary	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27
Annual rates	4,137.26	4,845.75	5,475.70	6,433.94	6,916.49
Annual increase		708.49	629.95	958.25	482.55

Business – North (new sub-category)	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27
Annual	2,587.86	4,160.46	4,701.32	5,524.05	5,938.36
Annual increase		1,572.60	540.86	822.73	414.30

Business –South (new sub-category)	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27
Annual	5,160.21	8,476.40	9,578.33	11,254.54	12,098.63
Annual increase		3,316.19	1,101.93	1,676.21	844.09

Business – Strathfield CBD (new sub-category)	Current 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27
Annual	5,309.76	6,178.71	6,981.95	8,203.79	8,819.07
Annual increase		868.95	803.23	1,221.84	615.28

ATTACHMENT 5

Media Release

15 June 2023

IPART Decisions on 17 Council Special Variation Applications

The Independent Pricing and Regulatory Tribunal (IPART) has announced its decisions on 17 NSW council applications for special variations to increase their general income by more than the rate peg (details in Table 1 below).

Every year IPART decides a rate peg for each council in NSW which sets the maximum amount councils can increase the general income they collect from ratepayers (rates income). For 2023-24, IPART set the base rate peg for 2023-24 at 3.7%. There is also an allowance for the level of population growth, meaning some councils have rate pegs up to 6.8%.

If the elected councillors agree that a council needs additional revenue, the council can apply to IPART for a special variation to increase rates income by more than the rate peg. In February and March this year, 17 councils applied for increases in rates income above the rate peg through special variations.

"IPART recently released a draft report suggesting the NSW Government consider commissioning an independent investigation of the financial model for councils in NSW. This call for an independent investigation is in response to a broad range of issues people have highlighted during consultation with IPART, including financial sustainability of councils, financial management and the affordability and fairness of council rates," said IPART Chair Carmel Donnelly.

"Many stakeholders expressed concerns about the special variation process during our recent review of the rate peg methodology," said Ms Donnelly. "We also received over 1800 submissions about these 17 special variation applications, including from people who raised broader issues about the financial model for councils."

IPART is required to assess special variation applications against criteria set by the Office of Local Government. The criteria require councils to demonstrate the need for the additional revenue, provide evidence that the community is aware of the need for and extent of a rate rise, exhibit relevant planning documents, explain council's productivity and cost containment actions and plans, and establish that the impact on affected ratepayers is reasonable.

"We considered everything raised in submissions including the impact of rates increases on ratepayers given current cost of living pressures," said Ms Donnelly. "We also considered the impact on communities if councils were unable to deliver services that people depend on."

IPART has now assessed the 17 special variation applications in accordance with the Office of Local Government guidelines. Based on compliance with the required criteria, the Tribunal has fully approved 14 of the applications received earlier this year. 3 applications were only partially approved.

Media Release

"The Tribunal questions whether this year's large special variation applications reinforce IPART's recent call for the NSW Government to consider commissioning an independent investigation of the financial model for councils," said Ms Donnelly. "The independent investigation suggested by IPART could examine why some councils have decided the only way to address financial sustainability is through seeking substantial increases to rates income, and could also review the current special variation guidelines, criteria and process."

The next step following IPART's decisions on the rate peg and the special variations is for councils across NSW to decide how to set rates. The IPART decisions determine the *maximum* amount by which each of the 17 councils can increase their council rates income.

"We encourage councils to consult with the community to decide how best to implement the allowed increase, noting that elected councillors can choose how they set council's rates, including deferring any increases for up to 10 years and how they set rates across the rating categories," said Ms Donnelly.

Our reports on each of the 17 council special variation decisions and related documents are available on the IPART website.

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Background

Councils fund their operations from a mix of revenue sources. The income from rates and charges that IPART regulates through special variations and the rate peg is called "general income" in legislation. For many councils, general income consists entirely of rates income, so we also call it rates income. For a small number of councils, general income also includes some annual charges such as drainage levies. General income typically makes up around a third of council total revenue. The rest comes from government grants, development contributions, and user fees and charges.

Media Release

Table 1 Summary of the councils' approved applications

Council	Cumulative increase	Annual increases
Special Variations		
Armidale Regional Council	58.8% over 3 years	16.67% in 2023-24, 16.67% in 2024-25 and 16.66% in 2025-26
Bega Valley Shire Council	48.3% over 2 years	24.0% in 2023-24 and 19.6% in 2024-25
Bellingen Shire Council	31.06% over 4 years	8% in 2023-24, 8% in 2024-25, 6% in 2025-26 and 6% in 2026-27
City of Canada Bay Council	32.53% over 4 years	15.49% in 2023-24, 4.81% in 2024-25, 4.69% in 2025-26 and 4.56% in 2026-27
Federation Council (Partial Approval)	39.2% over 2 years (Temporary)	19% in 2023-24 and 17% increase in 2024-25
Hornsby Shire Council	31.05% over 4 years	8.5% in 2023-24, 7.5% in 2024-25, 6.5% in 2025-26 and 5.5% in 2026-27
Junee Shire Council	32.19% over 2 years	17.5% in 2023-24 and 12.5% in 2024-25
Lithgow City Council	45.78% over 1 year	45.7% in 2023-24 plus 0.08% Crown Land Adjustment
Liverpool Plains Shire Council	18.1% over 1 year	
Port Stephens Council	31.29% over 3 years	9.5% per year in 2023-24, 2024-25 and 2025-26
Queanbeyan-Palerang Regional Council	64.3% over 3 years	18% per year in 2023-24, 2024-25 and 2025-26
Snowy Monaro Regional Council (Partial Approval)	52.48% over 4 years	12.25% in 2023-24 and 10.75% per year in 2024-25, 2025-26 and 2026-27.
Strathfield Municipal Council	92.83% over 4 years	35.1% in 2023-24, 13.0% in 2024-25, 17.5% in 2025-26 and 7.5% in 2026-27
Tenterfield Shire Council (Partial Approval)	43% over 1 year	
Tweed Shire Council	6.35% over 1 year	
Walcha Council	57.74% over 3 years	36.5% in 2023-24, 8.0% in 2024-25 and 7.0% in 2025-26
Woollahra Municipal Council	22.23% over 2 years	13.7% in 2023-24 and 7.5% in 2024-25
Minimum Rate Increase		
City of Canada Bay Council	\$346 over 4 years	\$880 in 2023-24, \$954 in 2024-25, \$1,030 in 2025-26 and \$1,108 in 2026-27 (for both residential and business rates)
Strathfield Municipal Council	\$580 over 2 years (residential) \$446 over 2 years (business)	\$1,040 in 2023-24 and \$1,200 in 2024-25 (for both residential and business rates)

Note: All approved special variations, except for Federation council, are permanent. All stated increases are inclusive of the actual 2023-24 rate peg and an assumed rate peg of 2.5% for all other years.

ATTACHMENT 6



Acknowledgment of Country

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders both past and present.

We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

Tribunal Members

The Tribunal members for this review are:

Carmel Donnelly PSM, Chair
Deborah Cope
Sandra Gamble

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The Independent Pricing and Regulatory Tribunal

IPART's independence is underpinned by an Act of Parliament. Further information on IPART can be obtained from IPART's website.

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Foreword from the Chair

The 128 councils in NSW are an important part of our democracy and significant providers of essential services. On average they raise about a third of their revenue through rates and the Independent Pricing and Regulatory Tribunal of NSW (IPART) determines how much each council's total rates revenue can increase each year through the rate peg.

IPART has recently consulted widely with ratepayers, councillors, council staff and other stakeholders across NSW about council rates. Our consultation has been an important part of IPART's current review of the rate peg methodology which is how we calculate the rate peg for each council each year.

When councillors decide they need total rates revenue to increase above the rate peg, they can apply to IPART for a special variation. We have also consulted about 17 council special variation applications, received in February and March 2023, seeking rates increases above the rate peg, including some very large proposed increases.

We want to thank every single person who has come forward and provided feedback. We have considered every issue raised in that consultation.

We have heard that some councils are experiencing financial sustainability problems, which they suggest are related to the current financial model for councils. This is requiring strong financial management and council action to either increase rates or cut services, at a time when many people are less able to afford higher rates or to do without essential council services.

We heard that ratepayers are indeed concerned about cost of living pressures and affordability of rates while they also depend on and value council services.

This has raised the question of whether the funding and financial model for councils is as good as it needs to be, at a time when NSW has faced drought, bushfires, floods, COVID, supply chain disruption, labour shortages, higher inflation and rising interest rates.

Feedback to IPART indicates communities want councils to demonstrate good financial management and provide services that are efficient and value for money, so they can be confident the rates they pay are well used. Councillors, as the representatives of the community, play a key role in holding council management to account, and need the tools and information to do so.

Ratepayers have told us they want to be better consulted about council priorities, so councils deliver good quality services that are needed by their local community. We also heard ratepayers would like more consultation about the way rates are set - so rates are fair, reasonable and affordable.

Some councils have stronger financial sustainability than others. A range of reasons have been suggested for why this is the case. We have heard that the capability, workforce shortages, resources and alternative sources of revenue available to councils are not the same across NSW. Populations, economies, distances and geography are quite varied. Councils are very diverse and we have heard that a 'one size fits all' financial model does not make sense.

Our proposed new rate peg methodology is designed to respond to many of the issues raised in the review so far, including being more forward looking and agile, while recognising the diversity of councils. But it cannot address all the issues people have identified.

The rate peg sets the appropriate movement in a council's existing cost base but does not address the cost base itself. Trying to fix the cost base through the rate peg could potentially lead to unwarranted increases for some councils that could do more to control costs, and insufficient increases for councils with genuine financial need.

In assessing special variation applications, in line with current laws and guidelines, the Tribunal has carefully considered the impact of any increases in rates on individual ratepayers and whether increases in total rates revenue are needed so council services can continue to be provided. We note that, within the total rates revenue approved by IPART, it remains the responsibility of councillors to set rates in a way that takes into account the circumstances of their constituents. Councillors also have the authority to provide hardship programs that lessen the impact on people who cannot afford increased rates.

The Tribunal also questions whether the large special variation applications lodged in February and March indicate the financial model needs closer investigation, if the only way a council is able to address financial sustainability is through seeking substantial rates revenue increases.

The Tribunal believes it would be timely for NSW Government to initiate an independent investigation into the financial model for councils in NSW, including the broader issues highlighted in our draft report on the rate peg methodology.

IPART stands ready to work with the NSW Government, councillors, ratepayers and communities to address the issues we have heard through our consultation over recent months.

Carmel Donnelly PSM
IPART Chairperson

1 Executive summary

Strathfield Municipal Council (the council) applied to IPART to increase its general income by a cumulative 92.83% (including the rate peg) through a permanent special variation (SV) over the 4 years from 2023-24 to 2026-27. It indicated that if its SV application is successful, it will reduce the annual domestic waste charge for each residential ratepayer by \$245 – offsetting the equivalent to a 20.3% SV impact on residential ratepayers.¹

The council also applied to IPART to introduce a minimum rate to replace its current base rate structure. This includes an increase in the level of its minimum rates (MR) by a cumulative 93% for residential ratepayers and a cumulative 59% for business ratepayers over the 2 years from 2023-24 to 2024-25.

The council sought the SV to become financially sustainable and maintain its existing service levels. It sought the MR increase to rebalance its rating income from houses and apartments to improve equity and help support a growing population.

1.1 IPART's decision

We have approved the council's proposed SV and MR increase.

- Our decision on the SV means it can raise up to an additional \$45.6 million in total general income (above the assumed rate peg) over the period 2023-24 to 2026-27, and permanently retain this revenue in its rate base.
- Our decision on the MR increase means it can raise its minimum rate from \$620 to \$1,200 for residential ratepayers and from \$754 to \$1,200 for business ratepayers over the period 2023-24 to 2024-25.

We understand some ratepayers consider the SV will create affordability challenges – particularly when combined with other cost-of-living pressures. In addition, some ratepayers have concerns about the council's financial management.

In making our decision we had regard to the purpose of the SV being to ensure the council becomes financially sustainable and avoids the need to make substantial cuts to its core infrastructure and services.

The council has advised us that without the SV, its financial position will continue to deteriorate. The council forecasts that it would run an operating deficit of about \$13 million every year on average. Without additional income, it told us it will be unable to maintain its current infrastructure and service levels. It expects that it will exhaust all its unrestricted cash by 2026 and its total cash by 2029. We also found that the council has already undertaken a thorough service review, and subsequently made wide-ranging changes to cut costs, improve productivity, reduce loss-making services and increase revenue. Overall, we consider that the council has demonstrated that the impact of the SV on ratepayers is generally reasonable given the proposed purpose of the SV. Its current average rates for both residential and business ratepayers are low to very low relative to those of its neighbouring councils and other comparable councils, while the median household income in its area is relatively high. With the SV, its average residential rates in 2026-27 are still expected to be below or in line with the average for comparable councils, but its average business rates are expected to be well above the average for comparable councils.






We note that the council's proposed MR increases in 2023-24 and 2024-25 are substantially higher than its proposed average rate increases. The council's proposed reduction in the annual domestic waste charge for residential ratepayers will offset some of the SV's impact on all residential ratepayers from 2023-24.

Nevertheless, the cumulative impact of the rate rises is still large. We acknowledge this impact is likely to create affordability issues for ratepayers in some pockets of the Strathfield area where there are higher levels of disadvantage.

1.2 IPART's assessment of the council's application


To make our decision on the special variation, we assessed the council's proposed SV against the 6 criteria set by the Office of Local Government (OLG) in its *Guidelines for the preparation of an application for an SV to general income* (OLG Guidelines). We found that this SV met these criteria. Our assessment against each OLG criterion is summarised below.

Executive summary

Criteria	Grading	Assessment
01	 Demonstrated	Financial need The council demonstrated a financial need for the SV to improve its financial sustainability while maintaining its service levels. It indicated that without the SV, it expects to run at an operating deficit over the next 10 years and exhaust its unrestricted cash reserves before 2026. With the SV, it would be able to maintain current service levels and renew infrastructure that is in poor condition. The council canvassed alternatives to the SV.
02	 Demonstrated	Community awareness The council provided evidence that it consulted with ratepayers and that the community is appropriately aware of the need for, and extent of the proposed rate rises. However, the council could have made it clearer what rates would have been without the SV in future years.
03	 Demonstrated	Reasonable impact on ratepayers The council demonstrated that the SV's impact on ratepayers is reasonable. Although large, the proposed rate increases will be implemented over 4 years and bring the council's average residential rates in line with the average for comparable councils. The council's capacity to pay analysis indicated that the community overall could afford the rate rises. However, we acknowledge some ratepayers in pockets of the local government area that are relatively disadvantaged may face affordability challenges.
04	 Demonstrated	Integrated Planning and Reporting (IP&R) documentation All necessary IP&R documents were appropriately exhibited, approved and adopted.
05	 Demonstrated	Productivity improvement and cost containment The council outlined a wide range of productivity and cost containment strategies implemented to date, and identified proposed strategies over the SV period. It also quantified its achieved and forward-looking ongoing savings, which are substantial.
06		Other matters IPART considers relevant The council last applied for an SV in 1994.

1.2.1 Minimum rates

To make our decision on the MR increase we assessed the council's proposed increase against the 3 criteria set by the OLG's Minimum Rate Guidelines.* We found that the proposed MR increase met these criteria. Our assessment against each OLG criterion is summarised below.

Criteria	Grading	Assessment
01	 Demonstrated	Rationale for increasing minimum rates The council explained that the MR increase would rebalance its rating income to ensure ratepayers who own units or apartments pay a more equitable share, and to support service provision to its growing population. Much of this growth is due to the construction of apartment buildings in infill developments.
02	 Demonstrated	Impact on ratepayers The council identified the cumulative increase by 2024-25 would be \$580 for residential and \$446 for business minimum rates. It indicated that it expects around 77% of residential ratepayers and 46% to 55% of business ratepayers to be on the minimum rate.
03	 Demonstrated	Community awareness The council showed it had made the community aware of the proposed increase in the minimum rates, provided the reasoning for this increase and considered community feedback.

1.3 Stakeholders' feedback

Councils are required to consult with their communities as part of the Integrated Planning and Reporting (IP&R) framework. The OLG criteria that we assess SV and MR applications against require the council to provide evidence of the consultation it has undertaken with its community, and we take this into account as part of our assessment.

Strathfield Municipal Council consulted on its proposed SV and MR increase with its community using a variety of engagement methods. It received 248 responses to its survey on the proposed increases. For context, it collects rates from approximately 16,545 residential and 1,429 business properties.

As a further input to our assessment, we published the council's application on our website where stakeholders could make submissions directly to IPART. We received 1 submission, which raised concerns about:

- the affordability of proposed rate increases on house owners
- the council's financial management
- the council's consultation with the community
- the council's current service levels.



1.4 Next steps for the council

The council's proposed increases in its average rates and MR level are outlined below. The council retains the discretion to revise how it raises its general income across the rating categories.

Ultimately, the council needs to balance the impacts on all ratepayers with its long-term financial sustainability and decide on what is in the best interests of the community. Our determination sets the *maximum* amount by which the council can increase its rates revenue from 2023-24 to 2026-27. The council can choose to set its rates below this maximum amount, for example by deferring any increase for up to 10 years.³ In addition, we encourage the council to address the affordability issues for ratepayers in the parts of the Strathfield area where there is relatively more disadvantage in its planned review of its hardship policy.

The council will still need to deliver on its proposed productivity improvements and program of cost saving measures. Increasing rates as proposed will not be sufficient on its own to achieve long-term financial stability.

Table 1.1 Council's proposed increase in average rates

Average Rate	2023-24	2024-25	2025-26	2026-27	Cumulative Increase
 Residential	33.6%	13.0%	17.5%	7.5%	90.7%
 Business	38.7%	13.0%	17.5%	7.5%	97.9%

Note: These are the council's proposed increases, and it retains the discretion to apply the general income across the rating categories.
Source: Strathfield Municipal Council, Application Part A

Table 1.2 Council's proposed minimum rates

Minimum Rate	2023-24	2024-25
 Residential	1,040	1,200
 Business	1,040	1,200

Note: These figures have been rounded in calculation and therefore summations on a whole may not appear to be correct. These are the council's proposed increases, and it retains the discretion to apply the general income across the rating categories.
Source: Strathfield Municipal Council, Application Part A

The rest of this report explains how and why we reached our decision on Strathfield Municipal Council's proposed special variation and minimum rate increase in more detail.

2 The council's special variation and minimum rate applications

Strathfield Municipal Council applied to IPART to increase its general income through a permanent SV of 35.1% in 2023-24, 13.0% in 2024-25, 17.5% in 2025-26, and 7.5% in 2026-27. This is a 92.83% cumulative increase (including the rate peg) over the 4 years to 2026-27.

The council sought this special variation to:

- become financially sustainable and
- maintain its existing service levels.

The council indicated that in conjunction with the SV, it would reduce the annual domestic waste management charge for each residential ratepayer by \$245. This would offset approximately 20.3% of the proposed SV increase, with no changes to the waste service delivered.⁴

As part of the SV package, the council also applied to IPART to increase its minimum rates (MR) above the statutory limit. It applied to increase the residential MR by 68% in 2023-24 and 15% in 2024-25, for a cumulative increase of 93%. It applied to raise the business MR by 38% in 2023-24 and 15% in 2024-25, for a cumulative increase of 59%.

The council has sought these minimum rate increases to:

- create a more equitable distribution of rates between detached dwellings and apartments/units
- support service provision for a growing population.⁵

2.1 Impact on ratepayers

The council proposed that rates would increase in each year of the 4-year SV period. On average, it proposed that:

- residential rates would increase by \$767 or 90.7% by 2026-27
- business rates would increase by \$4,051 or 97.9% by 2026-27.

In addition, the council proposed that minimum rates would increase in each year of the 2-year MR period. It proposed that the:

- residential minimum rate from 2023-24 to 2024-25 would increase from \$620 to \$1,200.
- business minimum rate from 2023-24 to 2024-25 would increase from \$754 to \$1,200.

As noted above, the council also proposed that in conjunction with the SV, it would reduce the annual domestic waste management charge for each residential ratepayer in 2023-24, and maintain the charge at the reduced level. This would offset some of the impact of its proposed rates and MR rate increases on residential ratepayers.

The council provided the number of rate notices that were issued in each category in 2022-23 (Table 2.1).

The council's special variation and minimum rate applications

Table 2.1 Number of ratepayers per category in 2022-23

Ratepayer category	Number of rate notices
Residential	16,547
Business	1,429

Source: Strathfield Municipal Council, Application Part A

2.2 Assessment of affordability and capacity to pay

The council assessed the affordability of the proposed rate increases, including the community's capacity to pay. It commissioned a consultant to prepare a capacity to pay report. This report examined the socio-economic characteristics of the Strathfield local government area (LGA) and compared them to those of other LGAs. For example, these characteristics include the levels of employment, income and expenditure, housing costs, and the levels of home ownership and renting.

The report concluded that the community in general has the capacity to pay the proposed higher rates. This conclusion appears to rely primarily on Strathfield LGA's socioeconomic ranking. The LGA's SEIFA ranking places it in the 61st percentile of all Australian LGAs (see Box 4.3 for more information on SEIFA rankings). This means it is more advantaged than about 61% of all Australian LGAs.

The report also found that within the LGA, there are some areas of relative disadvantage. For example, the South Strathfield area, which includes Greenacre and Belfield, has a SEIFA score that would place it in the 37th percentile.^a The Homebush area's SEIFA score would place it in the 54th percentile of all LGAs.^b These areas appear less likely to have capacity to pay than the LGA as a whole.

However, in its application, the council indicated that it expected many residents in these areas are not ratepayers and so would not be directly impacted by the SV. The council has suggested this is because they include:

- large proportions of social housing tenants (Belfield 17%, Greenacre 27%)
- large proportions of private renters (Belfield 21%, Greenacre 27%, Homebush 56%).

The council also noted that it expects that residential ratepayers in the South Strathfield area would experience the smallest rate rises across the LGA. For example, the average estimated increase by 2026-27 would be \$7 a week in Belfield, and \$8 week in Greenacre.^c

Given these factors, and an appropriate hardship policy, the council concluded there is capacity to pay the proposed rate rises.

^a Strathfield South, including Greenacre and Belfield, is only in the 37th percentile of all Australian LGAs on SEIFA ranking. This means these areas are more disadvantaged than about 63% of all Australian LGAs.

^b This means that if the Homebush area within Strathfield LGA is compared with all other LGAs in Australia, about 54% of those LGAs are more disadvantaged than the Homebush area.

^c Strathfield Municipal Council SV application, Part B, p35 and Strathfield Municipal Council Capacity to Pay report, p2.

2.3 Impact of the special variation on the council's general income

The council estimated that the proposed SV would result in a cumulative increase in its permissible general income of \$45.6 million above what the assumed rate peg would deliver over the 4-year SV period.

2.4 Service review

The council's SV application outlined a wide range of productivity and cost containment measures implemented to date and identified several measures it proposes to apply over the SV period. Most of these measures were identified in a wide-reaching internal service review,⁶ and are quantified and included in its Long-term Financial Plan (LTFP). The council's SV application indicated that the ongoing savings associated with the achieved and proposed measures are substantial.

2.5 Further information provided

Following our preliminary assessment of the council's application, we asked the council to provide:

- clarification on the adoption of the council's Asset Management Plan
- clarification on any changes between the November 2022 LTFP and Delivery Program and that of the documents adopted on 28 February 2023
- further information on the timeline of the exhibition of the Delivery Program
- clarification on the community survey which was part of the council's public consultation.
- clarification on the new rating categories proposed by the council
- clarification on the most up-to-date version of the LTFP
- information on which of its publicly exhibited documents included a breakdown of proposed rates for the new categories
- a description of how it determine its proposed new MR values
- a breakdown of revenue generated from minimum rated properties
- a breakdown of projected SV revenue above the rate peg from each rating category.

In response to this request, the council:

- confirmed that the Asset Management Plans were not provided to Council for adoption
- specified that the November 2022 LTFP and Delivery Program were the documents placed on exhibition from 6 December 2022 to 31 January 2023 for the purposes of the SV application
- confirmed that IPART had the correct copy of the community consultation survey

The council's special variation and minimum rate applications

- provided details of the rating categories
- provided the most recent version of the LTFP
- provided information about further public consultation materials
- provided its calculations for the minimum rate values
- provided further information of the breakdown of revenue from minimum rated properties and from each rating category.

3 Stakeholders' submissions to IPART

The council is responsible for engaging with its community so that ratepayers are fully aware of any proposed special variation to rates, or increase to minimum rates, and the full impact on them. This is one of the OLG criteria we use to assess the council's application (see section 4.3).

As a further input to our assessment, we published the council's application on our website for a 3-week consultation period, and stakeholders could make submissions directly to us.

3.1 Summary of submissions we received

We received 1 submission from a stakeholder. The Tribunal has taken this submission into account in making its decision in accordance with our Submissions Policy. This submission supported the council's proposed MR increase and supported the SV to the extent it related to the proposed MR increase, but otherwise opposed the council's proposed SV (particularly the proposed rate rises in 2025-26 and 2026-27).

There are approximately 18,000 ratepayers in the council's local government area.

The key issues and concerns raised in this submission, and our response to each, are summarised below.

3.1.1 Affordability of proposed rate increases

The submission raised concerns about the impact of the council's proposed SV increase on the affordability of rates for detached housing and suggested this would lead to financial hardship. The submission noted the area's diverse socio-economic demographic and the presence of a high inflationary environment. The submission noted the rise in mortgage interest rates and the impact on individuals with fixed incomes.

For ratepayers experiencing financial hardship, the council has hardship policies in place. See section 4.3.3 for more information.

3.1.2 The council's financial management

The submission raised concerns around the council's historical financial management.

Our assessment of the council's efficiency is discussed in section 4.5. We do not audit council finances, as this is not part of our delegated authority.

3.1.3 The council's consultation with the community

The submission said the council's consultation with the community on the proposed SV lacked transparency and was misleading. Specifically, it expressed the view that the final SV proposal, which had been modified in response to stakeholder feedback received through consultation on the original proposal, was not widely communicated to the community.

In addition, the submission noted that the council's consultation materials relied on 2019 land valuation figures while rates will be based on 2022 land values. It said this made it difficult for residents to accurately understand the impact of the proposed change. Our assessment of the council's consultation with the community is in section 4.2.

Routine changes in land valuations (those that occur when the Valuer-General values lands every 3 years as part of its general valuation cycle) do not increase (or decrease) the council's maximum permitted level of general income. As set out in Box 3.1 below, the council is required to adjust its rates following routine changes in land valuations to ensure the total amount of general income recovered from ratepayers does not exceed the maximum permitted amount.

Box 3.1 Effect of land valuation on rates

Routine changes to land valuations will result in some individual ratepayers paying either higher or lower rates. These changes do not increase the total amount of general income the council can recover from ratepayers (also known as the 'permissible general income' or PGI). A council's PGI for each year is limited by the rate peg or a percentage determined by IPART in a special variation.^d

Individual rates depend on the combination of:

- the council's rating structure
- the relevant rating category
- the property's unimproved land value.

The variable component of rates, *ad valorem*, is determined by:

$$\text{ad valorem component} = \text{amount in the dollar} \times \text{land value}$$

Generally, the council recalculates the 'amount in the dollar' rate every year to ensure the council does not collect rates above its PGI.

^d Councils' PGI may be affected by supplementary valuations of rateable land under the *Valuation of Land Act 1916* and estimates provided under section 513 of the *Local Government Act 1993*. Such supplementary valuations and estimates are made when land within a council area has changed outside the general valuation cycle (such as where land has been subdivided or rezoned). This is distinct from the routine changes in land value by the Valuer-General.

Box 3.1 Effect of land valuation on rates

A routine increase in a ratepayer's land value by the Valuer-General does not mean that a ratepayer's rates will automatically increase. The impact on rates depends on whether the land value has increased or decreased compared to others in the ratepayer's local government area.

3.1.4 The council's service level

The submission put the view that the council's current service level is too high. It raised specific concerns about the council's discretionary expenditure on services and infrastructure, such as the "Connector" bus service and the tech program for seniors. It said much of this expenditure is not necessary, particularly given the location of facilities in adjacent areas with very small populations.

The council sets its service level in consultation with its community during the IP&R process. We do not assess the service level, as this is not part of our delegated authority. However, we note that the council is currently reviewing the provision of the "Connector" bus service as part of a broader service review.

4 IPART's assessment of the council's SV application

The Minister for Local Government has delegated the power to grant special variations to IPART.^a As required, we assessed the council's SV application against the 6 criteria set out in the OLG Guidelines. We found that the council met all these OLG criteria for its proposed SV. Specifically, we found the council:

- demonstrated a financial need for the proposed SV to improve its financial sustainability and maintain its current services
- consulted with its community and showed that it had informed the community about the need for and extent of the SV
- assessed the impact of the SV on ratepayers and showed that it is generally reasonable
- exhibited, approved and adopted its IP&R documentation appropriately
- showed it has implemented productivity and cost containment strategies in the past and proposes to implement further strategies over the SV period, with substantial ongoing savings
- has not applied for an SV in the past 5 years.

Our assessment against each OLG criterion is discussed below.

4.1 OLG Criterion 1: The council demonstrated a financial need for the SV

Criterion 1 requires the council to clearly articulate and identify the need for, and purpose of, the proposed SV in its IP&R documents. It also requires the council to demonstrate the financial need for the SV by assessing the impact of the SV on its financial performance and position, and to canvass alternatives to the SV to meet the financial need.

Note: See appendix A for the full assessment criteria

To assess whether the council met this OLG criterion, we considered stakeholders' comments on financial need in submissions to IPART. We reviewed the council's IP&R documents and the information in its application. We also undertook our own analysis of the council's financial performance and position. We did not audit council's finances, as this is not part of our delegated authority.

^a By delegation dated 6 September 2010, the Minister for Local Government delegated to the Tribunal all her functions under sections 506, 507, 508(2), 508(6), 508(7), 508A, 548(3) and 548(8) of the *Local Government Act 1993* (NSW), pursuant to section 744 of that Act.

IPART's assessment of the council's SV application

The sections below discuss our assessment, and why we found that the council met this OLG criterion.

4.1.1 Stakeholder comments on financial need

In the single submission to us, the stakeholder raised a range of concerns related to the financial need criterion. In particular, they expressed the view that the council:

- had not adequately demonstrated the need for the SV over the rate peg in 2025-26 and 2026-27
- had introduced discretionary services that are unnecessary and not related to its core business.

We considered these concerns, taking account of all the information available to us.

4.1.2 The council's IP&R documents and application

We found that the council's IP&R documents, including its Long-Term Financial Plan, Delivery Program and Asset Management Plan, identify and articulate the need for and purpose of the SV.

The council's application indicated that, over the next 10 years, it is forecast to run an operating deficit of about \$13 million every year on average. Without additional income, it will be unable to maintain its current infrastructure and service levels. It expects that it will exhaust all its unrestricted cash reserves by 2026 and its total cash by 2029.⁷

The council's IP&R documents identify a range of factors contributing to the deterioration of the performance of the general fund, including:

- long-term impacts of rate capping that don't reflect economic conditions
- high inflation
- cost shifting from other levels of government
- previous council decisions.⁸

These documents outline the council's consideration of alternatives to the SV.

The LTFP indicates that with the additional SV income, the council would be able to maintain existing service levels and renew infrastructure in poor condition. In particular, this income would be used to fund a range of basic infrastructure including:

- park assets
- roads
- stormwater drainage
- buildings
- footpaths
- kerbs and gutters
- bridges
- land improvements.⁹

The council's SV consultation website further specifies that the SV revenues would be used to renew 50% of all roads and 100% of footpaths.

We note that the council's initial Part A of its application contained 2 key errors in the modelling of the Baseline Scenario, which was also present in the LTFP. The Baseline Scenario should represent a scenario with no change in rates income. However, the baseline modelled for the council's LTFP included the following components:

- transferring \$4 million of Domestic Waste Management revenue to general rates revenue, which is equivalent to a 20.3% increase in general rates
- replacing the current rate structure with a minimum rate structure, increasing to a minimum rate of \$1,200 over 2 years.³²

Both of these components represent an increase in rates income, and are subject to IPART's approval through the SV and MR increase processes. Therefore they should not be included in a baseline scenario. When we raised this with the council, it resubmitted Part A of the application with these components excluded. These errors masked an even greater financial need for the SV than was initially the case.

For our analysis of the council's financial performance and position (section 4.1.3) we used the information in the council's revised Part A application.

4.1.3 Our analysis of the council's financial performance and position

We used information provided by the council in its application and IP&R documents to do our own analysis of the impact of the proposed SV on the council's financial performance and financial position. We calculated financial forecasts under 3 scenarios:

1. **Proposed SV Scenario** – which includes the council's proposed SV revenue and expenditure.
2. **Baseline Scenario** – which does not include the council's proposed SV revenue or expenditure.
3. **Baseline with SV expenditure Scenario** – which includes the council's full expenditure from its proposed SV, without the additional revenue from the proposed SV. This scenario is a guide to the council's financial sustainability if it still went ahead with its full expenditure program included in its application but could only increase general income by the rate peg.

We then used these forecasts to examine the impact of the SV on key indicators of its financial performance and position – namely its operating performance ratio, net cash (or net debt) and infrastructure ratios.

Impact on Operating Performance Ratio

The Operating Performance Ratio (OPR) is a measure of a council's ongoing financial performance or sustainability. In general, a council with an OPR consistently greater than zero is considered to be financially sustainable because the OPR measures a council's ability to contain operating expenditure within operating revenue.³³ The OLG has set a benchmark for the OPR of greater than zero. (See Box 4.1 for more information.)

Box 4.1 Operating Performance Ratio

The OPR measures whether a council's income will fund its costs and is defined as:

$$OPR = \frac{\text{Total operating revenue} - \text{operating expenses}}{\text{Total operating revenue}}$$

Where expenses and revenue are exclusive of capital grants and contributions, and net of gains/losses on the sale of assets,

The OLG has set a benchmark for the ratio of greater than 0%.

The ratio measures net operating results against operating revenue and does not include capital expenditure. That is, a positive ratio indicates that an operating surplus is available for capital expenditure.

Generally, IPART considers that a council's average OPR over the next 10 years should be 0% or greater, as this represents the minimum level needed to demonstrate financial sustainability. An OPR consistently well above 0% would bring into question the financial need for an SV.

However, we recognise that other factors, such as the level of borrowings or investment in infrastructure, may affect the need for a council to have a higher or lower operating result than the breakeven benchmark as set by OLG.

Source: Office of Local Government, *Performance Benchmarks and Assets*.

We calculated the council's forecast OPR over the next 10 years under the 3 scenarios (see Figure 4.1 and Table 4.1). We found that over the next 5 years^f:

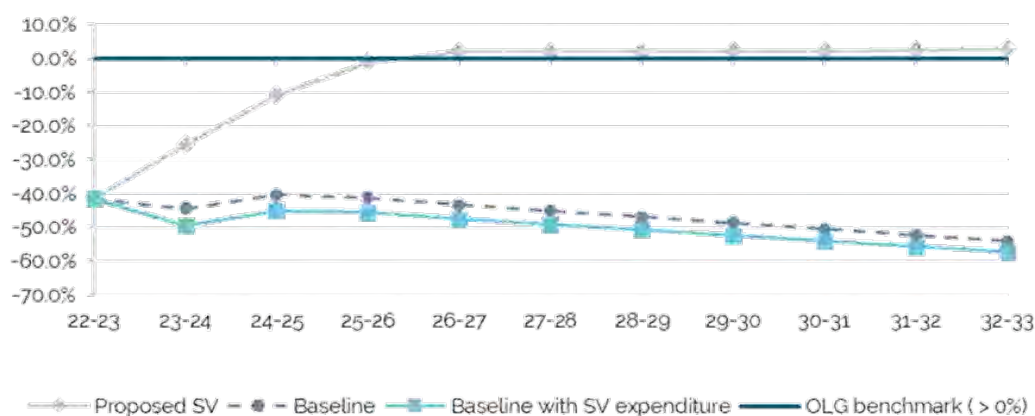
- **under the Baseline Scenario**, the council's average OPR would be -42.9%, which is significantly below the OLG benchmark of greater than 0%
- **under the Baseline with SV expenditure Scenario**, the council's average OPR would be -47.4%, which is even further below the OLG benchmark
- **under the Proposed SV Scenario**, the council's average OPR would be -6.7%, which is still below (but closer to) the OLG benchmark of greater than 0%.

This suggests that without the SV, the council may not be able to maintain current service levels and expenditure. In this situation, the council may not be financially sustainable.

^f We averaged the forecast OPR over a 5-year period rather than 10 years because we recognised forecasts over a longer period are subject to variability

IPART's assessment of the council's SV application

Figure 4.1 The council's OPR from 2022-23 to 2032-33



Source: Strathfield Municipal Council, Application Part A
 Note: OPR shown excludes capital grants and contributions

Table 4.1 The council's projected OPR with proposed special variation, 2023-24 to 2032-33 (%)

	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
Proposed SV	-25.5	-11.0	-11	2.0	2.0	1.9	2.0	2.1	2.4	2.7
Baseline	-44.5	-40.5	-41.2	-43.4	-45.1	-46.9	-48.8	-50.6	-52.3	-54.1
Baseline with SV expenditure	-49.5	-45.1	-45.6	-47.6	-49.2	-50.8	-52.5	-54.1	-55.7	-57.3

Source: Strathfield Municipal Council, Application Part A

Impact on net cash

A council's net cash (or net debt) position is another indicator of its financial position. It indicates whether a council has significant cash reserves that could be used to fund the purpose of the proposed SV.

On 30 June 2022, the council held a total of \$43.7 million in cash reserves. Of these funds:

- **\$22.6 million was externally restricted** (i.e., subject to external legislative or contractual obligations, such as unexpended loans, developer contributions, stormwater and domestic waste management)
- **\$17.4 million was internally restricted** (i.e., subject to a council resolution to cover commitments and obligations expected to arise in the future and where it is prudent to hold cash in restrictions to cover those obligations, such as plant and vehicle replacement and employee leave entitlements)
- **\$3.7 million was unrestricted** (i.e., can be used to fund the council's day to day operations).

This suggests that the majority of the council's cash reserves are committed to other purposes and are not available to fund the proposed SV expenditure.

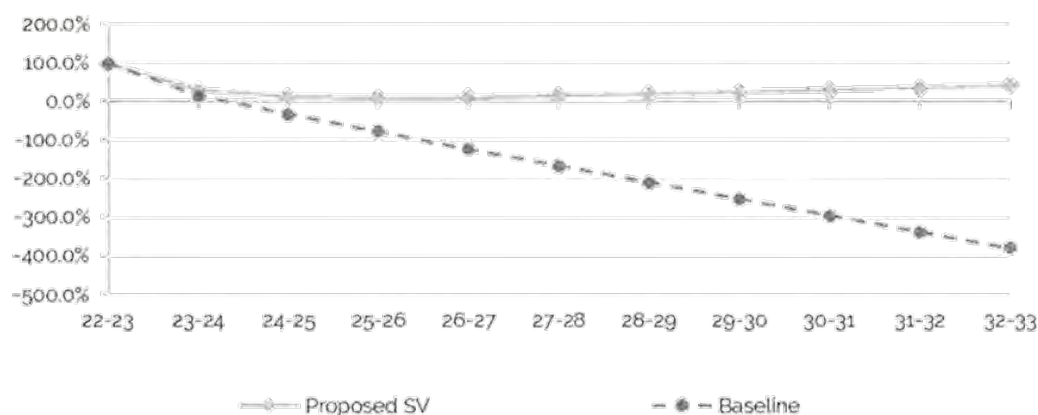
IPART's assessment of the council's SV application

We calculated that as at 30 June 2023, the council will have a net cash of \$29.7 million and a net cash to income ratio of 96.8%. As Figure 4.2 shows, our analysis found that over the next 10 years:

- **under the proposed SV Scenario**, this net cash to income ratio would fall to 8.9% in 2025-26 and then rise steadily until it reaches 42.4% in 2032-33
- **under the Baseline Scenario**, this ratio would fall consistently and substantially, and by 2032-33 the council would have a net cash (debt) to income ratio of -379.5%.

This suggests that the SV is needed to avoid a significant, continuing decline in the net cash position over the longer term.

Figure 4.2 The council's net cash (debt) to income ratio, 2022-23 to 2032-33 (%)



Source: Strathfield Municipal Council, Application Part A and IPART calculations.

Taking account of the council's OPR and net cash position, we consider the council is in financial need for the proposed SV to support its financial sustainability.

Impact on infrastructure ratios

Managing infrastructure assets is an important council function. A council's ability to maintain and renew these assets as they depreciate is another indicator of its financial position. To measure this indicator, we used information provided by the council to assess its infrastructure backlog, infrastructure renewals and asset maintenance ratios, and compared them to OLG's benchmarks:

- **The infrastructure backlog ratio** indicates whether the council has a need for additional revenue to maintain its infrastructure assets. It shows the infrastructure backlog as a proportion of the total value of a council's infrastructure. OLG's benchmark for the infrastructure backlog ratio is less than 2.0%.
- **The infrastructure renewals ratio** measures the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. OLG's benchmark for the infrastructure renewals ratio is greater than 100%. (See Box 4.2 for more information on these ratios and how we interpret them.)

Box 4.2 Infrastructure ratios for councils

Infrastructure backlog ratio

The infrastructure backlog ratio measures the council's backlog of assets against its total written down value of its infrastructure and is defined as:

$$\text{Infrastructure backlog ratio} = \frac{\text{Estimated cost to bring assets to a satisfactory standard}}{\text{Carrying value of infrastructure assets}}$$

where the carrying value of infrastructure assets is the historical cost less accumulated depreciation.

OLG has set a benchmark for the ratio of less than 2%.

Infrastructure renewals ratio

Where relevant, we may also consider the council's infrastructure renewals ratio, which assesses the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. It is defined as:

$$\text{Infrastructure renewals ratio} = \frac{\text{Infrastructure asset renewals}}{\text{Depreciation, amortisation and impairment}}$$

OLG has set a benchmark for the ratio of greater than 100%.

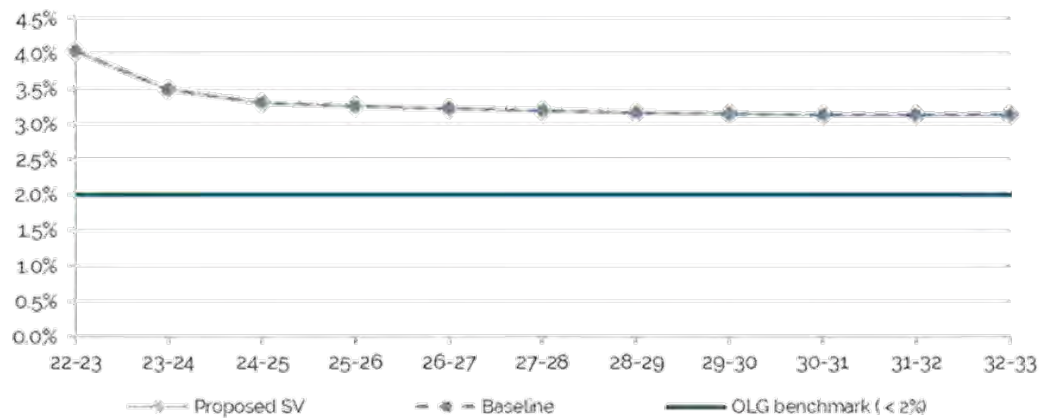
Source: Office of Local Government, *Performance Benchmarks and Assets*.

Impact on infrastructure backlog ratio

As Figure 4.3 shows, we found that the council's infrastructure backlog ratio would be the same under both the Baseline and the Proposed SV Scenarios. The data used to create Figure 4.3 is provided by the council. However, the information the council has provided to IPART suggests it intends to spend some of the revenue from the SV on capital expenditure, which may influence the infrastructure backlog ratio. Additionally, the council has stated that it plans to borrow up to \$42 million to fund its asset renewal program.¹⁸ Over the next 5 years, its average backlog ratio would be 3.3% over the next 5 years, which does not meet the OLG benchmark of less than 2%.

IPART's assessment of the council's SV application

Figure 4.3 The council's infrastructure backlog ratio 2022-23 to 2032-33 (%)

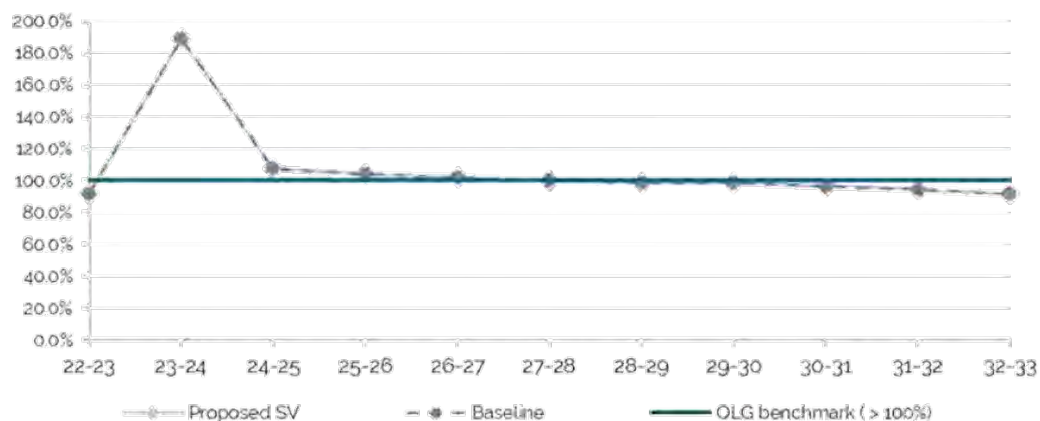


Source: Strathfield Municipal Council, Application Part A

Impact on infrastructure renewals ratio

Similarly, the council's infrastructure renewals ratio would be the same under both the Baseline and the Proposed SV Scenario. The data used to create Figure 4.4 is provided by the council. However, the information the council has provided to IPART suggests it intends to spend some of the revenue from the SV on capital expenditure, which may influence the infrastructure renewals ratio. As Figure 4.4 shows, this ratio would meet the OLG's benchmark of greater than 100% over the SV period (2023-24 to 2026-27) under both scenarios, then would decline slowly over time, dipping slightly below 100% by 2028-29 and reaching 91.8% by 2032-33.

Figure 4.4 The council's infrastructure renewal ratio, 2022-23 to 2032-33 (%)



Source: Strathfield Municipal Council, Application Part A

Alternatives to the rate rise

As required, we assessed whether, in establishing the need for the SV, the council's relevant IP&R documents canvassed alternatives to the rate rise to meet the financial need.

The council's SV application stated that the council conducted an extensive service review before deciding to apply for an SV. The council's Delivery Program and Long-Term Financial Plan outline the council's consideration of alternatives to the SV. The information provided indicates that it did consider and has pursued a wide range of alternatives to an SV to address its financial need. These include discontinuing some services, making productivity improvements, and increasing its revenue, including from fees and charges (see section 4.5.2 for more detail).

4.2 OLG Criterion 2: The council demonstrated community awareness

Criterion 2 requires the council to provide evidence that the community is aware of the need for and extent of the proposed rate increase. It requires the council to:

- communicate the full cumulative increase of the proposed SV in percentage terms and in dollar terms for the average ratepayer, by rating category
- outline its ongoing efficiency measures and performance
- use a variety of engagement methods to ensure community awareness and provide opportunities for community input.

The criterion does not require the council to demonstrate community support for the SV application.

Note: See appendix A for the full assessment criteria

To assess this OLG criterion, we considered stakeholder comments about community awareness. We also analysed the council's community engagement on the proposed SV. The sections below discuss our assessment, and why we found that the council met this OLG criterion.

4.2.1 Stakeholder comments on community awareness

In their submission to us, the stakeholder expressed the view that the council's:

- community consultation materials did not accurately convey the full cumulative increase of the proposed SV and its impact on ratepayers
- community engagement strategy lacked variety and meaningful engagement.

We considered these concerns, alongside other available information.

4.2.2 Our assessment of the council's engagement and consultation

To assess the effectiveness of the council's community engagement and consultation on the proposed SV, we considered whether:

- the information provided to ratepayers was sufficient and clear
- the variety of engagement methods used were effective
- the process used to consult the community provided timely opportunities for ratepayers to provide input and feedback on the proposed SV, and
- the outcomes from the consultation were considered in preparing the SV application.

Information provided to ratepayers

We found that the material the council prepared for ratepayers on its proposed SV included most of the content needed to ensure ratepayers were well informed and able to engage with the council during the consultation process. For example, these materials explained:

- the need for the SV
- the alternative options the council had already pursued, the other measures in place to help address the financial deficit, and the service decline expected without the SV
- some of the council's efficiency and productivity measures
- how stakeholders could have their say
- the average annual increases and cumulative increases in both dollar and percentage terms for residential and business ratepayers with the SV over 4-year period
- the average annual increases and cumulative increases in percentage terms only for residential and business ratepayers without, expressed as the rate peg
- the reduction in the domestic waste management charge for residential ratepayers associated with the SV.

We also found that these materials were generally clear. However, the council could have made the extent of the proposed rate increases clearer for ratepayers by also expressing the annual and cumulative increases under the baseline (no SV, no SV expenditure) scenario in dollar terms.

In addition, as section 4.1.2 discussed, the modelling for the baseline scenario presented in the version of the LTFP the council consulted the community on included 2 errors. This means the LTFP did not accurately present the council's financial position without the SV. The LTFP incorrectly assumed additional revenue equal to the reduction in the domestic waste management charge (DMWC) had been approved. However, the council's consultation material did correctly consult on the impact of the ratepayers in both the size of the SV and the reduction of the DMWC. Overall, we are satisfied that the council demonstrated that the community is aware of the need for and extent of a rate rise.

Engagement methods used

We found the council used an appropriate and comprehensive range engagement methods to promote awareness of and obtain community views on its proposed rate increase. For example, throughout the consultation period, it:

- created a bespoke community engagement website that provided a range of information including:
 - a summary of its SV application
 - answers to Frequently Asked Questions
 - an information booklet in 10 languages
 - a link to the community survey
 - a link to the online submission form/feedback process and information on how the community can have their say
 - examples of future impacts of rates for different land values
 - links to its IP&R documents
 - a list of consultation opportunities
- directly mailed to all Strathfield LGA ratepayers, businesses and households:
 - a 4-page information pack
 - a letter from the mayor
 - an information flyer
- emailed the 4-page information pack to all Strathfield LGA ratepayers, businesses and households
- conducted an online community survey (which received 248 responses)
- gave stakeholders options to provide feedback through online and email submissions
- conducted community presentations by senior council staff and consultants, including:
 - 3 community information sessions (2 in person, 1 online) for which all residents received notification, and 1 of which was made available on the council's YouTube channel
 - 4 pop-up stalls to facilitate conversations with the community about the SV application
- produced special e-newsletter editions with information and an invitation to provide feedback
- made social media posts on the SV including Facebook, Twitter and Instagram
- published a media release
- provided signage and/or banners on council buildings and other key locations such as bus shelters.¹⁰

However, we did note some issues with the design of the online community survey. Specifically:

- The question "do you support Strathfield Council remaining financially sustainable? Yes/No"¹¹ is a leading question, which appears unlikely to generate many if any negative responses.
- The survey asks whether the respondent prefers Option 1 or 2 for the SV, referring to a 2-year or 4-year implementation period for the SV. However, there is no discrete choice available in the survey to prefer 'no SV'.

Process for community consultation

The council primarily consulted with the community on the proposed SV throughout December 2022 and January 2023. For example, on 6 December 2022 the council's website went live, mail out information packs were sent, and the community survey went live. Community presentations took place in December, with some pop-up stalls taking place in January.¹⁵

We note that as this was also the new year's period, it could be considered a challenging time to engage with the community. However, the council supplied a range of metrics of engagement for its website, social media, mail out numbers, survey responses, and online submissions that suggest the community was nevertheless made aware of the proposal.

Outcomes of community consultation

OLG Criterion 2 does not require the council to demonstrate community support for the proposed special variation. However, it does require the council to consider the results of community consultation in preparing its application.

We found that the council did consider the results of community consultation in preparing its application. For example, its report on community engagement indicated that:¹⁶

- Of the 248 respondents to its online community survey:
 - 56% said they preferred the proposed SV to be implemented over multiple years rather than the 1-year option
 - 81% said they were aware of the SV proposals
 - 70% said they understood the information provided by the council
 - Most of those who made open-ended responses were not supportive of the SV, and many said they would prefer the council to focus on better managing finances and costs.
- Of the 35 submissions received, the main themes were:
 - concerns about the affordability of the proposed rate rises and the community's capacity to pay given the rising cost of living and inflation
 - the perceived inequity in the council's current rating structure, with houses carrying a larger share of rates
 - concerns about the council's management of its finances, resources and costs, with many stakeholders indicating that they were shocked at the council's current financial state and concerned about poor council decision-making and wanted better transparency and accountability
 - the view that the council should focus on prioritising key services and making savings, rather than increasing rates.
- 2 submissions opposed the council's proposed changes to its rating structure, particularly the introduce of an industrial rating category and the associated rate increases, on affordability grounds.

In response to the consultation, the council resolved to apply for the minimum rate rise over 2 years rather than the initially proposed 4 years, and the SV over 4 years rather than the initially proposed 2 years.

4.3 OLG Criterion 3: The council demonstrated the SV's impact on ratepayers is reasonable

Criterion 3 requires the council to show that the impact on ratepayers is reasonable considering current rates, the community's capacity to pay, and the proposed purpose of the special variation.

Note: See appendix A for the full assessment criteria

To assess this OLG criterion, we considered stakeholder comments on the SV's impact on ratepayers, and analysed the council's assessment of the impact of its proposed SV on ratepayers. We also considered whether the council has policies in place to mitigate impacts of rate rises, including whether there is a hardship policy.

The sections below discuss our assessment, and why we found that the council met this OLG criterion.

4.3.1 Stakeholder comments on impact on ratepayers

In the submissions to us, the stakeholder raised a range of concerns related to the reasonable impact criterion. In particular, they discussed that the proposed rate increases:

- disproportionately affect approximately 20% of ratepayers who own detached houses and is significant in years 3 and 4 of the proposed SV period
- may pose financial challenges for residents with lower incomes, such as pensioners and job seekers.

We considered these concerns, alongside other available information.

4.3.2 Our analysis of the council's assessment of the SV's impact on ratepayers

We analysed the council's assessment of the impact of the proposed SV on ratepayers, and the community's financial capacity to pay the proposed increased rates. We also considered how the council's rates have changed over the past 6 years, and how its rates compare to those of other councils.

Overall, we found that while the proposed rate rises are significant, their impact on ratepayers in general is likely to be reasonable. This is because the council's current rates are generally low to very low compared to those of neighbouring and comparable councils. In addition, the median household income in its LGA is higher than all but one of the neighbouring LGAs (Canada Bay, whose council is also applying for an SV). However, we acknowledge that some areas within the LGA that are relatively disadvantaged, and the rate rises may create affordability challenges for ratepayers in these areas.

Impact on average rates

The council estimated the increase in average rates associated with its proposed SV for each main ratepayer category. As Table 4.2 shows, the council estimated that over the 4-year SV the average residential rate would increase by about 90.7% and the average business rates would increase by 97.9%.

As previously discussed, the council's proposed \$245 reduction of in the annual domestic waste management charge is expected to offset some of the rate increase for residential ratepayers. We estimated that with this reduction, the net increase for these ratepayers over the 4 years is 61.7%.

Table 4.2 Impact of the approved special variation on average rates

	2022-23	2023-24	2024-25	2025-26	2026-27	Cumulative increase \$	Cumulative increase %
Residential average \$ rates	846	1,130	1,277	1,500	1,612		
\$ increase		284	147	223	112	767	
% increase		33.6	13.0	17.5	7.5		90.7
Net Change (inc. DWMC reduction)		(245)				522	61.7
Business average \$ rates	4,137	5,737	6,483	7,617	8,188		
\$ increase		1,600	746	1,134	571	4,051	
% increase		38.7	13.0	17.5	7.5		97.9

Note: These figures have been rounded in calculation and therefore summations on a whole may not appear to be correct.
Source: IPART calculations

Community's capacity to pay

The council commissioned and considered a capacity to pay report, which concluded that, overall, the community has capacity to pay the proposed rate increases. As section 2.2 discussed, this conclusion appears to be based primarily on the Strathfield LGA's relatively high SEIFA ranking. The report found this ranking means the LGA is more advantaged than about 61% of all Australian LGAs.

The report also found that there are areas of significant disadvantage in the LGA, including South Strathfield and Homebush. It stated that these areas have high proportions of private renters, and the impact of the rate rises will depend on the arrangements with their landlord. It indicated this impact is likely to be minimal but did not provide evidence to support this view.

We noted some shortcomings in the council's capacity to pay analysis. First, while it considered the cost-of-living changes between 2015-16 and 2020-21, it did not incorporate the impacts of the more recent increases in inflation and cost of living.

Second, it did not explicitly consider the community's willingness to pay. However, the council told us that it did consider willingness to pay in its public consultation about the closure of the Strathfield "Connector" bus service. In this way, at a high level, the community was made aware of the trade-off between rate levels and the services the council can afford to provide.

How the council's rates changed over time

Over the past 6 years, the average annual increases in the council's residential and business rates have been less than the rate peg. For example, as Table 4.3 shows, residential rates have increased at an annual average of 1%. This compares to the average rate peg of 2.1% over the same period.

Table 4.3 Historical average rates in Strathfield Municipal Council 2017-18 to 2022-23 (\$)

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Average annual growth (%)
Residential	804	785	791	803	819	846	1.0
Business	4,747	4,931	5,063	4,409	4,497	4,137	-2.7

Note: FY22 is estimated based on FY21 escalated by the rate peg and FY23 is from the council's SV application
Source: IPART calculations

How the council's rates compare to other councils

Box 4.3 Comparable councils

In our analysis, we have compared Strathfield Municipal Council to other councils in several ways.

Office of Local Government (OLG) groups

- The Office of Local Government (OLG) groups similar councils together for comparison purposes.
- Strathfield Municipal Council is in OLG Group 2 which is considered an urban metropolitan area and also includes Burwood Council, Hunter's Hill Council, Lane Cove Council, Mosman Council, and Woollahra Municipal Council.
- The OLG groupings are based on broad demographic variables such as total population, level of development, and typical land use. It should be noted that there can still be broad differences between councils within the same OLG group.

Socio-Economic Indexes for Areas (SEIFA) rank

- SEIFA is a product developed by the Australian Bureau of Statistics that ranks areas in Australia according to relative socio-economic advantage and disadvantage.
- Strathfield Municipal Council has a SEIFA rank of 113 which is high and indicates relative advantage.
- The four councils with closest SEIFA rank within the OLG group 2 are Burwood Council, Lane Cove Council and Mosman Council.

Box 4.3 Comparable councils

Median household income

- The councils can be ranked by the median household income.
- We compared Strathfield Municipal Council to the three councils within OLG group 2 with closest median income ranking. These are Burwood Council, Lane Cove Council and Mosman Council.

Neighbouring councils

- We compared Strathfield Municipal Council to the neighbouring councils of Burwood Council, Canada Bay Council, Canterbury-Bankstown Council, City of Parramatta Council, and Cumberland Council.
- These councils are geographically close to Strathfield Municipal Council but do not necessarily share a common border.

The council's current average rates – that is, before the proposed SV – are low compared to those of its neighbouring councils and comparable NSW councils in terms of their SEIFA score (which measures their population's relative socio-economic disadvantage) and their population's median household income. As Table 4.4 shows, in 2022-23 the council's:

- **average residential rates** were significantly lower than those of all neighbouring councils, comparable councils based on both SEIFA score and income, and the average for other councils in its OLG group.
- **average business rates** were significantly lower than most of its neighbouring councils and comparable councils based on SEIFA score and income, but similar to the average for all other councils in its OLG group.
- **outstanding rates ratio** was lower than most of its neighbouring councils, but higher than those of comparable councils based on SEIFA score and income and the average for other councils in its OLG group.

Table 4.4 Comparison of the council's average rates and socio-economic indicators with those of other councils prior to the SV (2022-23)

Council (OLG Group 2)	Average residential rate ^a (\$)	Average business rate (\$)	Median annual household income ^b (\$)	Average residential rates to median household income ratio (%)	Outstanding rates ratio	SEIFA Index NSW ^c Ranking
Strathfield Municipal	846	4,137	109,460	0.8	5.2	113
Neighbouring councils						
Canada Bay	1,003	3,274	123,292	0.8	4.4	119

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Council (OLG Group 2)	Average residential rate ^a (\$)	Average business rate (\$)	Median annual household income ^b (\$)	Average residential rates to median household income ratio (%)	Outstanding rates ratio	SEIFA Index NSW ^c Ranking
Burwood	1,534	7,183	97,084	1.6	4.5	106
Canterbury-Bankstown	1,229	6,303	80,912	1.5	6.3	72
Cumberland	1,043	7,796	87,256	1.2	6.4	69
Paramatta	1,027	^d	106,652	1.0	8.6	112
Average	1,168	6,139	99,039	1.2	6.0	95.6
Comparable councils (SEIFA)						
Hunters Hill	2,328	1,326	155,896	1.5	4.7	125
Lane Cove	1,356	5,122	145,652	0.9	4.7	126
Burwood	1,534	7,183	97,084	1.6	4.5	106
Average	1,740	4,544	132,877	1.3	4.7	119
Comparable councils (Income)						
Lane Cove	1,356	5,122	145,652	0.9	4.7	126
Mosman	1,553	3,356	150,384	1.0	3.3	128
Burwood	1,534	7,183	97,084	1.6	4.5	106
Average	1,481	5,220	131,040	1.2	4.2	120
Group 2 average (excluding Strathfield)	1,653	4,161	143,000	1.2	4.3	123

a. The average residential rate (ordinary and special) is calculated by dividing total Ordinary Rates revenue by the number of assessments in the category.

b. Median annual household income is based on 2016 ABS Census data.

c. This is the SEIFA index of Relative Socio-economic Advantage and Disadvantage. The highest possible ranking is 130, which denotes a council that is least disadvantaged in NSW.

d. The business rate for Paramatta was not available.

Source: OLG data; ABS, Socio-economic Indexes for Areas (SEIFA) 2016, March 2020; ABS, 2021 Census DataPacks, General Community Profile, Local Government Areas, NSW, Median Weekly Household Income and IPART calculations.

With the proposed SV, the council's average residential rates would still be relatively low but its average business rates would be relatively high. As Table 4.5 shows, in 2026-27, which is the last year of the proposed SV period, the council's:

- average residential rates are expected to be below the average for the other councils in its OLG group, below the average of comparable councils based on SEIFA score, and in line with comparable councils based on income, but above the average for neighbouring councils
- average business rates are expected to be substantially higher than the average for other councils in its OLG group, neighbouring councils and comparable councils based on income or SEIFA score.

We note that the information provided in Table 4.5 does not include the impact of other councils potentially receiving an SV from 2023-24 onwards.

IPART's assessment of the council's SV application

Table 4.5 Comparison of the council's average rates with those of other councils for the period of the SV (\$)

Council (OLG Group)	2022-23	2023-24	2024-25	2025-26	2026-27
Residential					
Strathfield Municipal	846	1,130	1,277	1,500	1,612
OLG Group 2 (excluding Strathfield)	1,653	1,733	1,776	1,821	1,866
Neighbouring councils (average)	1,168	1,221	1,264	1,309	1,342
Comparable councils (SEIFA) (average)	1,740	1,836	1,882	1,929	1,977
Comparable councils (Income) (average)	1,481	1,536	1,574	1,614	1,654
Business					
Strathfield Municipal	4,137	5,737	6,483	7,617	8,188
OLG Group 2 (excluding Strathfield)	4,161	4,326	4,434	4,545	4,659
Neighbouring councils (average)	6,139	6,431	6,675	6,925	7,099
Comparable councils (SEIFA) (average)	4,544	4,730	4,848	4,969	5,094
Comparable councils (Income) (average)	5,220	5,413	5,549	5,687	5,830

Note: The average residential rate (ordinary and special) is calculated by dividing total Ordinary Rates revenue by the number of assessments in the category.
Source: IPART calculations.

4.3.3 The council's hardship policy

A hardship policy can play an important role in mitigating the impact of an SV on vulnerable ratepayers. Based on our assessment, we are satisfied that council has a hardship policy in place.

This policy offers assistance to ratepayers who are experiencing genuine financial difficulties in paying their rates and charges. This assistance may take the form of:

- waiving interest
- establishing payment plans
- \$250 pensioner concessions.

The council indicated that in general only a small number of residents use its hardship policy each year. Most are pensioners, who are assisted through the \$250 pensioner concession. Whether or not hardship-related, the policy also offers benefits to specific groups including Commonwealth Seniors Health Care Card Holders, Centrelink Card Holders, and Veterans Affairs beneficiaries. The council reports there are approximately 1,300 people who currently access these benefits.¹⁷

The council has committed to a review of its hardship policy following community feedback.

4.4 OLG Criterion 4: The council appropriately exhibited, approved and adopted its IP&R documents

Criterion 4 requires the council to exhibit, approve and adopt the relevant Integrated Planning and Reporting (IP&R) documents before applying for the proposed SV.

Note: See appendix A for the full assessment criteria

To assess whether the council met this OLG criterion, we checked the information provided by the council. We found that it met the OLG criterion. The council:

- publicly exhibited its Community Strategic Plan, previous Delivery Program, and previous LTFP from 5 May 2022 to 2 June 2022
- those documents were then adopted on 7 June 2022
- then publicly exhibited a revised Delivery Program, and Long-Term Financial Plan (LTFP) from 6 December 2022 to 31 January 2023
- those documents were adopted on 28 February 2023
- adopted its Asset Management Policy and Strategy on 6 December 2022.
- The council submitted its SV application on 3 March 2023.

Box 4.4 IP&R documents

The Integrated Planning and Reporting (IP&R) framework allows councils and the community to engage in important discussions about service levels and funding priorities and to plan for a sustainable future. This framework therefore underpins decisions on the revenue required by each council to meet the community's needs.

The relevant documents are the Community Strategic Plan, Delivery Program, Long-Term Financial Plan (LTFP) and, where applicable, Asset Management Plan. Of these, the Community Strategic Plan and Delivery Program require (if amended) public exhibition for 28 days (and re exhibition if amended). The OLG Guidelines require that the LTFP be posted on the council's website.

Source: Office of Local Government, Integrated Planning and Reporting Guidelines.

4.5 OLG Criterion 5: The council explained and quantified its productivity and cost containment strategies

Criterion 5 requires councils to explain the productivity improvements and cost containment strategies that have been realised in past years and are expected to be realised over the proposed SV period. Councils should present their productivity improvements and cost containing strategies in the context of ongoing efficiency measures and indicate if the estimated financial impact of those measures have been incorporated in the council's Long Term Financial Plan.

Note: See appendix A for the full assessment criteria

To assess this OLG criterion, we considered stakeholders' comments on the council's productivity and cost containment strategy, analysed the information provided by the council, and examined some key indicators of the council's efficiency. The sections below discuss our assessment, and why we found that the council met this OLG criterion.

4.5.1 Stakeholder comments on productivity and cost containment

In their submission to us, the stakeholder raised a range of concerns related to the productivity and cost containment criterion. In particular, they said that the council:

- should distinguish between statutory duties and discretionary expenditures in its submission
- did not seriously consider alternatives to the rate rise.

We have considered these concerns as part of our assessment of this criterion.

4.5.2 Our analysis of the council's information on productivity and cost containment strategies

The council's SV application outlined the productivity and cost containment measures it has implemented to date and identified the measures it proposes to apply over the SV period. Many of the implemented and proposed measures were identified in the council's service review. Both the past and proposed productivity and cost containment measures have been quantified and incorporated into the modelling undertaken for the updated LTFP.

Past productivity and cost containment strategies

The council's SV application and its report on its service review describe a large range of initiatives the council has implemented to reduce costs, improve productivity, or increase revenues from fees and charges. Most of these initiatives resulted from the council's service review. Examples include:

- closing the High Street Library and installation of a book locker for access to book collections
- installing LED street lighting
- reducing staffing numbers at the library and over weekends
- installing solar panels on the library building
- reducing diesel consumption through plant and fleet decision-making
- closing the Hudson Park Golf Course (which operated at a deficit) and offsetting the surplus realised from the Golf Driving Range
- raising revenue from bus shelter advertising
- stopping cash handling within the customer service centre, library and golf range
- implementing the DA tracker
- reviewing contract terms
- removing the arborist function and using contractors as required
- closing an aged care centre
- introducing a facilities and sports field booking system
- introducing a waste clean-up booking system
- reducing ranger services for amenities
- reviewing and adjusting its investment strategy, which is now providing better trending yields
- implementing VendorPanel to increase value and reduce risk
- seeking sponsorship of events to offset costs
- introducing charges to offset merchant charges on credit cards
- introducing new phone system including MiCollab, which enables seamless communication (and connection) across multiple platforms and has a desktop and app solution
- introducing a customer relationship management system
- refining its booking invoicing and introducing electronic invoicing - invoices for bookings are now completed by 1 officer (previously involved 5 officers and lengthy approval process)

IPART's assessment of the council's SV application

- introducing electronic delegations and legislative compliance system to manage delegations and legislative compliance
- introducing registers for leasing and licensing, which moves the management away from spreadsheets
- introducing electronic planning certificates including online payments.¹⁸

The council quantified the total annual savings from these measures as \$2.213 million per year.¹⁹ This is equivalent to approximately 4.4% of its total operating expenditure for 2023-24.

Planned productivity and cost containment strategies over the SV period

The council's application indicated that it proposes to implement further productivity and cost containment strategies over the SV period. The highest priority measures include:

- ceasing to provide the Strathfield "Connector" bus service, in response to community consultation
- making a driving range business plan to improve returns
- reducing its ICT infrastructure hosting costs by rationalising resources and decommissioning unused and old systems
- undertaking an off-street parking review to increase income
- maximising revenue from the council's property portfolio.

The council estimated that ongoing annual savings from its proposed measures are approximately \$1.4 million. This is equivalent to approximately 2.8% of total operating expenditure in 2023-24. The council has also committed to an annual service review process.

4.5.3 Indicators of the council's efficiency

We examined a range of indicators of the efficiency of the council's operations and asset management, including looking at how these indicators have changed over time and how they compare with those of similar councils. This data is presented in Table 4.6 and Table 4.7 below.

We found that, over recent years the council's:

- number of full time equivalent (FTE) staff has increased at an average rate of about 3.1% per annum
- ratio of the population to FTEs has declined by an average of 0.2% per annum
- average costs per employee have increased materially, by an average of 7.8% per annum, but its employee costs as a percentage of operating costs have increased by less than this at an average of 3.9% per annum.

We also found that, compared to other councils in its OLG group, the council has more FTEs but a higher ratio of population to FTE, and a lower average cost per employee.

We note that these performance indicators only provide a high-level overview of the council's productivity at a point in time. Additional information would be required to accurately assess the council's efficiency and its scope for future productivity gains and cost savings.

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Table 4.6 Trends in selected performance indicators, for Strathfield Municipal Council, 2017-18 to 2020-21

Performance indicator	2017-18	2018-19	2019-20	2020-21	Average annual change (%)
FTE staff (number)	207.0	208.0	217.0	227.0	3.1
Ratio of population to FTE	211.6	217.0	216.2	210.4	-0.2
Average cost per FTE (\$)	74,667	74,476	87,161	93,471	7.8
Employee costs as % of operating expenditure (General Fund only) (%)	39.1	37.5	43.5	43.9	3.9

Source: IPART calculations

Table 4.7 Select comparator indicators for Strathfield Municipal Council

	Strathfield Municipal Council	OLG Group 3 Average	NSW Average
General profile			
Area (km ²)	14	9	5,573
Population	47,767	37,316	63,928
General Fund operating expenditure (\$m)	48.4	57.1	94.8
General Fund operating revenue per capita (\$)	1,006	1,594	
Rates revenue as % of General Fund income (%)	66.2	55.2	46.0
Own-source revenue ratio (%)	83.5	87.3	67.1
Productivity (labour input) indicators			
FTE staff	227.0	191.2	381.7
Ratio of population to FTE	210.4	195.2	167.5
Average cost per FTE (\$)	93,471	113,754	98,943
Employee costs as % of operating expenditure (General Fund only) (%)	43.9	38.1	37.6
General Fund operating expenditure per capita (\$)	1,012	1,529	1,483

Source: OLG, Time Series Data 2020-21 and IPART calculations.

4.6 Any other matter that IPART considers relevant

IPART may take into account any other matter that it considers relevant.

Note: See appendix A for the full assessment criteria

We consider that a relevant matter is whether the council has been granted an SV over the past 5 years, and if so, whether the council has complied with any conditions.

The council has not had an SV to its general income over the last 5 years. Its last SV application was in 1994.

5 IPART's assessment of the council's minimum rate increase application

Councils can apply for a minimum rate increase (MR increase) either in conjunction with an SV, or as a standalone adjustment (that is, without also seeking to increase their general income by more than the rate peg).

Strathfield Municipal Council applied to introduce a minimum rate to replace its current base rate structure. This would involve a two-year increase in the rates for those properties which, from 2023-24, would be minimum rate properties if the MR increase is approved. For residential properties currently paying the average base rate, their rates will increase by 68% in 2023-24 as the minimum rate is introduced and then by 15% in 2024-25. For business properties currently paying the average base rate, their rates will increase by 38% in 2023-24 and 15% in 2024-25, for a cumulative increase of 59%. The MR introduction and increase would result in a minimum rate of \$1,040 in 2023-24 and \$1,200 in 2024-25 (for both residential and business rate categories).

We assessed the council's application against the 3 criteria set out in the Office of Local Government's [Minimum Rate Guidelines](#) (MR Guidelines). We found that it met all OLG criteria for its proposed MR increase because it:

- clearly explained rationale for the proposed MR increases
- clearly explained the impact of the MR increases IPART in its application, to the community through its consultation materials, and in exhibited IP&R documents
- sufficiently engaged with and informed the community of the proposed MR increases.

Our detailed assessment and the reasons for our decision are set out below.

5.1 OLG Criterion 1: The council provided a clear rationale for increasing minimum rates

Criterion 1 requires IPART to assess the council's rationale for increasing minimum rates above the statutory amount

Note: See appendix A.2 for the full assessment criteria

We found that the council met this OLG criterion, because it clearly explained the rationale for its proposed MR increases in its IP&R documents, community consultation materials, and Part B of the MR increase application.

IPART's assessment of the council's minimum rate increase application

For example, in its application to IPART the council explained that it seeks to use the proposed MR increases to rebalance its rating income between units and detached houses. It stated that this rebalancing would:

- create a more equitable distribution of the rate burden between detached dwellings and apartments/units
- support service provision for a growing population.²⁰

Because rates are based on land value, this can lead to detached dwelling owners paying a greater overall share of rates, even though the population housed in apartments also drive infrastructure and service costs and may have capacity to pay. This is an important issue given the LGA is experiencing significant population growth, much of it in the form of apartments rather than detached houses.

The MR Guidelines discuss minimum rates in the context of rating principles. The MR Guidelines also state that:

"Where applicable, councils should make reference to the relevant parts of their Integrated Planning and Reporting documentation to demonstrate how the criteria have been met."²¹

The council explained in its Delivery Program²² and Long-Term Financial Plan²³ the proposed change in rate structure and MR increases will help ensure a more equitable rate burden. It also explained this rationale in its community consultation materials. In particular, in the Frequently Asked Questions section of its SV information website, it stated that: ⁹

"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."²⁴

5.2 OLG Criterion 2: The council has demonstrated the impact on ratepayers

Criterion 2 requires IPART to assess the impact on ratepayers, including the level of the proposed minimum rates and the number and proportion of ratepayers that will be on the minimum rates, by rating category or sub-category

Note: See appendix A.2 for the full assessment criteria

⁹ This information was also provided to the community in print.

IPART's assessment of the council's minimum rate increase application

According to the MR Guidelines, councils must provide information on the impact of the proposed MR increases on ratepayers, including:

- the level of minimum rates for ratepayers whose rates will be increased, and
- the number and proportion of ratepayers that will be on the minimum rates, by rating or sub-category.

We found that the council provided sufficient information to demonstrate that it has met this OLG criterion. In particular, its application clearly identified the current and the proposed minimum rates levels in dollar terms (Table 5.1) and its proposed MR increase in percentage terms (Table 5.2).

Table 5.1 The council's proposed minimum rates, 2022-23 to 2024-25 (\$)

	Current average base rate 2022-23	Minimum rate 2023-24	Minimum rate 2024-25	Cumulative increase
Residential	620	1,040	1,200	580
Business	754	1,040	1,200	446
Business North		1,040	1,200	
Business South		1,040	1,200	
Business Strathfield Town Centre		1,040	1,200	

Source: Strathfield Municipal Council, Application Part A, Worksheet 5a.

Table 5.2 The council's proposed minimum rate increase, 2022-23 to 2024-25 (%)

	2023-24	2024-25	Cumulative increase
Residential	68%	15%	93%
Business	38%	15%	59%

Source: Strathfield Municipal Council, Application Part A, Worksheet 5a.

In addition, the council's application indicated that the majority of its ratepayers pay the residential rate, and that a majority residential ratepayers will pay the minimum rate in 2023-24 if its MR application is approved. According to the council:

"As per the Operational Plan 2022-23, Council has 16,547 residential ratepayers and 1,429 business ratepayers.

Following the introduction of the minimum rate structure, Council expects that approximately 77% of residential ratepayers, 46% of business general and CBD ratepayers and 55% of business industrial ratepayers will pay the minimum rate."⁵⁶

Table 5.3 summarises the number and proportion of minimum ratepayers by rating category over the next 5 years. The significant majority of residential ratepayers on the minimum rate reflects the predominance of unit housing in the LGA.

IPART's assessment of the council's minimum rate increase application

Table 5.3 The number and proportion of assessments subject to the minimum rate, 2022-23 to 2026-27 (\$)

	Residential		Business General and Strathfield Town Centre		Industrial	
	% of all assessments on MR	Number of MR assessments	% of all assessments on MR	Number of MR assessments	% of all assessments on MR	Number of MR assessments
2023-24	77%	13,159	46%	308	55%	414
2024-25	79%	12,210	46%	311	56%	421
2025-26	72%	11,890	45%	305	50%	378
2026-27	70%	12,061	45%	300	48%	363

Source: Reproduced from Strathfield Municipal Council, Application Part B, p 14

The council commissioned and considered a capacity to pay report. This report found that the Strathfield LGA's relatively higher median household income and other SEIFA metrics indicate the community has the capacity to pay for the proposed MR increases on average across the LGA. However, it also found there is relative disadvantage in some parts of the LGA, namely Strathfield South (Greenacre and Belfield).^h

The council noted in Part B of its MR increase application that while 90% of residents in Strathfield South will be on the minimum rate, there are higher proportions of residents renting and in social housing who are less likely to feel the full impacts of the MR increase. However, while this makes sense for social housing tenants, it is less clear that private renters would necessarily be shielded from these rate increases, especially in the current environment of low rental vacancy rates in Sydney.²⁶

The council also noted that following community consultation, it committed to a review of its hardship policy to help manage affordability issues.

5.3 OLG Criterion 3: The council undertook community consultation

Criterion 3 requires IPART to assess the consultation the council has undertaken to obtain the community's views on the proposal.

Note: See appendix A.2 for the full assessment criteria

We found that the council met this OLG criterion. It engaged and consulted the community on the proposed MR increase as part of its consultation on its proposed SV (see section 4.2 for more details).

^h Please see section 3 on Criterion 3 for more detail on the council's capacity to pay report.

IPART's assessment of the council's minimum rate increase application

The council included information about the minimum rate rise alongside information about the SV proposal, including:

- on its bespoke website for consultation and information on the proposed SV and MR increase
- in the presentations made to the community
- in its information booklets and flyers that were mailed and emailed to businesses, households, and other ratepayers
- in its IP&R documents that were publicly exhibited and consulted on (Delivery Program, Long Term Financial Plan Report).

Key consultation materials including the website, community presentation, information booklet, background paper and FAO sheet presented 3 key pieces of information about the MR increase:

- the rationale for moving to a minimum rate approach
- what the increase would be for minimum rate payers in total annual dollar terms (and the cumulative increase in dollars)ⁱ
- how the community could contribute feedback to the consultation process.

The council's Community Feedback Report summarised the feedback on the proposed MR increase it received through the online survey and online feedback submissions (and other channels). It stated that:

"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."²⁷

We note that there were some differences in the community consultation materials and the final numbers in the LTFP and the council's application to IPART. This reflects the council's decision to implement the minimum rate rise over 2 years rather than the initially proposed 4 years, in response to feedback received during the community consultation process.

ⁱ It appears that the MR increase was never represented in percentage terms, annually or cumulatively. However, this is not a stated requirement of the MR guidelines.

6 IPART's decisions on the special variation and minimum rate increase

6.1 Decision on the special variation

Based on our assessment of the council's application against the 6 OLG criteria and consideration of stakeholder submissions, we have approved the council's proposed permanent SV to general income from 2023-24 to 2026-27.

The approved increase to general income is set out in Table 6.1 below.

Table 6.1 IPART's decision on the special variation to general income (%)

	2023-24	2024-25	2025-26	2026-27
Permanent increase above the rate peg	31.4	10.5	15.0	5.0
Rate peg	3.7	2.5	2.5	2.5
Total increase	35.1	13.0	17.5	7.5
Cumulative increase	35.10	52.66	70.38	92.83

Note: The 2023-24 rate peg is the actual rate peg issued by IPART. The rate peg of 2.5% from 2024-25 is the assumed rate peg that the OLG Guidelines advise councils to use in their forecasts. The approved total increase will not change when an actual rate peg is set in future years.

IPART has made this decision on the following conditions:

- The council uses the additional income for the purpose of funding the proposed program.
- The council report in its annual report for each year from 2023-24 to 2027-28 (inclusive):
 - the program of expenditure that was actually funded by the additional income, and any differences between this program and the proposed program;
 - any significant differences between the council's actual revenues, expenses and operating balance and the projected revenues, expenses and operating balance as outlined in the Long-Term Financial Plan, and the reasons for those differences;
 - the outcomes achieved as a result of the additional income;
 - the productivity savings and cost containment measures the council has in place, the annual savings achieved through these measures, and what these savings equate to as a proportion of the council's total annual expenditure; and
 - whether or not the productivity improvements identified in its application have been implemented, and if not, the rationale for not implementing them.

6.1.1 Impact on ratepayers

IPART sets the maximum allowable increase in the council's general income, but the council determines how it allocates any increase across different categories of ratepayer. Based on what the council has told us in its application, the expected impacts on ratepayers under the approved SV are shown in Table 6.2 below. This shows that, if the council chooses to increase rates so as to recover the maximum permitted general income under the approved SV:

IPART's decisions on the special variation and minimum rate increase

- the average residential rate would increase by \$767 or 90.7% by 2026-27
- the average business rate would increase by \$4,051 or 97.9% by 2026-27.

We note that the council has proposed to offset some of the rate increases for residential ratepayers by reducing its domestic waste management charge. We estimate this would reduce the net impact on the average residential ratepayer to 61.7% over the 4 years.

We also note the council has a hardship policy to assist customers experiencing financial hardship, as outlined in section 4.3.3.

Table 6.2 Indicative annual increases in average rates under the approved SV (2023-24 to 2026-27)

	2022-23	2023-24	2024-25	2025-26	2026-27	Cumulative increase \$	Cumulative increase %
Residential average \$ rates	846	1,130	1,277	1,500	1,612		
\$ increase		284	147	223	112	767	
% increase		33.6	13.0	17.5	7.5		90.7
Business average \$ rates	4,137	5,737	6,483	7,617	8,188		
\$ increase		1,600	746	1,134	571	4,051	
% increase		38.7	13.0	17.5	7.5		97.9

Note: These figures have been rounded in calculation and therefore summations on a whole may not appear to be correct.
Source: Strathfield Municipal Council, Application Part A and IPART calculations.

6.1.2 Impact on the council

Our decision means that the council may increase its general income by \$45.6 million above the assumed rate peg by 2026-27. This increase can remain in the rate base permanently.

Table 6.3 shows the percentage increases we have approved and estimates the annual increases in the council's permissible general income (PGI).

Table 6.3 Permissible general income of council from 2023-24 to 2025-26 from the approved SV

	Increase approved (%)	Cumulative increase approved (%)	Increase in PGI above rate peg (\$'000)	Cumulative increase in PGI (\$'000)	PGI (\$'000)
2023-24	35.1	35.1	6,249.4	6,985.8	26,888.5
2024-25	13.0	52.66	9,229.0	10,481	30,384.0
2025-26	17.5	79.38	14,017.3	15,799	35,701.2
2026-27	7.5	92.83	16,152.8	18,476.1	38,378.8
Total above rate peg			45,648		

Source: Strathfield Municipal Council, Application Part A, Worksheets 1 and 4 and IPART calculations.

IPART's decisions on the special variation and minimum rate increase

This extra income will enable the council to:

- improve its financial sustainability
- maintain its current infrastructure and service levels.

With the SV, the council's projected:

- OPR will become greater than 0% by 2026-27 (as shown in Figure 4.1 in section 4.1.3).
- Net cash to income ratio will remain above 0% (as shown in Figure 4.2 in section 4.1.3).

6.2 Decision on the minimum rates

Based on our assessment of the council's application against the 3 OLG criteria and consideration of stakeholder submissions, we have **approved** the council's proposed permanent change to its minimum rates for 2023-24 to 2024-25.

The approved increase to minimum rates is set out in Table 6.4 and Table 6.5 below.

We note that the reduction in the domestic waste management charge will also mitigate the impact on residential ratepayers on the minimum rate.

Table 6.4 IPART's decision on the minimum rates, 2022-23 to 2024-25 (\$)

	Current average base rate 2022-23	Minimum rate 2023-24	Minimum rate 2024-25	Cumulative increase
Residential	620	1,040	1,200	580
Business	754	1,040	1,200	446
Business North		1,040	1,200	
Business South		1,040	1,200	
Business Strathfield Town Centre		1,040	1,200	

Source: Strathfield Municipal Council, Application Part A, Worksheet 5a.

Table 6.5 IPART's decision on the minimum rate, 2022-23 to 2024-25 (\$)

	2023-24	2024-25
Residential	1,040	1,200
Business	1,040	1,200

Source: Strathfield Municipal Council, Application Part A, Worksheet 5a.

IPART's decisions on the special variation and minimum rate increase

6.2.1 Impact on ratepayers

From 2023-24, under the approved MR, the base rating structure will change to a minimum rating structure resulting in an increase of:

- \$580 for residential minimum ratepayers, a 93% increase from the current base rate.
- \$446 for business minimum ratepayers, a 59% increase from the current base rate.

The council has a hardship policy to assist customers experiencing financial hardship, as outlined in section 4.3.3.

6.2.2 Impact on the council

Our decision means the council can recover a greater percentage of its general income from minimum rated properties such as apartments/units.

Appendices

A Assessment criteria

A.1 SV Assessment criteria

The Office of Local Government (OLG) sets the criteria for assessing special variation applications in its special variation guidelines. The guidelines help councils prepare an application to increase general income by means of a special variation.

A special variation allows a council to increase its general income above the rate peg. Special variations can be for a single year or over multiple years and can be temporary or permanent.

IPART applies the criteria in the guidelines to assess councils' applications. In brief, the 6 criteria for a special variation include:

1. the need for, and purpose of a different revenue path for the council's General Fund must be clearly set out and explained in the council's IP&R documents
2. there must be evidence that the community is aware of the need for and extent of a proposed rate rise
3. the impact on affected ratepayers must be reasonable
4. the relevant IP&R documents must be exhibited (where required) approved and adopted by the council
5. the IP&R documents or the council's application must explain and quantify the productivity improvements and cost containment strategies of the council
6. any other matter that IPART considers relevant.

We also provide comprehensive guidance on our approach to assessing special variation applications in fact sheets and information papers available on our website. Additionally, we publish information for councils on our expectations of how to engage with their community on any proposed rate increases above the rate peg.

A.1.1 Criterion 1: Financial need

The need for, and purpose of, a different revenue path for the council's General Fund (as requested through the special variation) is clearly articulated and identified in the council's IP&R documents, in particular its Delivery Program, Long-Term Financial Plan and Asset Management Plan where appropriate.

In establishing need for the special variation, the relevant IP&R documents should canvass alternatives to the rate rise. In demonstrating this need councils must indicate the financial impact in their Long-Term Financial Plan applying the following two scenarios¹⁰:

- Baseline scenario – General Fund revenue and expenditure forecasts which reflect the business-as-usual model, and exclude the special variation, and

¹⁰ Page 71, IP&R Manual for Local Government "Planning a Sustainable Future", March 2013

Assessment criteria

- Special variation scenario – the result of implementing the special variation in full is shown and reflected in the General Fund revenue forecast with the additional expenditure levels intended to be funded by the special variation.

The IP&R documents and the council's application should provide evidence to establish the community need/desire for service levels/project and limited council resourcing alternatives. Evidence could also include analysis of council's financial sustainability conducted by Government agencies.

In assessing this criterion, IPART will also consider whether and to what extent a council has decided not to apply the full percentage increases available to it in one or more previous years under section 511 of the Local Government Act. If a council has a large amount of revenue yet to be caught up over the next several years, it should explain in its application how that impacts on its need for the special variation.

A.1.2 Criterion 2: Community awareness

Evidence that the community is aware of the need for and extent of a rate rise. The Delivery Program and Long-Term Financial Plan should clearly set out the extent of the General Fund rate rise under the special variation. In particular, councils need to communicate the **full cumulative increase** of the proposed SV in percentage terms, and the total increase in dollar terms for the average ratepayer, by rating category. Council should include an overview of its ongoing efficiency measures and briefly discuss its progress against these measures, in its explanation of the need for the proposed SV. Council's community engagement strategy for the special variation must demonstrate an appropriate variety of engagement methods to ensure community awareness and input occur. The IPART fact sheet includes guidance to councils on the community awareness and engagement criterion for special variations.

A.1.3 Criterion 3: Impact on ratepayers is reasonable

The impact on affected ratepayers must be reasonable, having regard to the current rate levels, existing ratepayer base and the proposed purpose of the variation. The council's Delivery Program and Long-Term Financial Plan should:

- clearly show the impact of any rate rises upon the community,
- include the council's consideration of the community's capacity and willingness to pay rates, and
- establish that the proposed rate increases are affordable having regard to the community's capacity to pay.

In assessing the impact, IPART may also consider:

- Socio-Economic Indexes for Areas (SEIFA) data for the council area; and
- Whether and to what extent a council has decided not to apply the full percentage increases available to it in one or more previous years under section 511 of the Local Government Act.

A.1.4 Criterion 4: IP&R documents are exhibited

The relevant IP&R documents³¹ must be exhibited (where required), approved and adopted by the council before the council applies to IPART for a special variation to its general income. We expect that councils will hold an extraordinary meeting if required to adopt the relevant IP&R documents before the deadline for special variation applications.

A.1.5 Criterion 5: Productivity improvements and cost containment strategies

The IP&R documents or the council's application must explain and quantify the productivity improvements and cost containment strategies the council has realised in past years and plans to realise over the proposed special variation period.

Councils should present their productivity improvements and cost containment strategies in the context of ongoing efficiency measures and indicate if the estimated financial impact of the ongoing efficiency measures have been incorporated in the council's Long-Term Financial Plan.

A.1.6 Criterion 6: Any other matter that IPART considers relevant

The criteria for all types of special variation are the same. However, the magnitude or extent of evidence required for assessment of the criteria is a matter for IPART.

A.2 MR Assessment criteria

The Office of Local Government (OLG) sets the criteria for assessing minimum rate applications in its minimum rates [guidelines](#). The guidelines help councils prepare an application to increase general income by means of a special variation.

Section 548 of the *Local Government Act 1993* (the Act) allows a council to specify a minimum amount of a rate to be levied on each parcel of land. If a council makes an ordinary rate for different categories or sub-categories of land, it may specify a different minimum amount for each category or sub-category.

If a council resolves to adopt a minimum amount of a rate, the minimum amount must not exceed the relevant permissible limits provided for in section 548(3) of the Act and clause 126 of the Local Government (General) Regulation 2005 (Regulation), unless the Independent Pricing and Regulatory Tribunal (IPART) or the Minister has approved a higher amount by issuing an instrument under section 548(3), or the council is entitled to increase its minimum ordinary rate under section 548(4) and (5) of the Act.

IPART will assess applications for minimum rates above the statutory limit against the following set of criteria (in addition to any other matters which IPART considers relevant):

1. the rationale for increasing minimum rates above the statutory amount

³¹ The relevant documents are the Community Strategic Plan, Delivery Program, and Long-Term Financial Plan and where applicable, Asset Management Plan. Of these, the Community Strategic Plan and Delivery Program require (if amended), public exhibition for 28 days. It would also be expected that the Long-Term Financial Plan (General Fund) be posted on the council's web site.

Assessment criteria

2. the impact on ratepayers, including the level of the proposed minimum rates and the number and proportion of ratepayers that will be on the minimum rates, by rating category or sub-category
3. the consultation the council has undertaken to obtain the community's views on the proposal.

It is the council's responsibility to provide sufficient evidence in its application to justify the minimum rates increase. Where applicable, councils should refer to the relevant parts of their Integrated Planning and Reporting (IP&R) documentation to demonstrate how the criteria have been met.

We also provide comprehensive guidance on our approach to assessing special variation applications in fact sheets and information papers available on our website. Additionally, we publish information for councils on our expectations of how to engage with their community on any proposed rate increases above the rate peg.

Strathfield Municipal Council's projected revenue, expenses and operating balance

B Strathfield Municipal Council's projected revenue, expenses and operating balance

As a condition of IPART's approval, the council is to report over the next 5 years against its proposed SV expenditure and its projected revenue, expenses and operating balance as set out in its LTFP (see Table B.1 and Table B.2).

Revenues and operating results in the annual accounts are reported both inclusive and exclusive of capital grants and contributions. To isolate ongoing trends in operating revenues and expenses, our analysis of the council's operating account in the body of this report excludes capital grants and contributions.

Strathfield Municipal Council's projected revenue, expenses and operating balance

Table B.1 Summary of projected operating statement for Strathfield Municipal Council under its proposed SV application 2023-24 to 2032-33 (\$'000)

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Total revenue	58,843	65,741	56,798	60,553	62,366	64,267	66,243	68,297	70,438	72,671
Total expenses	50,076	51,927	53,419	55,456	57,242	59,143	61,024	62,945	64,873	66,820
Operating result from continuing operations	8,767	13,814	3,379	5,096	5,124	5,124	5,219	5,351	5,565	5,851
Net operating result before capital grants and contributions	-10,185	-5,138	-593	1,124	1,152	1,152	1,247	1,379	1,593	1,879
Cumulative net operating result before capital grants and contributions	-10,185	-15,324	-15,916	-14,792	-13,640	-12,488	-11,241	-9,862	-8,269	-6,391

Note: Numbers may not add due to rounding.

Source: Strathfield Municipal Council, Application Part A, Worksheet 8

Table B.2 Projected expenditure plan for Strathfield Municipal Council under its proposed SV application 2023-24 to 2032-33 (\$)

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
SV revenue above assumed rate peg	6,249,435	9,228,963	14,017,287	16,152,779	16,556,598	16,970,513	17,394,776	17,829,645	18,275,387	18,732,271
Maintain current levels of Council services (including fully funding depreciation)	4,040,240	4,941,099	9,673,652	11,751,701	12,096,355	12,449,328	12,810,821	13,181,038	13,560,187	13,948,481
Borrowing expenses (\$42 million loan)	1,460,331	1,650,045	1,618,893	1,586,494	1,552,799	1,517,756	1,481,312	1,443,410	1,403,992	1,362,997
Asset renewals	0	1,859,000	1,914,770	1,972,213	2,031,379	2,092,321	2,155,091	2,219,743	2,286,336	2,354,926
Loan principal repayments	748,864	778,819	809,971	842,370	876,065	911,108	947,552	985,454	1,024,872	1,065,867
Total use of proposed SV income	6,249,435	9,228,963	14,017,286	16,152,778	16,556,599	16,970,513	17,394,776	17,829,645	18,275,387	18,732,271

Note: Numbers may not add due to rounding.

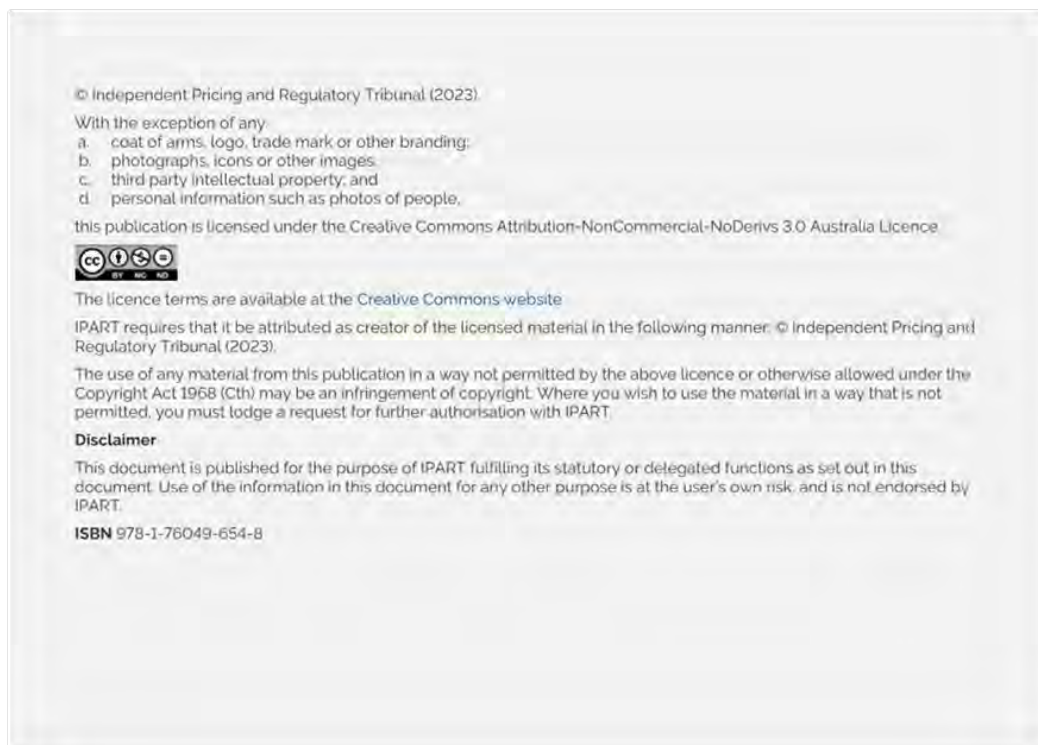
Source: Strathfield Municipal Council, Application Part A, Worksheet 6

Glossary

ABS	Australian Bureau of Statistics
Ad valorem rate	The ad valorem rate is calculated by multiplying land value by a rate in the dollar. Often this applies more to houses, whilst apartments are commonly on the Minimum Rate.
Baseline Scenario	Shows the impact on the council's operating and infrastructure assets' performance without the proposed SV revenue and expenditure.
Baseline with SV expenditure Scenario	Includes the council's full expenses from its proposed SV, without the additional revenue from the proposed SV. This scenario is a guide to the council's financial sustainability if it still went ahead with its full expenditure program included in its application but could only increase general income by the rate peg percentage.
General income	Income from ordinary rates, special rates and annual charges, other than income from other sources such as special rates and charges for water supply services, sewerage services, waste management services, annual charges for stormwater management services, and annual charges for coastal protection services.
IPART	The Independent Pricing and Regulatory Tribunal of NSW
IP&R	Integrated Planning and Reporting framework
Local Government Act	<i>Local Government Act 1993 (NSW)</i>
MR	Minimum Rates
OLG	Office of Local Government
OLG SV Guidelines	Guidelines for the preparation of an application for a special variation to general income.
OLG MR Guidelines	Guidelines for the preparation of an application to increase minimum rates above the statutory limit

OPR	The Operating Performance Ratio (OPR) measures whether a council's income will fund its costs, where expenses and revenue are exclusive of capital grants and contributions, and net of gains/losses on the sale of assets.
PGL	Permissible General Income is the notional general income of a council for the previous year as varied by the percentage (if any) applicable to the council. A council must make rates and charges for a year so as to produce general income of an amount that is lower than the PGL.
Proposed SV Scenario	Includes the council's proposed SV revenue and expenditure.
Rate peg	The term 'rate peg' refers to the annual order published by IPART (under delegation from the Minister) in the gazette under s 506 of the <i>Local Government Act 1993</i> .
SEIFA	Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census. It consists of four indexes, the Index of Relative Socio-economic Disadvantage (IRSD), the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD), the Index of Economic Resources (IER), and the Index of Education and Occupation (IEO).
SV or SRV	Special Variation is the percentage by which a council's general income for a specified year may be varied as determined by IPART under delegation from the Minister.

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- ¹ Strathfield Municipal Council, SV Application Part B, p 6.
 - ² Office of Local Government (OLG). GUIDELINES FOR THE PREPARATION OF AN APPLICATION TO INCREASE MINIMUM RATES ABOVE THE STATUTORY LIMIT 2021-22.
 - ³ Local Government Act 1993, Section 511
 - ⁴ Strathfield Municipal Council, SV Application Part B, p 6.
 - ⁵ Strathfield Municipal Council, MR Application Part B, p 7-9.
 - ⁶ Strathfield Municipal Council, Long-Term Financial Plan Report, November 2022, pp 20-21.
 - ⁷ Strathfield Municipal Council, 2023-24 Special Variation Application Form Part B, p 6.
 - ⁸ Strathfield Municipal Council, Long-Term Financial Plan Report, February 2023, pp 1-2.
 - ⁹ Strathfield Municipal Council, 2023-24 Special Variation Application Form Part A (Revised) – Worksheet 6 Attachment.
 - ¹⁰ Strathfield Municipal Council, Long-Term Financial Plan Report, February 2023, pp 19-20.
 - ¹¹ Office of Local Government, Performance Benchmarks, May 2020.
 - ¹² Strathfield Municipal Council, SV Application Part B, p 18.
 - ¹³ Strathfield Municipal Council, Special Rate Variation (SRV) Community Feedback Report, February 2023, pp 8-13
 - ¹⁴ Strathfield Municipal Council, Special Rate Variation (SRV) Community Feedback Report, February 2023, p 102
 - ¹⁵ Strathfield Municipal Council, Special Rate Variation (SRV) Community Feedback Report, February 2023, pp 8-13
 - ¹⁶ Strathfield Municipal Council, Special Rate Variation (SRV) Community Feedback Report, February 2023
 - ¹⁷ Strathfield Municipal Council, email communication, 12 April 2023
 - ¹⁸ Strathfield Municipal Council, Organisational Service Review And Improvement Plan, February 2023, Appendix A, Table 2, pp 9-11.
 - ¹⁹ Strathfield Municipal Council, SV Application Part B, p 45.
 - ²⁰ Strathfield Municipal Council, MR Application Part B, p 7-9
 - ²¹ OLG. Guidelines for the preparation of an application to increase minimum rates above the statutory limit, p 8.
 - ²² Strathfield Municipal Council, Strathfield 2035 Delivery Program 2022-26 and Operational Plan 2022-23 (Amended), February 2023, p 26.
 - ²³ Strathfield Municipal Council, Long Term Financial Plan Report, February 2023, p 10.
 - ²⁴ Strathfield Municipal Council, Special Rate Variation (SRV) Community Feedback Report, February 2023, Appendix C – Community Engagement Information, pp 3-4.
 - ²⁵ Strathfield Municipal Council, 2023-24 Special Variation Application Form Part B, p 14.
 - ²⁶ Domain Research, Vacancy rates: February 2023.
 - ²⁷ Strathfield Municipal Council, Special Rate Variation (SRV) Community Feedback Report, February 2023, p 17



ATTACHMENT 7

Instrument under section 508A of the Local Government Act 1993

Special Variation for Strathfield Municipal Council for 2023-24 to 2026-27

13 June 2023

This instrument is made by the Independent Pricing and Regulatory Tribunal (**IPART**) as delegate for the Minister administering the *Local Government Act 1993* (**Act**) (delegation of 6 September 2010).

IPART determines under section 508A of the Act that:

1. The percentage by which Strathfield Municipal Council (**Council**) may increase its general income for the period from Year 2023-24 to Year 2026-27 (inclusive) is 92.83%, consisting of annual increases as set out in the table below:

Year	Annual increase in general income	Cumulative increase in general income
Year 2023-24	35.1%	35.10%
Year 2024-25	13.0%	52.66%
Year 2025-26	17.5%	79.38%
Year 2026-27	7.5%	92.83%

(Note: The Council is required to reduce its income in accordance with the conditions of any previous special variation instrument before it increases its general income in accordance with clause 1)

2. The percentage increase set out in clause 1 is subject to the following conditions:
 - a. The Council use the Additional Income for the purpose of funding the Proposed Program.
 - b. The Council report in its annual report for each Year from Year 2023-24 to Year 2027-28 (inclusive):
 - i. the program of expenditure that was actually funded by the Additional Income, and any differences between this program and the Proposed Program;
 - ii. any significant differences between the Council's actual revenues, expenses and operating balance and the projected revenues, expenses and operating balance as outlined in its Long-Term Financial Plan, and the reasons for those differences;
 - iii. the outcomes achieved as a result of the Additional Income;
 - iv. the productivity savings and cost containment measures the Council has in place, the annual savings achieved through these measures, and what these savings equate to as a proportion of the Council's total annual expenditure; and
 - v. whether or not the Council has implemented the productivity improvements identified in its application, and if not, the rationale for not implementing them.

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders both past and present. We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

3. In this instrument:

- a. **Additional Income** means:
 - i the additional general income raised in accordance with clause 1, less
 - ii the additional general income that would otherwise have been available to the Council under section 506 of the Act.
- b. **Long Term Financial Plan** means the long term financial plan of the Council summarised in Appendix B of the Report.
- c. **Proposed Program** means the proposed program of expenditure set out in Appendix B of the Report.
- d. **Report** means IPART's report entitled 'Strathfield Municipal Council – Special Variation Application for 2023-24 – Final Report'.
- e. **Year** means the period from 1 July to the following 30 June.

13/06/2023

X



Signed by: Carmel Donnelly

Carmel Donnelly PSM
Chair

On behalf of the Independent Pricing and Regulatory Tribunal
As delegate for the Minister administering the *Local Government Act 1993*

ATTACHMENT 8

Instrument under section 548(3)(a) of the Local Government Act 1993

Minimum Rates for Strathfield Municipal Council for 2023-24 to 2024-25

13 June 2023

This instrument is made by the Independent Pricing and Regulatory Tribunal (**IPART**) as delegate for the Minister administering the *Local Government Act 1993* (**Act**) (delegation of 6 September 2010).

IPART determines under section 548(3)(a) of the Act that:

1. Strathfield Municipal Council may make and levy the following minimum ordinary rates for Year 2023-24 to Year 2024-25 (inclusive):

Year	Minimum ordinary rate (Business)	Minimum Ordinary Rate (Residential)
Year 2023-24	\$1,040	\$1,040
Year 2024-25	\$1,200	\$1,200

2. In the event that the minimum ordinary rates set out in this instrument for any Year between Year 2023-24 and Year 2024-25 (inclusive) are less than the minimum ordinary rates that could otherwise be determined under section 548(4) and (5) of the Act for that Year, the minimum ordinary rates may be determined for that Year under section 548(4) and (5) of the Act and those rates prevail over those set out in this instrument for that Year.
3. In this instrument:
 - a. **Business** has the meaning given in section 518 of the Act.
 - b. **Residential** has the meaning given in section 516 of the Act.
 - c. **Year** means the period from 1 July to the following 30 June.

13/06/2023

X

Signed by: Carmel Donnelly

Carmel Donnelly PSM
Chair

On behalf of the Independent Pricing and Regulatory Tribunal
 As delegate for the Minister administering the *Local Government Act 1993*

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders both past and present. We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.