

Annual Report 2022 - 2023



Acknowledgement of Traditional Owners

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

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

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

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About this report

This is the Georges River Council annual report for the financial year to 30 June 2022.

It represents an accountability mechanism between the community and Council and is prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government's Integrated Planning and Reporting Guidelines.

This report outlines our financial and operational performance against the key objectives, strategies and priorities of our Community Strategic Plan 2022-2032, Delivery Program 2022/2023 – 2025/2026, Operational Plan - 2022/23 and Budget. It also reports on the six pillars identified by the community during the development of the Community Strategic Plan.

This annual report encompasses the range of activities undertaken and services provided. It is an important tool to inform residents and ratepayers, local businesses, non-government organisations, partners and government departments and agencies about our achievements, challenges and plans for the year ahead.

This report also informs our employees on how we have performed over the year, how their efforts have contributed to our vision and what to expect in the coming year.

Our Performance section details progress towards proposed goals and actions.

How to read the Annual Report

This report should be read in conjunction with our Audited Financial Statements and is divided into seven sections:

The Year in Review

Summarises highlights and challenges, important events, media coverage and financial performance.

Our Place, Our Community

Overviews the profile, history, services and connections within the Georges River Local Government Area (LGA).

Governance

Details democratic and corporate governance arrangements and councillor profiles.

Our Organisation, Our People

Provides information on our organisation and staff – structure, workforce demographics, employee performance review process, external awards and nominations.

Our Performance

Summarises how Council performed against financial and strategic objectives and on major projects. Presents major achievements under the six pillars of the Community Strategic Plan, Delivery Program and Operational Plan.

Additional Statutory Information

Summarises 2022/23 funding to community organisations, a glossary of terms and indexes in accordance with Section 428 of the *Local Government Act 1993*.

Financial Report

Provides the audited Financial Statements of Council for the year ended 30 June 2023.

Our vision, mission and values

Our Vision

Naturally connected to place, community and Country.

Our Mission

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

Our Values



United

We will work collaboratively as one team with common purpose and respect.



Professional

We will act with integrity and seek opportunities to learn and grow.



Honest

We will be open and truthful with each other and our community.



Accountable

We will own our decisions and actions as we strive for excellence.

Our Plans

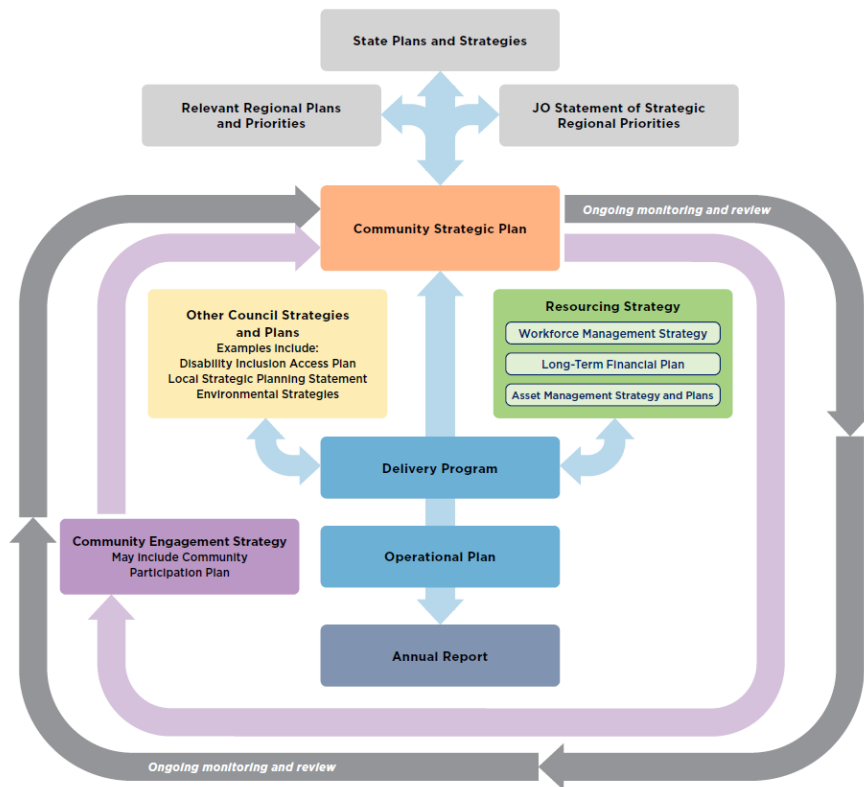
The integrated planning and reporting framework bring various plans together so that we can leverage our efforts. This approach recognises that councils can be an advocate for the community's vision for the future and inspire others to participate in that vision.

Councils develop short, medium and long-term plans to meet the community's needs through the Community Strategic Plan (10+ years) Delivery Program (four years) Operational Plan (one year).

A supporting 10-year Resourcing Strategy consists of a Long-term Financial Plan, Asset Management Plan, Workforce Management Plan and Digital Resource Management Plan.

These plans describe how we will consult with the community and meet our long-term objectives. After each council is elected, it must review the plans, ensure they will be used effectively and ensure they are updated annually.

We adopted our 2022/23 integrated planning and reporting documents in June 2022.



We use the integrated planning and reporting framework in the Local Government Act 1993 and has been prepared in line with Section 428 of the Local Government Act 1993 and clause 217 of the Local Government (General) Regulation 2021.

Message from the Mayor



The past year has been highly successful for Georges River Council and our community with the delivery of goals, plans, projects, campaigns, and events.

Striving towards our collective future vision, these positive changes and experiences have enabled us to thrive as a connected community.

We have continued to deliver on the commitment to the community made in our Community Strategic Plan (The Plan) and its six core pillars: Our Community, Our Green Environment, Our Built Environment, Our Economy, Our Place in Sydney and Our Governance.

Our Delivery Program has been enabled by Council's strong leadership with the appointment of David Tuxford as General Manager. New additions amongst our ward Councillors have given Council the most diversity it has ever seen and tipped it into a female majority for the first time.

I'd like to thank the community for engaging in the vast array of consultations on our important projects. We appreciate your feedback so we are able to understand the local needs and deliver the best possible outcomes for all.

Highlights

We have commenced and completed vital projects to upgrade facilities, improve functionality and revitalise areas of Georges River. Our Riverwood Reconnected project was completed thanks to a \$500,000 NSW Government grant that enabled a major refresh to the town centre.

Our Capital Works Program has seen significant progress at Hurstville Oval with the start of construction of a new community pavilion that is part of the Hurstville Oval and Timothy Reserve Plan of Management and Master plan.

The start of a major redevelopment at Penshurst Park Sporting Hub will see transformation of the existing public space into an inclusive, recreational parkland. The Sporting Hub will foster a range of active and passive recreational, community, and social activities with a multi-purpose, synthetic sports ground for soccer, league, and cricket — this included earthwork, drainage, subgrades, and the final synthetic turf.

Netstrata Jubilee Stadium had major pitch works in 2022/23 in preparation for hosting Australia and other teams for training during the FIFA Women's World Cup Australia and New Zealand 2023. We were pleased to confirm that Netstrata would continue as naming rights sponsor of Jubilee Stadium in Kogarah for the next six years. The Stadium has also done a wonderful job of hosting the NRL Telstra Women's Premiership, Women's A-League, and St George Dragons NRL games.

In other news for our Premium Facilities, I was thrilled to officially open the new Hurstville Golf Clubhouse and Course in Peakhurst. In addition to the \$2.2 million received from the NSW Government, \$400,000 was provided by the Hurstville Golf Club to modernise the clubhouse with a brand-new function room, a balcony with wonderful views of the course, a pro shop, changing rooms, amenities, a meeting room, office and space for storage of golf carts.

Construction of the Olds Skate Park and Netball Courts precinct commenced for a new active recreation zone featuring a modern skatepark and multi-sport courts. This project is funded by the NSW Government in association with Council under the Greater Cities Sport Facility Fund. This project focuses on providing sporting facilities suitable for all sporting users including women/girls and people with disabilities.

As part of the NSW Government's Public Spaces Legacy Program, the upgrade of Memorial Square, Hurstville also commenced. The upgrade will see the space transform with new paving, seating areas, shade structures and additional planting.

The community's enthusiasm for connection has been evident with the continuing growth of Council events. We welcomed the 20th year of Lunar New Year Festival celebrations in Hurstville, the Year of the Rabbit, with the largest attendance ever of 40,000 visitors.

Record crowds of over 40,000 also braved the winter chill to attend our third Un[contained] Arts Festival. Festivalgoers took delight in interacting with immersive art installations and dynamic live performances in Kogarah. The family favourite Magic of Christmas concert, Australia Day picnic, In Good Taste multicultural food festival, and our Eurovision Live Broadcast Party were also well attended.

Concert goers were impressed by the caliber of acts we attracted to Hurstville Entertainment Centre. Playschool, The Wiggles, comedian Anh Do, and American singer-songwriter legend, Don McLean, as part of his American Pie 50th anniversary Australian Tour, graced the stage to entertain. We also partnered with Sydney Fringe Festival for the Fringeville activation at Hurstville Plaza.

In the Arts and Culture scene, I was excited to welcome ABC star Carol Ferrone as guest speaker at the opening of Hurstville Museum & Gallery's major exhibition, *Home in St George 1920-1960*. I looked forward to welcoming Her Excellency, The Honourable Margaret Beazley, Governor of NSW in July at a special open day for her to view the exhibition and share her own memories of growing up in St George. The exhibition showcased 160 rare objects drawn from over 6,000 items in the Gallery's own St George historical collection. Another exhibition, *The Guraban; Where the saltwater meets the freshwater*, explored connections to the Georges River history and its continuous, ongoing associations with First Nations communities.

We increased opening hours at our five library branches to better suit the community. After Hurstville Library launched its Musical Instrument Collection, well-known artists including prolific producer mixing and recording engineer Stefan Du Randt, who has worked with artists such as Coldplay, Katy Perry, and Elton John, taught library and community members about sound production. Emerging local talent were also able to record their songs in the sound booth. Hurstville Library's Media Lab also gained attention with its affordable, professional equipment and masterclasses.

Focusing on inclusivity, we committed to supporting the Uluru Statement from the Heart, Voice to Parliament and a Makarrata Commission. Council also launched its "Racism Not Welcome" campaign as part of our Harmony Week celebrations. The grassroots movement was part of our four-year 'Better Together' anti-racism campaign to promote diversity, encourage social cohesion and call out discrimination in our community.

The annual "No Domestic Violence" Walk had a 1,500-strong crowd of students, community groups and officials that walked from Netstrata Jubilee Stadium to Kogarah ahead of the International Day for the Elimination of Violence Against Women. The event promoted positive change, encouraging men, women, and youth to stand up against domestic violence in the Georges River community.

I was pleased to see so many residents participate in the 2023 Australian Liveability Census that coincided with Neighbour Day. Many gave feedback on what they loved about their neighbourhoods – Carss Bush Park is a favourite of mine.

On World Social Justice Day, we proudly announced the launch of our Social Justice Charter 2022-2026 to drive social change and improve the lives of those in our community by ensuring that everyone, including those experiencing disadvantage, can access pathways to exercise their human rights.

As taking care of the environment is a passionate common thread in the hearts of our community, Council encouraged residents and businesses to switch to an accredited 100 per cent GreenPower electricity plan to boost state and local net zero emissions targets. We achieved our target to source 100 per cent renewable energy for our operations three years early by procuring 100 per cent renewable energy since 1 July 2022.

Furthermore, Council was recognised with multiple Sustainable Cities awards for projects including the Lower Poulton Park Naturalisation and Habitat Development, 100% Renewable Energy Target, COVID-19 Safe Events Program and Building Biodiversity Back in Georges River. These awards demonstrate Council's leadership in driving environmental outcomes for our community.

We continue to forge ahead to promote Georges River as Sydney's connected community to work, live and play.

Recognition

Georges River Council won 9 awards and was recognised for its work across a diverse range of activities including:

- Winner – Community Spirit and Inclusion Award – COVID-19 Safe Events Program Sustainable Cities Awards 2022
- Winner – Gold – Australasian Reporting Awards
- Winner – New or Improved Techniques – Institute of Public Works Engineering Australasia (NSW and ACT) Engineering Excellence State Conference
- Winner – Excellence in Integrated Stormwater Design' award – Stormwater NSW
- Finalist in the 2022 Overall Sustainable Cities Award with Keep Australia Beautiful
- Food Surveillance Champion Award 2023 - City Group, NSW Food Authority
- Highly Commended – Environmental Enhancement Project or Initiative including Recovering, Recycling and Reusing
- Highly Commended – Exhibition Projects – Museums (Medium) for the Our Journeys | Our Stories Exhibition IMAGEine Awards 2022
- Highly Commended – First Nations Community Partnership - Aboriginal and Torres Strait Islander Voices 2023 NSW Local Government Excellence Awards

These achievements are the result of the dedication and hard work of our staff and the clear vision and leadership of the Executive.

As we celebrate the seventh anniversary of Georges River Council's establishment, I thank the Councillors, the General Manager and Executive, Council staff and most importantly, the Georges River community for what we have been able to collectively achieve.



Councillor Nick Katris

Mayor

Message from the General Manager



It is with great pleasure that I present the Georges River Council Annual Report for the 2022/23 financial year, outlining our key achievements from the past 12 months.

I am very proud of the results achieved in this period and would like to congratulate all staff for their contributions.

Financial sustainability

Our decisions are evidence-based and consider financial impacts, the environment, and the wellbeing of future generations.

We are aware of its tight fiscal constraints due to current budget projections and maintains a strong focus on budget controls and exercising due diligence on new expenditure proposals.

We adopted financial sustainability as Council's top strategic risk, with all directorates sharply focused on creating and maintaining a strong long-term financial position for the organisation and the community it serves.

Thanks to the hard work of our staff and the strengthening risk culture within management, we closed the 2022 calendar year free of debt, with the final repayment of a 10-year \$5 million loan for local infrastructure investments made in December 2022.

In the same month, draft guidelines were issued by the Office of Local Government (OLG) requiring all New South Wales councils to put in place risk management frameworks and internal audit functions in line with 2016 changes to the *Local Government Act*.

The guidelines required all councils to establish an Audit Risk and Improvement Committee by June 2022, to comply with the guidelines' requirements from 1 July 2024, and to attest to their compliance to the guidelines in all annual reports from 2024/25.

We pre-empted these changes by establishing an Audit & Risk Committee in 2016, which later became the Audit Risk & Improvement Committee (ARIC) in 2018.

The ARIC's independent members have access to any Council information needed to fulfil the committee's oversight responsibilities, which include fraud control; financial management; governance; compliance; risk management; implementation of the strategic plan, delivery program and strategies; service reviews; collection of performance measurement data by Council; and internal audits.

We have completed the annual risk-based Audit Program within the scope of the three-year audit program.

Achievements of the ARIC in the 12 months to 30 June 2023

1. Adoption of a risk-based Internal Audit Program for 2022/23
2. Review of the Risk Management Framework development including endorsement of the new Model Risk Management Policy and top Strategic Risks
3. Recommendations to Council addressing the Long-Term Financial Plan and sustainability concerns
4. Review of updates on Council's Cybersecurity regime, audits and controls including endorsement of the Information Security Policy and Records & Information Management Policy

Cybersecurity and data security

Cybersecurity has been recognised as the second highest strategic risk faced by Council.

As a result, the risk management framework being undertaken by Council has focused heavily on cybersecurity and data governance, with Council's Internal Information Management Technology (IMT) audits now into the second year of the 2022-2024 IM&T Audit Plan.

This framework is underpinned by the implementation of eight essential security mitigation strategies known as the Essential Eight, which are recommended by the Australian Signals Directorate as a best practice approach to defence against cyber threats.

The ARIC's comprehensive audit program monitors and manages cyber risk, with the most recent IMT audits focused on internal network penetration testing and Microsoft 365 assessments.

Cybersecurity-related risk management for 2022/23 included audits and reports on Council's Information Security Policy, risk management and business continuity, and strategic risk due to IT disruption.

We have robust and multi-tiered cybersecurity systems in place to ensure Council can keep personal information you share with us safe from cyber threats.

Our IMT team maintains a proactive maintenance calendar to monitor and support various components across Council's enterprise environment. The team are constantly working to add additional layers of security to meet and exceed the Essential Eight requirements. We maintain a

sharp focus on protecting people's data and ensuring it stays out of the hands of malicious online actors.

Alongside this work, our three-year Enterprise Resource Planning (ERP) review is underway, with Phase One completed in March 2023. Phase Two will aim to future-proof councils online and e-service presence leveraging cloud-based technology. The team are currently focused on migrating councils current enterprise system through Software-as-a-Service (SaaS) cloud migration project to uplift the current system and support the commencement of phase two.

The SaaS cloud migration project will see our online services move from locally hosted systems to cloud-based systems, which will enhance both their reliability and security, creating an 'anywhere, anytime' approach to e-services, providing more readily available access while incorporating best practice security.

The Essential Eight baseline measures:

1. Application control
2. Patch applications
3. Microsoft Office macro settings
4. User application hardening
5. Restricting administrative privileges
6. Patching operating systems
7. Multi-factor authentication
8. Regular backups



David Tuxford

General Manager

Our commitment to the environment

We are committed to addressing environmental issues that affect the area you live in.

Our vision for our environment

Sustainability requires us to think about the types and amount of resources we use, how we dispose of items and the steps we take to protect and conserve the natural environment.

We are committed to the conservation, restoration and enhancement of the Georges River environment. In keeping with ecologically sustainable development principles, we integrate social, economic and environmental values and imperatives into our decision- making.

We are committed to rehabilitating the LGA's waterways, protecting bushland and wildlife and reducing waste and carbon emissions.

Within the last year, we have progressed towards achieving previous targets set by Council for net zero emissions and using 100 percent renewable energy in our operations.

Further, we are committed to various environmental sustainability and waste related targets that propel our work towards environmental protection:

- 40 percent total urban canopy cover by 2038 (baseline of 38 percent in 2018)
- supporting the NSW Government's plastics ban
- zero litter to the Georges River by 2030
- implementing food and garden organics collection services in line with the NSW Government's 2030 target.



Cities Power Partnership

The Cities Power Partnership is a network of local councils leading the way to a sustainable, zero emissions future. Local councils that join the partnership make five action pledges to tackle climate change.

The current pledges committed by Council are as follows:



Support community facilities to access renewable energy through incentives, support or grants.



Develop education and behaviour-change programs to support local residents and businesses to tackle climate change through clean energy, energy efficiency and sustainable transport.



Support the local community to develop capacity and skills to tackle climate change.

Provide fast-charging infrastructure throughout the city at key locations for electric vehicles.



Develop procurement policy to ensure that the practices of contractors and financiers align with council's renewable energy, energy efficiency and sustainable transport goals.

We are working with key procurers to further advance a sustainable procurement process. We are looking at sustainable transport and fast charging options to encourage behaviour change within the community and to make it easy for people to participate in renewable energy initiatives.

Waste Collection Services

During 2022/23, we maintained the small-scale recycling program at the Council's Customer Service Centre at Hurstville, Clive James Library in Kogarah and Hurstville Library to collect mobile phones, household batteries and CDs/DVDs. We collected 198 kilograms of materials for recycling.

We investigated 1,743 reports of illegally dumped material. Our membership under the Regional Illegal Dumping (RID) Squad saw over 420 illegal dumping incidents reported for investigation and over 6 special operations to provide targeted education, compliance and enforcement relating to illegally dumped waste within Georges River LGA. Of all RID requests investigated, the RID Squad successfully managed 49% cases, to ensure the offender removed the illegally dumped waste, saving Council illegally dumped waste removal costs.

Twenty-four community groups, schools and businesses registered a cleanup site as part of Council's support for Clean Up Australia Day. This event involved up to 480 volunteers at all registered sites throughout the Local Government Area.

Our three Household Chemical Cleanout events during the financial year diverted more than 83,000 kilograms of problem and hazardous waste materials from 2,969 households. The E-Waste recycling events collected more than 57,000 kilograms of e-waste for recycling and attracted over 2,370 households.

Essential waste collections services were delivered throughout the reporting period, with some key service statistics as follows:

- 11,809 mattresses collected and recycled
- Over 143 tyres collected and recycled
- Over 266 kilograms of waste reused through the Bower Reuse and Repair Centre
- 53 more households composting through the Compost Revolution
- Undertaken an LGA-wide contamination management program and:
 - Directly visited 9,235 properties
 - Inspected 17,136 recycling bins
 - Inspected 1,332 garden organics bins
 - Inspected 20,302 general waste bins
 - Issued 14,991 feedback tags regarding correct use of bins
 - Issued 1,179 written education letters to households for improvements in use of the bin service.

Biodiversity

The 2021 Biodiversity Study recommendations continue to be implemented progressively through 2022/23, targeting high priority actions, with many requiring ongoing management to protect and enhance biodiversity into the future.

We continue to partner with Billion Bees Foundation for the installation of native stingless beehives at Council Childcare centers and community gardens to help improve biodiversity and highlight the importance of native stingless bees as pollinators in our local environment, supported by a community workshop and education. Council continues to place importance on the biodiversity benefits that come with encouraging bees in the LGA and we continue to support the native stingless beehives in the LGA.

Urban Tree Canopy

We continue to support Plant Ark's Schools Tree Day initiative by providing advanced native trees and native shrubs to local primary and high schools throughout the local government area. The plantings will enhance tree canopy cover, facilitate wildlife corridors, and reduce the urban heat island effect for students at our local schools for years to come.

We undertook an open space and park tree study at key parks and reserves to record trees in an asset database and to plan future tree canopy enhancements in these areas. This project was delivered under a \$40,000 grant awarded to Council and the results of this grant project support the asset management database being delivered for all street trees in the LGA.

Pest animals

Fox control was undertaken as part of the Crown Reserves Improvement Fund to eradicate pest species from bushland, parks and reserves.

A total of 28 foxes were removed from bushland areas over the past 12-month period up to 30 June 2023. The program has helped to protect native wildlife and improve biodiversity in the Georges River Council area.

We will continue fox control throughout 2023/24 in collaboration with neighbouring Councils of the Southern Sydney Regional Organisation of Councils (SSROC), targeting hot spot areas to reduce fox populations and their impact on native wildlife.

Environmental grants

Grants awarded and/or delivered during 2022/23 to support and enhance environmental management and protection within the Georges River LGA include:

- \$30,000 in funding obtained under the NSW Crown Reserves Improvement fund to control fox's and wild cats on crown reserves. The funding has supported the reduction of foxes in the area and helped improve biodiversity.
- \$40,000 in funding was obtained under the NSW Government's Greener Neighborhoods grant program to study trees in selected major open spaces and parklands, with recommendations to improve tree canopy cover at these locations over the next decade.

Environmental Resilience Action Plan 2022-2040

Council finalised the Environmental Resilience Action Plan in 2021/22. The Action Plan is an operational document focusing primarily on how Council intends to reduce its own environmental footprint (e.g. water, energy, materials).

The Action Plan combines the extensive work already undertaken by Council in preparing for Climate Change through the adoption of net zero carbon emissions and renewable energy targets and seeks to reinforce Council's commitment to lead by example.

The Action Plan is published on Council's website and progress towards achieving the actions will be reported through Council's quarterly and annual report in years to come.

Exceeding the Renewable Energy Target

During 2021/22, Council signed an energy contract, which commenced on 1 July 2022, for the supply of 100 percent renewable energy to power Council's operations. We continue to provide annual updates reporting on our progress towards renewable energy and net zero emissions targets each year in Council reports available to the community.

Council has made impressive progress towards achieving the renewable energy target three years ahead of schedule and will focus on its target to achieve net zero carbon emissions in its operations by the year 2025.

Wildlife Protection Area Policy

We developed a Wildlife Protection Area Policy to protect local biodiversity, domestic companion animals and the local environment. Wildlife Protection Areas were declared at 19 Council managed parks and reserves.

The declaration of Wildlife Protection Areas will help promote responsible pet ownership and educate the community on the impacts of domestic companion animals on native wildlife in areas of high biodiversity.

Significant Tree Register

We developed a Significant Tree Register definition, assessment criteria and method of assessment. Nominations of Significant Trees in the Georges River Council area were open to the public from May 2023 for a period of 2 months.

The implementation of the register will better recognise and protect local trees on public and private land of visual, botanical, ecological and historical, commemorative, cultural or social significance.

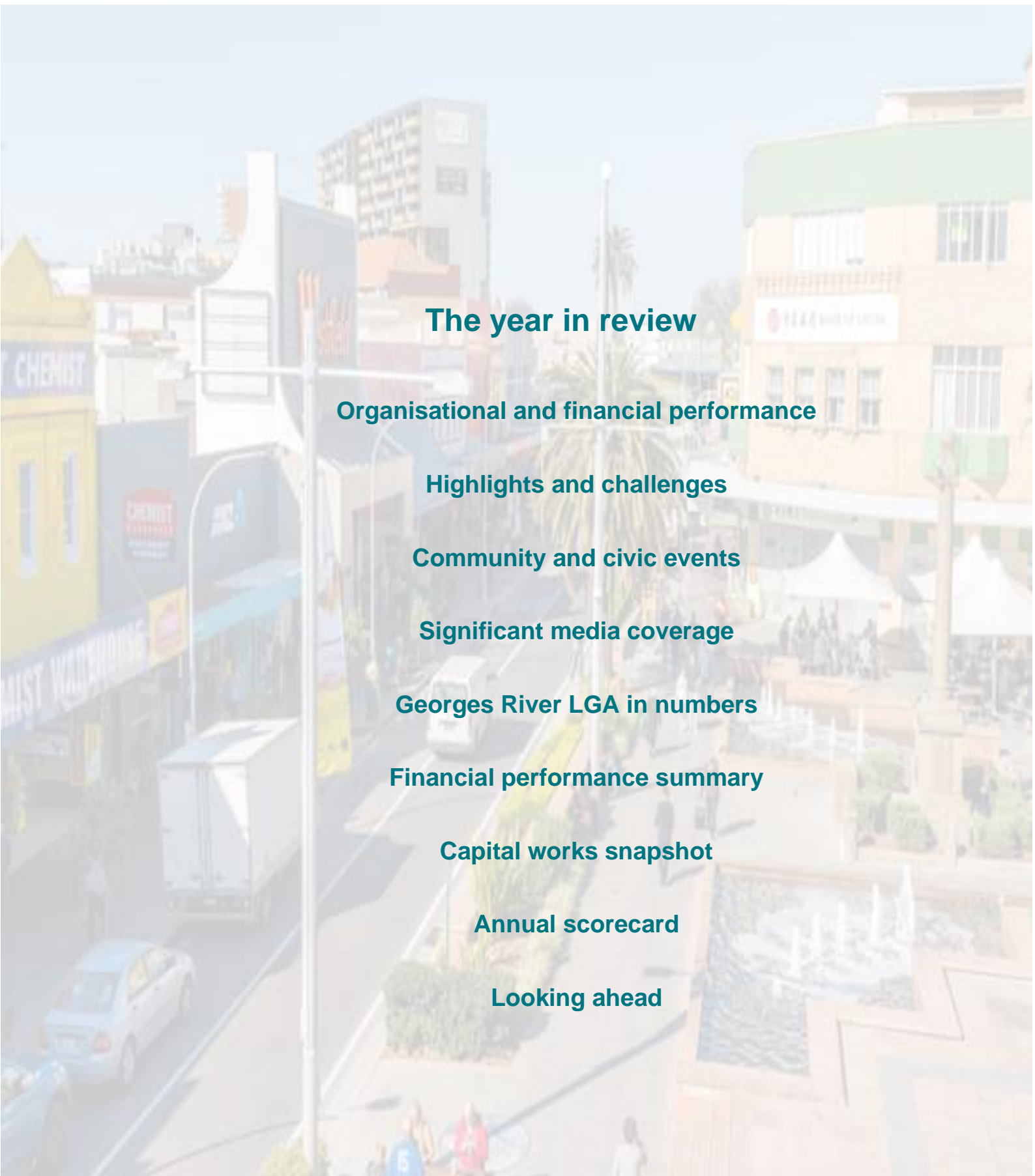
The Significant Tree Register is expected to be implemented in the 2023/2024 financial year.

Georges RiverKeeper

We continued to partner with the Georges RiverKeeper to protect natural resources and improve livability along the Georges River in a shared capacity with neighbouring Councils within the catchment.

A total of 6,420 kg of litter was collected along the foreshore of the Georges River Council area over the 12 months up to 30 June 2023. The removal of litter will improve water quality and protect marine habitat along the Georges River.

We are contributing to the development of a Coastal Management Plan for the Georges River Catchment, along with other member Councils. The Coastal Management Plan will identify coastal management issues and the actions to improve the Georges River health and livability. The plan will be developed and finalized over the coming years.



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Organisational and financial performance

Activities in 2022/23 contributed to our four-year Delivery Program 2022/2023 – 2025/2026 and the long-term objectives in our Community Strategic Plan 2022-2032.

During 2022/23, we completed or progressed a substantial program of capital works and Operational projects and provided services that addressed social, economic and environmental objectives set out in the Delivery Program and Community Strategic Plan.

Overall performance during 2022/23 was measured against 148 one-year actions and 56 annual performance indicators as outlined in the Delivery Program and Operational Plan.

Operational Plan



85%

On track



10%

On hold or cancelled



5%

Not started or behind

Highlights and Challenges

PILLAR 1

Our community

Refer to pages *** to ***

Highlights

- Penshurst Library 50-year anniversary celebrations saw over 800 people attend this milestone event.
- The Artist in Residence Program hosted its first international artist, demonstrating how the profile of the program has been raised.
- The Un[contained] Arts Festival 2023 returned to Kogarah in June for a third successful year. The major event featured art installations and live performances across three nights and saw over 40,000 visitors attend.
- We established an inaugural Seniors Advisory Committee.

Challenges

- Reconciliation Action Plan challenges in forging engaging relationships with the Aboriginal and Torres Strait Islander people within the community and establishing an active reference group.

The year ahead

- We will conduct a feasibility study for the revitalisation of branch libraries at Oatley, Penshurst and South Hurstville, evaluating options to make spaces that are more flexible for programming, community use and self-service pick up points.
- We will establish a new Aboriginal and Torres Strait Islander Advisory Committee and strengthen partnerships and engagement with the Aboriginal and Torres Strait Islander community.
- We will develop an action plan for the Georges River Council's Social Justice Charter.

PILLAR 2

Our green environment

Refer to pages *** to ***

Highlights

- The Bushcare team continues to expand native vegetation planting across the LGA improving canopy cover and mid-storey/ground cover resilience.
- A total of 572 trees have been planted.
- Over 60,000 kilograms of e-waste collected and recycled.
- Over 50,000 kilograms of paints, oils and chemicals collected and recycle.

Challenges

- Recruitment of a senior sustainability officer which has stifled the implementation of activities to educate the community of energy and water consumption activities.

The year ahead

- Delivery of greening our city – canopy increase project in Gannons Park.
- Implement Council's Tree Management Policy
- Implement the annual Waste Education Program
- Provide support to the State Emergency Service within the Georges River Local Government Area.

PILLAR 3

Our economy

Refer to pages *** to ***

Highlights

- Jubilee Stadium hosted the Matildas for the FIFA world cup.
- Economic recovery of managed leisure facilities.
- Completed a Liveability Census and Community Satisfaction Survey.
- A total of 10,020.10 kilometres of road were swept.

Challenges

- Only two master plans are underway – Mortdale and Beverly Hills Local Centres due to lack of capacity and budget in FY2022/23.
- River Rail (Kogarah to Parramatta rail link) business case is currently on hold due to submission changes.

The year ahead

- Jubilee Stadium selected as host city training venue for the FIFAWWC2023.
- Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area.
- Undertake programmed and reactive cleansing, sports field and park maintenance works of Council's green open spaces and town centres.

PILLAR 4

Our built environment

Refer to pages *** to ***

Highlights

- Council officers successfully advocated to include critical strategic cycle routes within the Greater Sydney Strategic Cycleway plan with confirmation of four successful active transport grants which will be worked on through 2023/24 and 2024/25. These are: - Design of Recreational commuter network - Hurstville CBD active transport connections - two new pedestrian crossings on Hilcrest Ave and Ellen Subway - Oatley to Como design.
- We are currently constructing the Olds Park skate facility with expected completion by December 2023
- Completed the Hurstville Golf Course improvement works.
- Opening of new upgraded Macmahon Street courtyard

Challenges

- Inability to finalise the Master Plan for Beverly Hills and Mortdale.
- Finalising the rezoning of the Hurstville Civic Centre site.
- ASSESS module has been cancelled due to software redundancy and inefficiency of outcome.
- The substantial number of traffic and transport enquires.
- Enabling re-opening of Sans Souci Pool as safe and operational following change of operator.

The year ahead

- Commencement to upgrade bus stops to comply with current standards.
- Further upgrade and construction of traffic facilities to assist with pedestrian movement.
- The delivery of active transport investigations and design.
- New Oleander Reserve Everyone Can Play: playground.
- New Olds Park skatepark and recreational facilities.
- Delivery of Asset Management Plans to guide long term infrastructure planning.

PILLAR 5

Our place in Sydney

Refer to pages *** to ***

Highlights

- We launched the Customer Experience Strategy 2022-2027 and developed Council's Customer Experience Charter – a commitment to the community on high quality, transparent and responsive customer experience.

Challenges

- Continuing to educate the community on Council services and processes to alleviate any misinformation and issues related to customer expectations.

The year ahead

- We will continue to implement actions from the Customer Experience Strategy and Charter and develop further engagement with the community to understand their needs to deliver high quality, transparent and responsive customer experience.

PILLAR 6

Our governance

Refer to pages *** to ***

Highlights

- Council is now debt-free having made the final repayment, in December 2022, of a 10-year \$5 million loan which was used to invest in local infrastructure, including improvements to the Mortdale Community Centre.
- We designed and implemented an orientation program for grant recipients to maximise the impact of community projects.
- 2,858 requests relating to illegal parking investigated.

Challenges

- Delivering grants capacity building sessions to the community to increase grants literacy.

The year ahead

- We have reviewed the Grants, Donations and Sponsorship Policy.

Community and civic events

Community and civic events

In 2022/23 we hosted, sponsored and supported many events that provided residents, businesses and visitors with the opportunity to connect within the diverse natural and built environments of the Georges River area. The following events were held:

November 2022

No Domestic Violence Walk

December 2022

Magic of Christmas

January 2023

Australia Day Awards

February 2023

In Good Taste Markets

March 2023

International Women's Day

April 2023

Georges River Youth Festival (GRYFest) including *Intergenerational Chess Day*
Easter Outdoor Cinema

May 2023

Eurovision Song Contest 2023 – Grand Final Live

June 2023

Un[contained] Arts Festival

Citizenship Ceremonies

Six Citizenship ceremonies: (14 July 2022 – 129 people), (4 August 2022 – 138 people), (29 September 2022 – 132 people), (13 October 2022 – 129 people), (26 January 2023 – 147 people), (5 April 2023 – 167 people)

Significant media coverage

We issued 221 media releases and media alerts across metropolitan, local and specialist media platforms, and provided 132 formal responses on behalf of the Mayor and/or Council to enquiries from media outlets and individual journalists.

Media coverage focused on stories that were important to the community such as Council's commitment to the successful delivery of plans, projects and cultural events during the 2022/23 period.

Council received a gold hat-trick at the 2023 Australasian Reporting Awards (ARA) demonstrating high quality annual reporting for the third consecutive year which Inside Local Government and St George and Sutherland Shire Leader published.

The local newspaper also covered our outstanding achievements at the 2022 Institute of Public Works Engineering Australasia (NSW and ACT) for Engineering Excellence State Conference where Council received three awards.

Stories about our key projects and including the Riverwood Reconnected, Mortdale Master Plan and Racism Not Welcome Better Together campaign were published in trade, online and print media outlets.

Industry and local media highlights also included articles on the induction of two new female Councillors which tipped Georges River Council into a majority female council and the appointment of David Tuxford as Council's General Manager.

Arts and culture are important to local residents and this is reflected in the significant media coverage captured for our major community events.

Our Eurovision Live Viewing Party generated national media interest, reaching radio listeners and TV viewers far and wide including ABC Radio's metro and regional programs, 2GB, 6PR and SBS. The live viewing event is the largest in the southern hemisphere and each year, international visitors make their way to Hurstville with their dancing shoes to celebrate culture and diversity with locals.

Editorial appetite for the Un[contained] Arts Festival continues to grow each year, with coverage secured in the Sydney Morning Herald and St George and Sutherland Shire Leader as record crowds flocked to Kogarah in winter to experience free immersive art and live performances.

For the first time ever, our Lunar New Year Festival was featured on the front page of the Sydney Morning Herald which captured the talented crew at St George Community Wushu Centre who performed on the day. Mentions across metro, print, online and Chinese-focused publications highlighted the vibrant activities that unfolded on the day. Over 30,000 visitors welcomed the Year of the Rabbit in the heart of Hurstville and celebrated by participating in traditional activities, enjoying food and entertainment with loved ones.

These stories and achievements are a testament of Council's dedicated staff members who are committed to establishing better facilities and initiatives for the Georges River area and community.

Georges River LGA in numbers

Environment

40km of waterways

154ha of bushland (Volunteers have completed 4,151 hours across 23 sites)

23 Bushcare sites

32,000 public street trees

38% estimated tree canopy (including mangroves)

Council

546 full time equivalent (FTE) staff

\$151.6 million budget expenditure forecast for 2022/23

\$58 million capital budget expenditure forecast for 2022/23

\$1.2 million total operating budget surplus forecast for 2022/23

Infrastructure

398km local roads

28.1km regional roads

38 roads of 11.4km resheeted

499km footpaths

21 new footpaths of 2.2km constructed

19 drainage programs completed

6 traffic devices constructed

1.4km of new kerb and gutter constructed

Recreation, community, sport and leisure facilities

3 aquatic and leisure facilities (1 currently closed)

5 libraries

1 museum and 1 gallery

42 council community properties

9 venues for Hire

116 playgrounds

15 tennis courts

28 netball courts and basketball courts

61 sporting fields

3 full synthetic fields and 2 mini fields

2 golf courses

276 Council parks and reserves totalling 506 ha

1 stadium

2 performance venues

4 boat ramps

3 tidal pools

6 early learning centres

Financial performance summary

Your rates and charges contribution

Over \$100 million is collected annually from rates and annual charges (waste and stormwater), providing funding for a large variety of valued community services.

In addition to rates and charges income and to relieve the burden on ratepayers, Council actively collects other income from user fees, grants, developer contributions and commercial rent.

The diagram below outlines the contribution rates and charges had to the following key service areas during 2022/23.

| | |
|--|-----|
| WASTE MANAGEMENT | 24% |
| PARKS, GARDENS AND NATURAL ENVIRONMENT | 23% |
| ROADS, FOOTPATHS, DRAINAGE AND STORMWATER MANAGEMENT | 18% |
| LIBRARIES AND CULTURAL ENGAGEMENT | 8% |
| SPORT AND RECREATION FACILITIES | 8% |
| STATE EMERGENCY SERVICES | 3% |
| CUSTOMER SERVICE AND COMMUNICATIONS | 3% |
| COMMUNITY FACILITIES AND EVENTS | 2% |
| ACCESSIBILITY AND PARKING | 2% |
| CLEANSING | 2% |
| DEVELOPMENT AND BUILDING ASSESSMENTS | 2% |
| ENVIRONMENTAL, STRATEGIC AND CITY PLANNING | 2% |
| STREET LIGHTING AND OTHER AMENITIES | 2% |
| HEALTH REGULATION AND ANIMAL MANAGEMENT | 1% |
| CHILDREN'S SERVICES | 0% |

Financial Results

| Financial results (\$'000) | 2020/21 | 2021/22 | 2022/23 | % Change |
|-------------------------------|-------------|-------------|-------------|----------|
| Revenue | \$165,993 | \$175,820 | \$198,946 | 13.2% |
| Expenses | \$163,882 | \$149,404 | \$157,888 | 5.7% |
| Assets | \$1,572,012 | \$1,779,902 | \$1,866,991 | 4.9% |
| Liabilities | \$50,122 | \$50,697 | \$49,642 | -2.1% |
| Equity | \$1,521,890 | \$1,729,205 | \$1,817,349 | 5.1% |

Operating Result

The 2022/23 operating result excluding capital grants and contributions is a surplus of \$12.1 million. This is a \$500,000 increase from the 2021/22 result and is an \$11 million improvement to the adopted budgeted result of a \$1.2 million surplus. The improvement to the adopted budget is materially attributed to the:

- Interest Income from Investments (\$5.6 million)
- Income from Operating Grants and Contributions (\$7.7 million). Specifically, the early receipt of the entire 2023/24 Financial Assistance Grant, the Flood Recovery and Resilience Grant program funding, and the Regional and Local Roads Repair Program funding.
- Reduced expenses in employee costs (\$2.6 million).

Operating Revenue

Actual Operating Revenue was \$198.9 million verse Budget of \$169.2 million.

Excluding net gain on sale and the fair value increment on investment properties, the total income performance was sustained by interest, other revenue and rates and annual charges. The result was in part driven by an increase in the returns on Council's investment portfolio given the recent rises in the cash rate and the early receipt of the 2023/24 Financial Assistance Grant.

Operating Expenses

Actual Operating Expenses were \$157.9 million verse Budget of \$151.6 million.

Expenditure was above the adopted budget due to unforeseen expenditure on repairs from storm damage to the Council Civic Building; higher than expected legal costs on appeals and depreciation costs being above budget due to the rising cost of materials and the update of useful lives across the Open Space asset portfolio as part of the comprehensive valuation completed in 2022/23.

Capital Expenditure

2022/23 capital expenditure was again impacted by the prolonged rainfall at the beginning of the financial year. This has resulted in expenditure being below the average, and this will contribute to a carryover of some of the budget into 2023/24.

Capital Expenditure was \$25.4 million for 2022/23.

Capital Projects Expenditure

Main expenditure occurred on the below Projects:–

- Road Re-sheeting Program \$3.7 million
- Footpath Program \$0.7 million
- Hurstville Oval Community Pavillion \$2.3 million
- Roads Heavy Patching Program \$2.2 million
- Hurstville Revitalisation \$1.9 million
- Mortdale Shopping Centre Upgrade \$1.7 million
- Hurstville Golf Course Clubhouse and Community Centre \$1.5 million
- Roads to Recovery Re-sheet Program \$1.2 million
- Stormwater improvement and renewal \$0.9 million
- Forest Rd and Durham St Intersection Upgrade \$1.0 million



Capital works snapshot

| | | | |
|---------------------|--------------------------------|--|------------------------------------|
| Roads | Parks | Footpaths | Community Buildings and Facilities |
| \$7,275,000 | \$995,000 | \$703,000 | \$3,964,000 |
| Library Services | Drainage and stormwater | Environmental Sustainability and Initiatives | Neighbourhood centre improvements |
| \$524,000 | \$900,000 | \$111,000 | \$4,437,000 |
| Plant and equipment | Purchase of land and buildings | Sportsfields and facilities | Traffic/pedestrian facilities |
| \$2,029,000 | \$1,764,000 | \$1,144,000 | \$1,562,000 |

Annual scorecard

| Measure | 19/20 | 20/21 | 21/22 | 22/23 |
|---|--------------|---------------|---------------|---------------|
| Correspondence completed | 47,446 | 53,139 | 62,067 | 59,965 |
| Cyber threats blocked ** | 13,097,840 | 25,111,808 | 24,796,676 | 34,759,712 |
| Tenders awarded to the value of | \$22,714,885 | \$16,211,670 | \$3,481,273 | \$5,746,201 |
| Tree applications processed | 832 | 923 | 730 | 826 |
| Number of Street Trees planted | 961 | 327 | 511 | 590 |
| Kilometres of roads re-sheeted | 12 | 16.04 | 9.11 | 11.4 |
| Kilometres of footpath constructed | 10 | 2.3 | 3.2 | 2.2 |
| Visits to Hurstville Aquatic Leisure Centre | 896,143 | 408,357 | 540,605 | 1,082,821 |
| Tonnes of waste diverted from landfill | 30,358 | 32,303.09 | 114,702.80* | 79,097 |
| Food shop inspections | 596 | 789 | 464 | 764 |
| Fines for environmental breaches | \$97,151 | \$156,750 | \$8,500 | \$56,000 |
| Value of development applications lodged | \$463,173.59 | \$493,996,707 | \$361,050,660 | \$303,004,755 |
| Development applications assessed | 494 | 422 | 450 | 349 |
| Attendees at major Council events | 63,000 | 36,763 | 116,000 | 126,150 |
| Telephone calls answered | 74,678 | 76,283 | 60,441 | 68,836 |
| Attendees in community centres and performance venues | 239,567 | 168,178 | 135,687 | 335,603 |
| Visits to Georges River Libraries | 499,740 | 348,129 | 222,726 | 397,198 |
| Councillor Requests | 626 | 617 | 776 | 1,974 |
| Enquiries from MPs | 1,206 | 1,572 | 1,207 | 1,207 |
| Council Meeting and Committee Meeting Live Streams | 94 | 55 | 55 | 56 |

* Waste reporting in this period included all waste streams collected, managed and diverted from landfill by Council such as mattresses, household chemical cleanout waste, electrical waste and more. The diversion of mattresses from landfill has commenced during the reporting period, and data collection has improved to allow waste diversion to be reported across all waste streams, rather than just contracted domestic (and commercial) collections.

** Cyber Threats Blocked include web access firewall (WAF) which protects our website from threats.

Looking ahead

Community Strategic Plan

Our Community Strategic Plan “The Plan 2022-2032” was adopted by Council in June 2022. This revised Community Strategic Plan progresses and extends the previous Community Strategic Plan, bringing on board new and previous community feedback and aspirations and considers the challenges that now confront not just Georges River Council, but also NSW, Australia and indeed, the world.

There was a consistency of feedback across the various engagement methods. The key priorities of our community for the future of Georges River Council including planting trees and greening our area, including greening our town centres.

Our community appreciate and want more and upgraded open space and parks and want safe cycling and walkability. Residents want to protect the Georges River area heritage and history. They want to activate our town centres and provide jobs for local people and want to continue to enjoy local festivals and events and have access to community support.

It signals a possible renaissance for our local centres and continued high use of our parks and open space.

There is strong support for the provision of library services in the western part of the local government area, and people of all ages, including children, support and want to continue to enjoy local library services.

Residents want good governance and financial efficiency from Council.

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

- Our community
- Our green environment
- Our economy
- Our built environment
- Our place in Sydney
- Our governance

We have included measures of success, with baseline figures where they are available. These will be reported on in the End of Term Report, at the end of this Council term in 2025.

Budget 2023/24

Operational Budget

The 2023/24 Budget will be the second year Council is forecast to achieve a surplus and difficult prioritisation of valued services, projects and programs will be essential in achieving financial sustainability and compliance with Council legislative obligations.

After a number of years with constraints to Council's cash contribution to funding capital projects, the 2023/24 draft budget includes increased Council contribution to critical asset classes, such as roads, footpaths and buildings. This increase in Council's contribution is attributed to the adopted budget surplus in 2022/23. Other capital projects have been prioritised to focus on grant and contribution funded projects along with high priority critical classification.

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

- Application of the approved Special Rate Variation of 5.8%
- Prepared in accordance with the IPART approval to identify \$12 million in permanent cost containment and efficiencies over the period of 2022/23 to 2024/25 (i.e. these cuts to expenditure cannot be reintroduced in future years)
- Award increase is 4.5% (\$2.5 million), plus Superannuation increase 0.5% (\$270,000 annually)
- Two-week Christmas shutdown that includes the provision of three grant days
- Historically high CPI increase of 7.8% has been applied across a broad range of materials, services and expenses (note: current trends are indicating large increases in labour, materials, fuel costs etc.)
- Domestic waste charges have increased in line with the CPI increase of 7.8%
- The mandatory (legislated) pensioner rebate has been maintained at \$1 million
- The multiyear Capital Program Budget has increased from \$64.6 million to \$102.1 million, which is an increase of \$37.5 million, with forecast cash expenditure to be occurring across the years 2022/23 and 2025/26
- The capital program has been formulated based on the following criteria:
 - i. Ensure program aligns to the Long-Term Financial Plan (\$35 million per year)
 - ii. Have an eligible funding source
 - iii. Aligns to strategic asset management principles
 - iv. Link to a Masterplan and/or adopted Strategic Plan
 - v. Consideration of environmental factors
- Over \$400 million in capital projects continue to have been deferred.

Based on this approach, the adopted surplus of \$3.4 million remains on track to deliver future year surpluses in the medium term. The final years of the Long-Term Financial Plan (LTFP) indicate a deficit position will occur in the last 2 years (shown as Model 1 in the Resourcing Strategy) and will need to be addressed in coming years.

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

Capital Program

The revised program has been developed by established clear priorities. All projects included in the 2023/24 Capital Program:

- Align to the Resourcing Strategy 2022/23 and Long-Term Financial Plan
- Have an identified eligible funding source(s)
- Adhere to strategic asset management principles and practices
- Link to a Plan of Management (POM), Master Plan, Council Strategy/Plan and/or Stakeholder Plan
- Support Council's recently adopted Environmental Resilience Action Plan 2022-2040.

Funding for the 2023/24 program is predominantly based on grant funding, developer contributions and external reserves, with use of general revenue focused on roads and critical safety program items and capitalised salaries. Some of the following new projects have been proposed:

- Plant and Light Vehicle Fleet Replacement
- Road Re-sheeting Program
- Community Asset Critical Safety Program
- Footpath Critical Safety Program
- Buildings Asset Critical Safety and Renewal Program
- Recreation Asset Critical Safety and Renewal Program
- Traffic Facilities Construction and Upgrade Program
- Stormwater Drainage Critical Investigation and Renewal Program
- Annual Information Management and Technology and Library Resource Renewal
- Land acquisitions for open space
- Information Management and Technology (Cyber Security, computer/device hardware and software implementation).

The following projects will continue into 2023/24:

- Gannons Park Works – Final Stage
- Hurstville Oval Cricket Pavillion
- Olds Park Recreational and Sporting Hardscape Precinct
- Hardiman Reserve (former Oatley Bowling Club site) Master Plan Works
- Hurstville Revitalisation Program
- Carss Park Pool Demolition and Site Remediation
- Dairy Creek Stormwater Works
- Open Space Acquisition Program



Our place, our community

Profile and history

About Council

Information management

Technology

Connecting with our community and stakeholders

Community and civic events

Volunteers

Public Art

Economic development

Advocacy

Services, activities and service locations

Customer service

Profile and history

Our history

The traditional owners of the area now known as the Georges River are the Bidjigal people of the Eora Nation, who have lived on this land for more than 40,000 years. European settlement in the area in 1788 led to dramatic change for the Aboriginal community.

The first land grant was assigned in 1804, with Hannah Laycock and her family receiving 700 acres. In 1808, Captain John Townson was granted 1,950 acres of land, comprising the present-day suburb of Hurstville and part of Bexley. His brother Robert Townson was granted the land which now comprises Penshurst, Mortdale, and parts of Peakhurst.

European settlement was the catalyst for significant changes to the natural landscape, which was rich in natural resources, such as lime and timber.

Communities began to work in areas including lime-burning, timber-getting, oyster-farming, ship-building and brickworks.

Further transformation of the Georges River area took place in 1850, when Michael Gannon purchased land and subdivided it into small farms along what is now Croydon Road. Three larger farms were purchased by Messrs Dent, Peake and Ibbotson, and the area became known as Gannons Forest.

When a local school was established in 1876, it was named 'Hurstville' and in 1884 the new railway station took the same name. The establishment of the Illawarra rail line saw the landscape shift from rural to an environment featuring cottages and roads, and residents opted for trades over agricultural work.

Kogarah Council was established in 1885, with a municipality in Hurstville following in 1887. Improved transport links brought about an increase in population in the 1900s, which led to a boom in new shops and businesses. The picturesque rivers, coves and beaches of Georges River became the pleasure grounds of Sydney, popular for swimming, boating and picnicking.

The discovery of gold in NSW in the 1850s attracted Chinese migration to the Georges River, and migration from China and Hong Kong again boomed in the 1990s, when a distinct Chinese community began to form in the area. By 1988, Hurstville had become a CBD for the southern suburbs of Sydney and was declared a city.

Georges River Council was formed in 2016 with the amalgamation of the former Hurstville and Kogarah councils. Today, the Georges River LGA is a thriving multicultural community, sharing links with more than 50 countries.

About Council

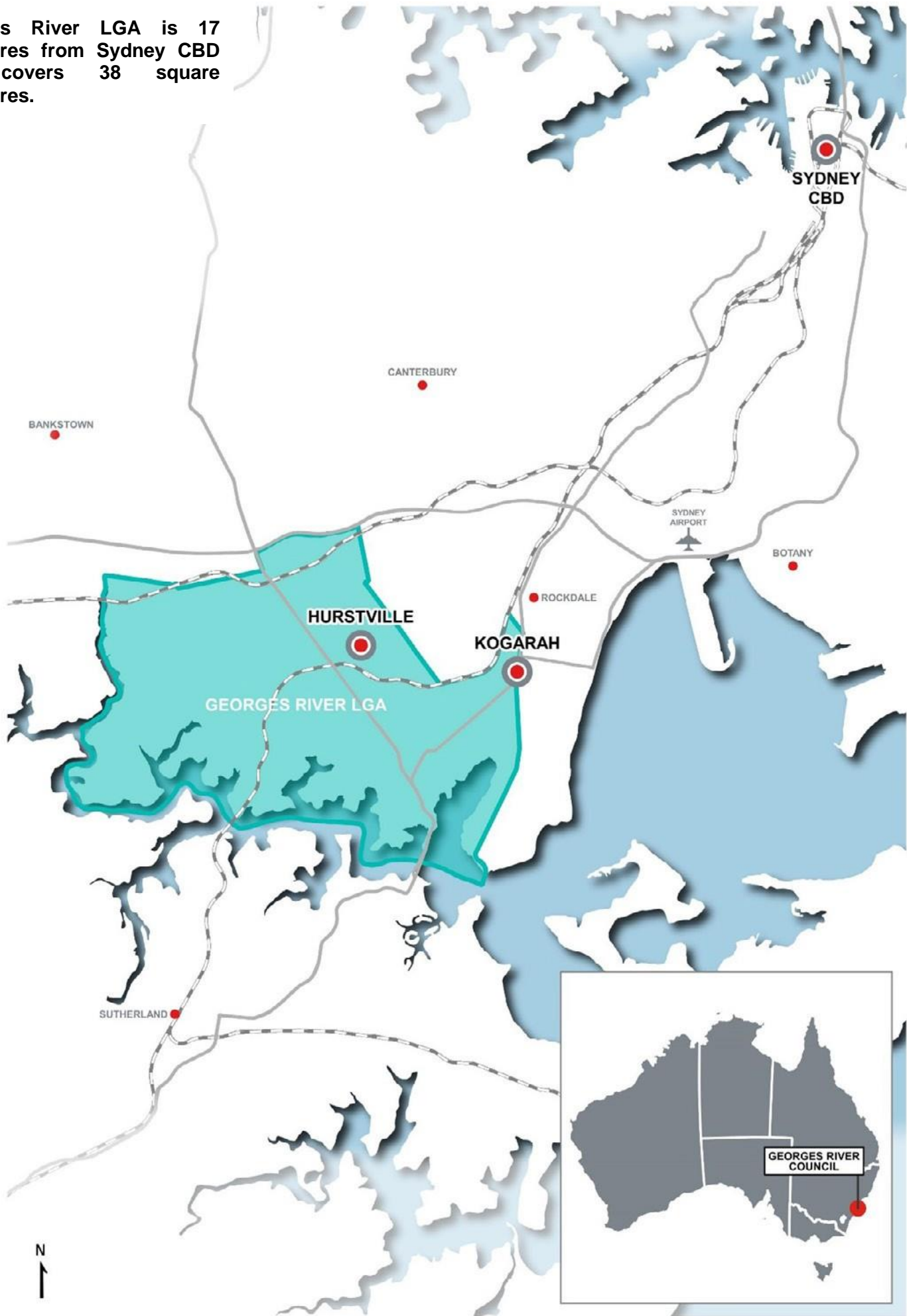
Our 15 elected councillors are supported by 546 staff members undertaking both administrative and outdoor activities. Our annual community expenditure budget for 2022/23 exceeded \$180 million.

Suburbs

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



Georges River LGA is 17 kilometres from Sydney CBD and covers 38 square kilometres.



Location

Georges River LGA is 17 kilometers from Sydney CBD and has a land area of 38 square kilometers. While the land use is predominantly residential, there are substantial industrial, commercial and recreational areas. The LGA sits on the Georges River, giving the area its name.

It is in close proximity to Sydney Airport and the M5 Motorway and is serviced by Stoney Creek Road, Forest Road, King Georges Road and the East Hills and Illawarra rails lines. It is the major public transport interchange for the St George region, with excellent access to train and bus services.

The LGA consists of five wards: Blakehurst, Hurstville, Kogarah Bay, Mortdale and Peakhurst.

Population

Our estimated resident population for 2022 was:

- 152,232 people, a decline of 0.31 percent or 703 persons since 2021.
- The population density is 3,996 persons per square kilometre.
- Our population forecast for 2036 is 176,747.

Demographics

In 2022, our area had:

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

Languages

In our area:

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

Economy

In our area:

- The Georges River economy sustained 46,745 local jobs, with 77,783 employed residents in 2022 a decrease of 17.6% and 9.2% respectively.
- Of the 43,393 total local workers in our area, 44.5 percent are males and 55.6 percent are female.
- There were 16,544 local businesses an increase of 333 local businesses, with the largest industry (by employment) being health care and social assistance, generating 46,745 local jobs.
- Health care and social assistance also had the greatest change in number of employed people between 2020/21 generating 12,925 local jobs.
- The amount of wealth generated by businesses, organisations and individuals working in the area is the gross regional product (GRP), which was estimated to be \$8.08 billion in the year ending June 2022, a 10% reduction from the previous year, and which represents 1.22 percent of the state's gross state product (GSP).



Georges River at a glance

Our population (2022)

152,232

ABS Estimated Resident Population 2022

Median Age

38 years (2021)

Indigenous community

0.7% of the population (2021)

Population born overseas

In 2021, 43% of people in Georges River Council area were born overseas, compared with 44% in Greater Sydney.

Residents speak a language other than English at home

In 2021, 53.2% Residents speak a language other than English at home.

Couples with children

36% (2021)

Older couples without children

10% (2021)

Lone person households

20% (2021)

Median weekly household income

\$1,968 (2021)

Medium and high density dwellings

49% (2021)

Households renting

32% (2021)

Median weekly rent

\$450 (2021)

Households with a mortgage

30% (2021)

Median weekly mortgage repayment

\$570 (2021)

Residents using public transport to get to work

31% (2016)

University attendance

7% (2021)

University qualification

34% (2021)

Unemployed

5.2% (2021)

Total dwellings

58,430 (2021)

Services, activities and service locations

We provide a range of services and activities, from libraries, early learning, waste management and planning. These are aligned with our internal functions, activities and products to strengthen service delivery. We consider our services in terms of the following themes.

A protected environment and green open spaces:

- bushland reserves
- river health, including better stormwater management to protect Georges River and its tributaries.
- waste and recycling management
- better facilities in parks and reserves
- dog parks
- heritage conservation
- environmental sustainability
- plans of management

Quality, well planned development

- sustainable development
- fire safety program
- future land use planning
- planning and building compliance
- planning and building approvals
- environmental compliance

Active and accessible places and spaces

- public transport reliability, accessibility and frequency
- car parking
- road conditions and congestion
- pedestrian safety
- cycleways
- street lighting

A diverse and productive economy

- economic development and business support
- residential and employment growth
- advocacy
- investment attraction

A harmonious and proud community with strong social services and infrastructure

- community recreation programs and facilities
- inclusive and accessible events and facilities
- housing diversity and affordable housing
- regulatory functions
- social justice
- community safety
- education and care
- library services
- cultural facilities

Leadership and transparency

- community engagement
- open and transparent decision making
- greater accountability including financial accountability
- cooperation with other levels of government
- leadership, culture and governance
- people management
- information and knowledge management
- results and sustainable performance



Service locations

We work from our Civic Centre and other service locations.

| Customer Service Centres | | Libraries | |
|---|--|--|--|
| Georges River Civic Centre Corner MacMahon and Dora Streets, Hurstville PO Box 205 Hurstville Ph: 9330 6400 | | Hurstville Library 12-22 Dora Street, Hurstville Ph. 9330 6111 | Oatley Library 26 Letitia Street, Oatley Ph. 9579 6553 |
| Email: mail@georgesriver.nsw.gov.au | | Email: library@georgesriver.nsw.gov.au | |
| Clive James Library and Service Centre Kogarah Town Square Belgrave Street, Kogarah 2217 Ph: 9330 9527 | | Penshurst Library 630 Forest Road, Penshurst NSW 2222 Ph. 9330 6422 | South Hurstville Library Corner Short and Allen Streets, South Hurstville NSW 2221 Ph. 9330 9529 |
| Hurstville Museum & Gallery 14 MacMahon Street Hurstville Ph. 9330 6444 Em. museumgallery@georgesriver.nsw.gov.au | | | |
| Works depots | | | |
| 78 Planthurst Road, Carlton | | 100 Roberts Avenue Mortdale | |
| Childcare centres | | | |
| Ocean Street Kindergarten 62 Ocean Street Kogarah Ph. 9330 6449 | | Jack High Childcare Centre 70 Vanessa Street Beverly Hills Ph. 9330 6449 | Oatley West Early Learning Centre 66 Mulga Road, Oatley Ph. 9330 6449 |
| South Hurstville Kindergarten 4 The Mall South Hurstville Ph. 9330 6449 | | Penshurst Long Day Care 5 St Georges Road Penshurst Ph. 9330 6449 | Carss Park Narani Childcare Centre 72 Carwar Avenue Carss Park Ph. 9330 6449 |

Customer service

We work towards excellent, responsive and appropriate services so that customers feel satisfied with their experience and informed about how we make decisions and take action.

In response to the learnings gained from evaluating our customer experience, strategic objectives of the Customer Experience Strategy have been designed around three 'focus areas':

- Improving processes with technology – to provide customers with fast, accurate and reliable online services which enhance ways that customers can engage with Council.
- Providing access with ease – ensuring information and services are accessible to all, and customer operational areas are welcoming, functional, and accessible.
- Embedding a customer-centric culture – using data and customer feedback to shape services and cultivate a culture of exceptional customer experience.

Customers can seek our assistance online, over the phone, in person, by email or letter. A consistent approach to customer service means we attend to enquiries accurately, promptly and professionally.

Enquiries that cannot be addressed immediately are referred to an appropriately skilled staff member to progress. Enquiries not related to a Council function are referred to an appropriate service provider wherever possible.

Complaint management

We encourage customers who are not satisfied with a service provided or action taken by one of our employees to lodge a complaint. Timeframes for resolving complaints depend on the complexity of the issue; all complaints are acknowledged within two days.

General complaints are resolved within five working days and complex complaints requiring further investigation are resolved within 10 business days. If a complaint cannot be resolved within 10 business days, we will contact the customer to provide a progress update and estimated timeframe for completion.

During 2022/23 we:

- Commenced implementation of the Customer Experience Strategy.
- The new Customer Experience Charter which will accompany the Strategy.
- Conducted a full review and update of the Customer Feedback and Complaints Management Policy.
- Delivered 36 three-hour Customer Excellence Training sessions for all Council staff, to lift customer service across the organization and improve the experience for customers.
- Surveyed 1,147 customers who lodged service requests with Georges River Council to monitor our customer satisfaction levels.
- Conducted 303 assessments on our own staff to ensure we are delivering excellent customer service and identifying areas for improvement.
- Achieved an overall happy or not score of 87 percent for the year, exceeding our target of 80 percent.

During 2023/24 we intend to:

- Launch Welcome to Georges River – an information pamphlet with key Council information to inform the community, especially new Georges River residents.
- Introduce the Digital Smiley Feedback Signature on emails to customers, to expand feedback capture across the organisation.
- Deliver projects from the Customer Experience Strategy.

Accolades and complaints

- The table below shows the number of accolades and complaints received over the past five years.

| Complaints | |
|------------|-----|
| 2023 | 159 |
| 2022 | 144 |
| 2021 | 168 |
| 2020 | 143 |
| 2019 | 177 |

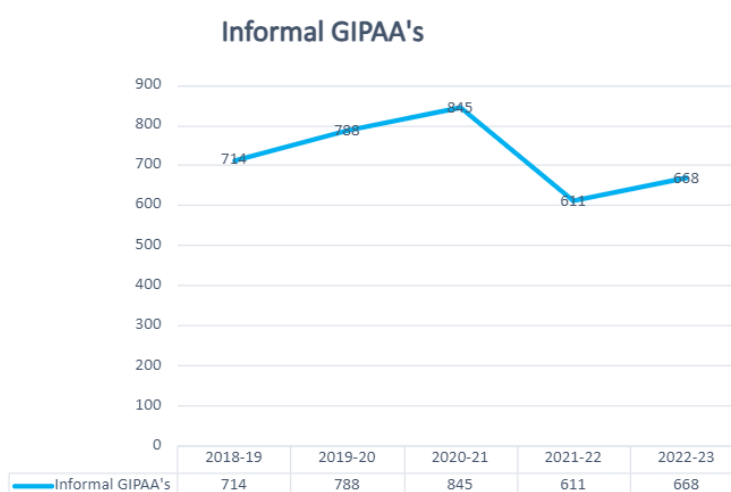
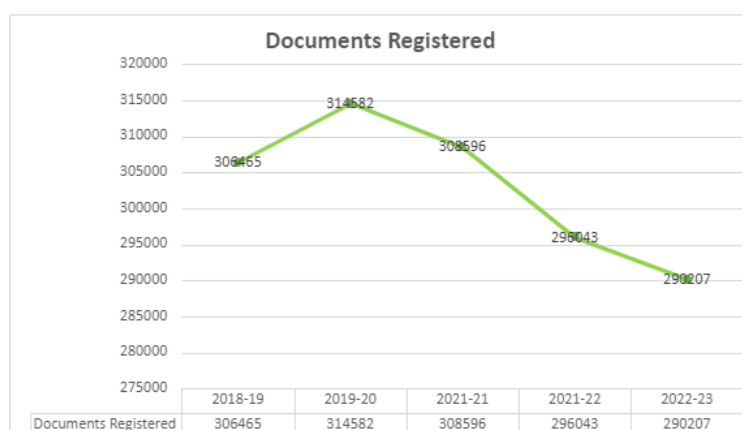
| Accolades | |
|-----------|-----|
| 2023 | 288 |
| 2022 | 206 |
| 2021 | 137 |
| 2020 | 85 |
| 2019 | 142 |



Information management

Our Information Management Team plays a crucial role in ensuring the accuracy and secure management of Council records in compliance with the *NSW State Records Act 1998*. In the 2022/23 year, our Information Management Team registered a total of 290,207 new records, representing a two percent decrease from the previous year. Notably, out of these records, 59,965 (21 percent) constituted customer correspondence, with the remaining records generated by our dedicated staff. With the development of additional automated portals and changes in the way we interact online we are seeing a slow decrease in the volume of correspondence and records created year on year being replaced with online requests that are lodged directly into Councils systems.

Additionally, it's important to highlight the role of the Information Management team in delivering requests for access to records and information under the *Government Information (Public Access) Act 2009* (GIPAA). This legislation grants a general right of access to documents held by state and local government agencies. Throughout the year 2022/23, council received and diligently processed 667 informal applications under this Act, marking a nine percent increase compared to the previous year. Our Information Management Team played a pivotal role in safeguarding sensitive information while facilitating access to public documents, ensuring both compliance and data protection.



Technology

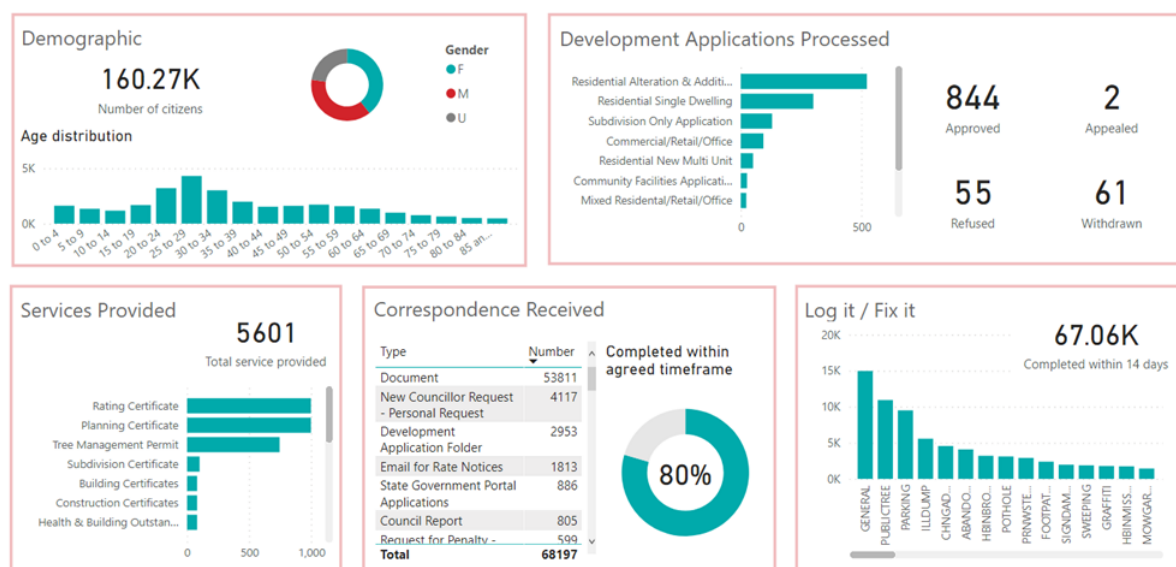
There have been multiple areas that the Technology team have been focused on throughout 2022/23 with a strong focus on Cyber resilience and expansion of technology capabilities and integrations available to staff and the public. A team restructure to enhance the team to better align with shifts in technology and expectations was completed early in the year. The alignment has allowed the team to focus more efficiently on their individual areas while driving the whole team to achieve significant commencement and completion of projects.

Cyber security has been a critical focus over the last 12 months. The technology team have been working closely with vendors and government bodies such as Cyber NSW to better understand and mitigate cyber security threats as they emerge. Council is seeing an increasing trend in attacks across multiple channels, last year we detected and prevented approximately 34 million attacks. The team have continued to manage the Information Security Audit program including the completion of several new audits, these have helped identify and mitigate known vulnerabilities. New threats are emerging every day to mitigate this we are leveraging partnerships and support from bodies such as Cyber NSW. Through this shared knowledge we can identify and respond to emerging threats before they infiltrate councils' infrastructure. As the cyber landscape changes so must council's response to these threats, this will be done through the implementation of new tools and technologies to protect councils' data and information.

The continued focus on reviewing and implementing of new technologies has been the main priority of the team throughout the year. The Enterprise Resource Planning (ERP) project commenced in late 2022, Phase One identified the current solution (TechnologyOne) can continue meeting business needs with an investment in system development, streamlining processes, integration and training. Further, it was highlighted due to the investment required, it was optimal timing to market test in order to assess against current market offerings in terms of costs and functionality. In order to maintain support, the team have been actively working to migrate to the TechnologyOne cloud solution (SaaS). this project is expected to take approximately 12 months to complete.

The expansion of online services and further Integrations with external services has given the community greater access with faster response times from any device at any time. Additional application options have been made available online, while integrations with the NSW planning portal have continued to evolve. Council will continue to focus on expanding its online services to create greater convenience for the community while delivering more simplified interactions with council.

The "Georges River Snapshot" has continued to provide valuable insights into the works completed at council, the technology team have expanded visibility of council services over the last 12 months through the deployment of the "My Council" portal delivering a community centric view based on the user. By continuing to expand on these services and access to information council is more transparent to the community and insights can be easily gathered utilising this data.



Council's other key projects and expansions in technology include:

- Enterprise system cloud migration, to migrate our enterprise system to the cloud, taking council a step further in it cloud migration strategy and allowing further future capacity for development of Councils core system.
- Enterprise review commencement of phase two of the review to access and understand the current and future requirements of our systems while focusing on the development of customer portals to ensure better connection with the community.
- Mobility expansion to the field crews, this will allow quicker response times for field staff and better allocation of resourcing across the LGA to deliver and meet community expectations.
- Expansion of public safety and digital access within identified areas, this will assist in making spaces safer for the community and provide access to internet services in identified areas throughout the community.
- Cybersecurity projects to further enhance our security of data via detection and response, through AI learning and automation, as well as the deployment of additional solutions to enhance the layers of security to protect council information.



Connecting with the community and stakeholders

How we engage

Community participation in the decisions that build a better Georges River is important to Council. When the community and stakeholders are aware, informed and engaged in the projects and planning for the community we have better outcomes for all and strong social cohesion.

We communicate with the community in many ways, including a standing advert and a regular mayoral column in the local newspaper, the St George and Sutherland Shire Leader, social media platforms including Facebook, Instagram and LinkedIn, media releases and statements, a fortnightly Community e-newsletter, regular segments on our community radio station 2NBC, direct mail, newsletters in all rates instalments via mail and email, and a quarterly Community Magazine available in both digital and hardcopy editions.

During the year we also ensured we had a Council stall at our community events to make staff from across Council available for face-to-face questions, sharing details of community consultations, and promoting programs, services and events from Council.

Our website and social media platforms provide open forums for the community to engage with us and Council continues to grow followers and visitors every year.

| Engagement method | Description |
|-------------------------------|--|
| Your Say | Our online engagement tool. Registered participants, The Panel, receive requests to share their views, concerns or ideas to help inform our decision-making via a fortnightly newsletter sent directly to them. We have received 3,914 site registrations (panel registrations) to date since launching Your Say and registrations continue to grow each year. |
| Surveys | Common method for obtaining information from the community, available online through the Your Say page or in hardcopy at all library branches and the Customer Service Centres at both Hurstville and Kogarah. |
| Facilitated sessions | We hold online and face to face facilitated workshops and sessions to share information, involve the community and obtain feedback on our plans in a more personal way. Community members can interact directly with staff and have their questions and concerns listened to, answered, and considered. All webinars, sessions and online workshops are now recorded and available for the community to view at any time on the Your Say platform. |
| Submissions | Where a survey is not appropriate, we request a submission to capture community input. |
| Ideas Wall in Your Say | Three projects used the Ideas Wall in Your Say this year to provide a more appropriate way for the community to contribute ideas. The projects were the Trial Off Leash Dog Parks, Hurstville and Beverly Hills where community members shared their experiences of the trial parks, what they loved and what they thought needed improvement, and most importantly, shared photos of our furry community members using the space. Join Our Better Together Campaign used a Wall of Pledges for community to unite and take a stand against racism. The GRC Art Expo was used in our Youth month called GRY FEST for young community artists to upload and share their work and then all community members had the chance to vote for their favourite. |

| | |
|---|--|
| Stories in Your Say | Two projects used the Stories tool in Your Say this year. Working Together for Better Building Certification where the community shared their experiences with building certification in our LGA to inform advocacy from Council to the NSW Government. The other project was actually four initiatives for Council's Social Justice Charter where we asked the community to share their stories around each of the principles of the Charter: <ul style="list-style-type: none"> • Participation – Everyone has an opportunity to shape their community. • Equity – Everyone has fair and balanced access to opportunities, resources, information, facilities and services. • Respect – Everyone in the community is respected and valued. • Empowerment – Everyone is supported to thrive in the way they choose. |
| Places in Your Say | Places, the mapping tool in Your Say allowing the community to pin and make comments on a map of the LGA, was used for the Significant Tree Register. It was a great way for suggested trees of significance to be added by any community member and for everyone to see what had already been submitted. |
| e-newsletter | A fortnightly community e-newsletter to 9,300 subscribers that updates the community on upcoming events, projects and consultations. |
| Advertisements | We regularly advertise engagement opportunities in our local community newspaper <i>The St George and Sutherland Shire Leader</i> . |
| Letters | We send information and feedback forms to members of the community likely to be directly affected by a decision, project or upgrade. |
| Social media | We inform the community and stakeholders of engagement opportunities through social media, providing links to information on Your Say. |
| On-site consultations | We send information and feedback forms to members of the community likely to be directly affected by a decision, project or upgrade. |
| Site based posters and notifications | To increase our ability to inform the community of engagement opportunities we have utilised posters at the site of projects. QR codes are used to link the community back to the Your Say platform for more information and explanation of how they can get involved. |
| Community stalls at Events | A Council stall was set up at all major events over summer to maximise the opportunities to let the community know about open consultations. These are staffed by a diverse range of Council staff to allow for the answers to be provided by the relevant staff on the spot. |

Authentic and committed community engagement provides us with valuable insight to make decisions that shape the best outcomes in our community. During the year we updated the Community Engagement Strategy to reflect the 2021 Census data, changes to legislation, our child safe commitment and the lessons learnt from the pandemic. We applied valuable community feedback to the strategy to clarify the link between the Community Strategic Plan and the Community Engagement Strategy.

Our Community Engagement Strategy and Policy guides Council in engaging with our community on issues that may affect their lives. This allows us to:

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

Your Say 2022/23 overview

Your Say is Council's central platform to share, gather and report back on community consultations and engagement opportunities. It provides visibility and access to the community on open projects, public exhibitions, plans and policies and most exciting this year is sharing challenges with the community to get help finding the best solution.

This year we maintained our traditional engagement approaches and built on the online and on-site consultation opportunities. We have responded to the communities need to have a choice in how they contribute, and we have committed to taking the consultation to the community this year. During 2022/23 Your Say received 44,044 visits, hosted 57 consultations, engaged 1,771 participants, and gained 344 new registered users or Panel members.

Your Say continues to grow as a hub for residents to access key documents, photos, plans, videos, and FAQs on current and past projects. The Your Say platform has connected the participants with key content relating to projects interesting them, creating a more transparent information exchange between Council and the community, and resulting in more informed input from our community.

The Your Say projects with the highest participation were:

- Help us implement the Biodiversity and Foreshore Studies (537 across 3 questions)
- Customer Service Survey (240)
- Collections Survey 2022 (207)
- Trial Off Leash Dog Parks, Hurstville and Beverly Hills (138)
- Events and Festivals Survey (102)

The complete list of Your Say consultations across 2022/23:

- Meet your Ward Councillors
- Re-establish Georges River Council's Alcohol Free Zone
- Public Exhibition of the Draft Customer Experience Strategy
- Penshurst Road Proposed Tree Removal and Planting Works
- Exhibition of the Draft Keeping of Animals
- Public Exhibition: Planning Proposal – 9 Gloucester Road, Hurstville
- Events and Festivals Survey
- Trial Off Leash Dog Parks, Hurstville and Beverly Hills
- Help plan the Merriman Reserve
- Dementia Friendly Community Consultation
- Public Exhibition: Draft Mayor and Councillors Expenses and Facilities Policy
- Collections Survey 2022
- Help us implement the Biodiversity and Foreshore Studies
- Place Naming Proposal, Unnamed Roads in Oatley and Riverwood
- Concept Design: Donnelly Park Foreshore Protection Works
- Working Together for Better Building Certification
- Street performance Policy
- Cultural Night Time Activation
- Battle of the Beats Competition – Youth Week 2023
- Public Exhibition: Amendments to 22/23 Fees & Charges Animal Boarding & Transport
- Public Exhibition: City Partnership Policy

- Public Exhibition: Financial Statements and Auditors Report
- Public Exhibition: Hurstville Civic Precinct Planning Proposal and Development Control Plan
- Public Exhibition: Resident and Visitor Parking Permit Report
- Pride Book Club: Expression of Interest
- Join our 'Better Together' Campaign!
- Georges River Council Sports Advisory Committee EOI
- Un[Contained] Arts Festival Expression of Interest
- Grants, Donations and Sponsorship Policy
- Library Programs and Revitalisation Survey
- Historical Makers Program 2023
- Social Justice Charter 2022-2026
- Have your say in your way during Harmony Week
- Community Satisfaction and Wellbeing Survey
- Join Georges River Council in supporting the 2023 Australian Liveability Census
- Have your say in your way to help shape our community!
- Photo Bingo Competition
- Seniors Advisory Committee Expression of Interest
- Public Exhibition: Draft Revised Community Engagement Strategy
- Public Exhibition: GRDCP Amd No.3 – Hurstville City Centre and Housekeeping Changes
- Draft Delivery Program, Operational Plan and Resourcing Strategy
- GRC Art Expo!
- Mortdale Centre Master Plan – Exhibition of Two Options
- Public Exhibition: Amendment No. 4 to Georges River Development Control Plan 2021-143 Stoney Creek Road, Beverly Hills
- Georges River Council's Significant Tree Register 2023
- Verge Garden Program
- Have your say in your way during Reconciliation Week
- EOI for Aboriginal and Torres Strait Islander Advisory Committee
- Community Feedback for Potential Community Facility in Narwee
- Public Exhibition: Draft Child Safe Code of Conduct
- Public Exhibition: Customer Feedback and Complaints Management Policy
- Have your say in your way during Pride Month
- Public Exhibition: Draft Swimming Pool Policy and Swimming Pool Inspection Program

Engaging with the community, business and stakeholders

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

Community satisfaction research

In March 2023 we conducted an independent community satisfaction survey to gain insight into resident attitudes and perceptions of services and facilities provided by Council. This is the third time the survey has been conducted by Georges River Council with the last surveys in 2020 and 2017.

Council undertakes the survey to understand and identify community priorities for the Georges River LGA, to identify the community's overall level of satisfaction with Council performance, and to assess and establish the community's priorities and satisfaction in relation to Council activities, services and facilities.

The survey also helps Council understand resident experience contacting and receiving information from Council. The survey is managed to be statistically representative of our LGA and provides insight that is used from high level performance reporting to individual teams' business planning and work prioritisation.

The survey was conducted by telephone, interviewing 601 residents (305 landline and 296 mobile) with 60 acquired through number harvesting. The key results were:

- Overall, 85% of residents are at least somewhat satisfied with the performance of Council over the last 12 months.
- 79% of residents are at least somewhat satisfied with Council's efforts to inform residents. 71% for Council's efforts to involve residents and 69% were at least somewhat satisfied with Council's responsiveness to residents.
- Residents feel focus for the future should be on managing congestion and catering for growth in the area, for example growth in development, traffic, roads and improving/maintaining recreational areas, infrastructure, service, and facilities.
- 28 of the 43 services/facilities were perceived to be good performance areas (a top 3 bow satisfaction score of 80% or more). Only one area fell below a score of 60% (affordable housing).
- Moderate levels of satisfaction with the provision of information, involvement, and responsiveness. Higher satisfaction amongst those harder to reach groups (younger residents, non-ratepayers and those who speak another language other than English at home). The preferred methods of receiving information about Council news and activities are Council's website, direct email, flyers with rates and mail outs.
- 54% of residents have contacted Council in the last 12 months, a significantly greater amount compared to 2020. Those aged 35-64, ratepayers and English-only speaking residents were significantly more likely to have made contact.

Liveability in Georges River

- 96% of residents rate their quality of life as 'good' to "excellent" in the Georges River area.
- Residents strongly value the outdoor spaces and natural environment aspects (37%), proximity to and variety of services/facilities (37%), a sense of community (21%) and access too public transport (18%). There is a notable increase in the value placed on outdoor spaces – as it is with other Greater Sydney Councils. All other values remain consistent with previous surveys.
- Top 5 agreement statements
 - Multiculturalism is welcomed in the area
 - It is a safe place to live
 - I am proud of my local area
 - Access to reliable public transport
 - Neighbourhoods are generally clean and well presented
- Bottom 5 agreement statements
 - Quality housing is both available and affordable
 - Tourism in the area is promoted well
 - Council effectively manages its finances and budget
 - High quality industries are encouraged in the area
 - There are enough local employment opportunities.



Community and civic events

In 2022/23 we hosted, sponsored and supported many events that provided residents, businesses and visitors with the opportunity to connect within the diverse natural and built environments of the Georges River area. The following events were held:

25 November 2022

No Domestic Violence Walk: 1,500 attendees from Community groups, Emergency services, students from schools within the LGA and Georges River Council staff marched from Nestrata Jubilee Stadium to Kogarah Town Square to raise awareness of Domestic Violence. The event is intended to promote positive change, encouraging everyone to stand up against domestic violence in our community.

3 December 2022

Magic of Christmas: over 18,000 attended the 2022 Magic of Christmas festival, enjoying a free evening concert and fireworks display. Crowds perused food trucks, craft stalls and enjoyed concert performances on stage. They were also treated to roving appearances by Santa and Rudolph, and Council's Georgie the Dragon.

26 January 2023 and 28 January 2023

Australia Day Awards were held in the Marana Auditorium along with a citizenship ceremony. The Australia Day picnic was held at Carss Bush Park where families could enjoy Australian music classics on the big screen, followed by a fireworks finale over the bay.

Lunar New Year Festival: a crowd of 50,000 attended the Lunar New Year Festival sponsored by SBS, One Hurstville Plaza and Club Central on Forest Road and Hurstville Plaza. Food stalls lined the streets and community groups entertained throughout the evening at the stage area. The event is sponsored by the multiculturalism NSW Stronger Together Grants Program that aims to support multicultural festival and events across NSW to foster community harmony and celebrate cultural diversity.

18 February 2023

In Good Taste Markets: McMachon Street carpark was transformed into a night market filled with food from around the world and live performances. A temporary exhibition of community stories was featured throughout the event space. The community stories reflected cultural connections to food, showcasing the various ethnicities that make up the cultural tapestry of the Georges River LGA. The event is sponsored by the Multiculturalism NSW Stronger Together Grants Program that aims to support multicultural festival and events across NSW to foster community harmony and celebrate cultural diversity.

8 March 2023

International Women's Day: Celebrating Georges River Women returned for its third year. Once again, a sell-out, this year's breakfast event celebrated women who live and/or work in the Georges River local government area and help the more vulnerable members of our community. This event celebrates the Georges River region as a vibrant place to live and work. All the proceeds from the ticket sales from this year's event was donated to support the crisis accommodation refuge managed by Kingsway Care.

18 April 2023

Georges River Youth Festival (GRYFest) including *Intergenerational Chess Day* in Collaboration with 3 Bridges, Georges River Council hosted a series of youth events in the LGA. A highlight of the event was the youth music competition, 'Battle of the Beats'. This saw five local acts who had been selected to showcase their musical talent and be judged by a panel of local young leaders. The International Chess Day was a collaboration with the Department of Education, and Blakehurst high who hosted the event.

Easter Outdoor Cinema - Live screening of the film Hop along with a visit from the Easter Bunny. This was a first time Council run event at Riverwood Park celebrating easter, unfortunately the day was dampened by rain, causing many to leave the event or not attend.

14 May 2023

Eurovision Song Contest 2023 – Grand Final Live: The largest crowd to date celebrated the international event at Hurstville Marana Auditorium. The event has become an annual drawcard for Georges River Council and has grown to be the largest live Eurovision party in Australia. The event is even popular with interstate fans and European tourists in Australia at the time of the contest.

23 June 2023

Un[contained] Arts Festival: 40,000 attended the three-day event on Belgrave Street, Kogarah. The festival featured an array of immersive art installations, dynamic live performances, and mouth-watering food trucks. The Un[contained] Arts festival was an accessible event, inviting people from all walks of life across all abilities to take part in a celebration of the City's creativity.

Citizenship Ceremonies

We are responsible for conducting Citizenship Ceremonies under delegated authority by the Department of Home Affairs. Below are the number of conferees that attended on the designated days and became Australian Citizens.

14 July 2022 – 129 people

4 August 2022 – 138 people

29 September 2022 – 132 people

13 October 2022 – 129 people

26 January 2023 – 147 people

5 April 2023 – 167 people

Volunteers

Hurstville Museum & Gallery

During 2022/23, Hurstville Museum & Gallery was supported by 20 volunteers.

- 8 regular volunteers
- 6 work experience students
- 1 Justice of the Peace
- 1 university placement
- 4 event volunteers

Volunteers helped us invigilate exhibitions including major showcases *Guraban: where the saltwater meets the freshwater* and *Home in St George 1920-1960*. The 2023 Un[contained] Arts Festival provided a unique opportunity for our events volunteers to learn how to provide support in a large-scale festival setting.

Our university intern and work experience students all gained experience in curating displays, object handling, research, public programming, as well an insight into the day-to-day workings of a busy community museum and gallery.

Georges River Libraries

During 2022/23, the Georges River Libraries Volunteer Program engaged 45 volunteers:

- 8 Duke of Edinburgh students
- 10 work experience students
- 12 Justice of the Peace
- 3 university placement
- 5 learning experience facilitators
- 7 general duties volunteers

The Justice of the Peace service was expanded to all five libraries to support the increase in demand from our community. The work experience students followed a week long program to develop their job-readiness skills as well as their interest in library careers. University student placements provided more in-depth skills across customer service, collection preparation and the day-to-day workings of a public library.

Our learning experience facilitators provided English Conversation Classes. These popular sessions provide an important social connection for members of our diverse non-English speaking community who want to build confidence in day-to-day language skills.

Bushcare

Our Bushcare volunteers helped manage remnant bushland by mitigating the effects of vegetation fragmentation, urban run-off, invasion of garden species and invasive weeds, and vandalism (including rubbish dumping and bushland clearing).

In 2022/23, we supported 370 volunteer sessions across 23 static sites. The volunteers planted an additional 6,553 plants including a mix of trees, shrubs, and ground cover species, to improve canopy cover, biodiversity and habitat at their sites.

Bushcare received three (3) grants totalling \$77,708 from the Australian and NSW Governments to implement restoration and bush regeneration projects at various reserves in the LGA. The grants include:

- \$20,000 for restoration planting at Poulton Park; Funded by Local Land Services
- \$30,000 to control and remove invasive weeds, and install native species at Oatley Park; Funded by Crown Land Improvement Fund Program
- \$27,708 to control priority weeds, weeds of national significance and invasive weed species on Crown Land within the Estuarine Swamp Oak Forest in Shipwrights Bay; Funded by Crown Land Improvement Fund Program.

We saw a great turn out in volunteer numbers at regular Bushcare locations and at events, including 58 new volunteers who joined in 2022/23. The volunteers contributed 4,151 hours at Bushcare sites across the LGA.

- Bushcare volunteers = 1,458 people
- volunteer hours = 4,151
- volunteer sessions = 370
- new volunteers = 58 people
- number of Bushcare events = 11

Special events volunteer numbers:

- Clean Up Australia Day – 67 people
- National Tree Day (Beverly Hills Park) – 70 people
- Padstow TAFE Horticulture students at Riverwood Park - 72 people



Public art

Public art elevates the community's sense of connection, identity and values. It expresses the unique attributes, culture, heritage, and personality of Georges River and adds to the vibrancy of our public spaces and landscapes.

During 2022/23 we completed four public art projects.

Steven Nuttall, also known as Ox King, was selected to paint a mural in Riverwood as a part of the Riverwood Reconnected Project funded by the Department of Planning Streets as Shared Spaces Program. Ox King has a Bachelor of Fine Arts with Honours (2007) and has been exhibiting work and painting murals for over nine years in Australia, Mexico, and Japan. He is an illustrator and painter, alternating his practice between the studio and large-scale murals, exploring the artificial and the natural world in a modern urban environment.

Originally from the UK, Ox King moved to Australia when he was 11 years old and lived close to the plaza where the mural is located. With this artwork he wanted to 'create a mural that expresses my history and love [of the area] ... and would be very proud to give back to the area with my work'. For this project Ox King created the mural titled *Bloom* which depicts several native plants indigenous to the Riverwood area. Ox King selected rare plants that are listed as an endangered populations in NSW, hoping to raise awareness of these species to local residents.



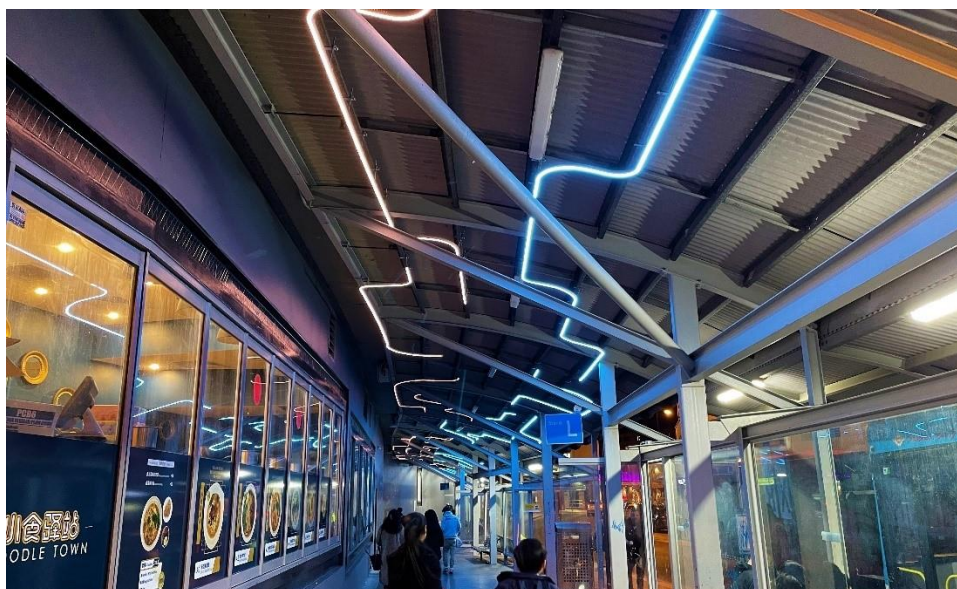
Bloom, intersection between Belmore Road and Littleton Street, Riverwood
Artist: Steven Nuttall (Ox King)
Installed: August 2022

Installed in April 2023 along the Ormonde Parade bus interchange at Hurstville Railway Station, is an imaginative light-based sculptural Installation entitled *Interwoven*. This work utilises suspended LED lighting and patterned light projections to create a sensory experience and immersive journey.

The LED lighting is a symphony of art and symbolism, configured into straight lines and sweeping forms. Each trail of light represents a map after a corridor of connectivity within Georges River LGA; waterways, arterial roads, railways, traditional trails, and bus routes. The work pays homage to the past, present, and future of the Georges River area, drawing inspiration from the waterways, local flora and fauna and rich First Nations heritage.

The work of Sydney-based artist Lawrence Liang, renowned for immersive audio visual and mixed media sculptures and installations, won the competitive Expressions of Interest process in February 2022 to commission a public artwork for Ormonde Parade. Working with Tilt Industrial Designs to develop, fabricate and install the artwork, *Interwoven* immerses visitors as they walk underneath it, allowing them to experience the ebb and flow rhythm of the artwork, its changing light sequence and patterns, as they move along the corridor.

Lawrence Liang is a first-generation Australian Chinese Artist who has a focus on immersive temporary audio visual and mixed media sculptures and installations as well as permanent public artworks in shared urban spaces. Prior to this project, Lawrence has completed commissioned art projects for Georges River Council's Un[contained], Vivid Sydney and Sculpture by the Sea.



Interwoven, Ormonde Parade, Hurstville
Artist: Lawrence Liang
Installed: April 2023

Chrissy Lau's artwork 'Fun Rabbit, Fun Rabbit, Fun, Fun, Fun', was the winning design to feature as a part of Georges River Council's 2023 Lunar New Year celebrations at Hurstville Interchange Open Air Gallery, Forest Road, Hurstville. Chrissy is an award-winning British-Chinese multi-disciplinary artist based in Sydney.

Her works showcase an appreciation of her Chinese heritage, working in several mediums including pen and ink, digital design, animation and large-scale painting. Chrissy creates mesmerising, intriguing commercial and public art through patterns and lines that hold deeper symbolism and cultural integrity.

She graduated from the University of Sheffield with a Bachelor of Laws, but her real passion is all things creative. Chrissy has been a commercial illustrator since 2002, during that time she has

worked as an art gallery manager, online content producer and search engine marketing manager (Winner of the IAB Search Marketing Campaign of the Year 2011).

'Fun Rabbit, Fun Rabbit, Fun, Fun, Fun' features 8 lucky Feng Shui rabbits leaping, dancing and celebrating the Lunar New Year. They are adorned with lucky red and gold colours and auspicious Lunar New Year imagery – new clothes, gold ingots, dumplings, coins, mandarins, lanterns and red envelopes. It's inspired by the 'Feng Shui eight horse' painting which is displayed to bring recognition, fame, dynamism, victory, and promotion in your life and career. The eight life careers represent the eight aspirations of life: recognition, children, health, career, personal development, education, marriage, and happiness'.



Fun Rabbit, Fun Rabbit, Fun, Fun, Fun
Artist: Chrissy Lau
Installed: January 2023

As part of the 2023 Un[contained] Arts Festival, Ox King painted a mural that is 3 metres high and 14 metres in length on the corner of Belgrave Street and Post Office Avenue, Kogarah.

This mural is a fusion of traditional graffiti and botanical illustration, drawing inspiration from the local flora in the Georges River area. The artwork creates an aesthetic blend of colour and form that acts as both a decorative piece and draws ties between the modern urban environment and the natural world. The bold use of unnatural colour emphasises our sometimes-disconnected relationship with the natural world. The mural also displays the foundation of the local natural environment in a modern urban area, asking the viewer to pause and reflect on their own place in nature.



Belgrave Street/Post Office Lane, Kogarah
Installed: June 2023

Economic development

Economic development at Georges River Council is focused on two primary functions:

- Supporting local business. Supporting our existing businesses to thrive through the provision of information, innovative projects and networking events.
- Enabling new economic opportunities. Targeted investment attraction and advocacy to enable more local jobs in the Georges River LGA.

Georges River LGA is home to 16,544 local businesses (ABS 2022). The LGA's Gross Regional Product is estimated at \$8.08 billion, which represents 1.22% of the state's Gross State Product [GSP].

Of the 46,745 local jobs in the LGA, the majority are in health care and social assistance sector.

Our job to residents' ratio was 0.66, meaning that there are fewer jobs than resident workers. Health care and social assistance had the highest ratio (1.60 – meaning more people from outside the area travelled here to work in these industries), while the lowest ratio was in Agriculture, Forestry and Fishing (0.13).

Selected Council Economic Development programs:

- **Business Support and Education** - through upskilling and training opportunities, mentoring and networking opportunities, assistance with promotion and marketing using Council communication channels, and providing financial assistance opportunities.
- **Public spaces** - continued works on improving public spaces and encouraging more people to visit and stay across the LGA. Strategies and projects include the Hurstville revitalization project; Hurstville Heart of the City Place Strategy; Kogarah Collaboration Area Place Strategy; Kogarah Investment Attraction Strategy; and Georges River Reputation Strategy.
- **St George Local Business Awards** - Council is a major sponsor of the event that celebrates small business and recognises high achievers.
- **Stakeholder engagement** – actively participated in a number of key forums including Committee for Sydney Policy Groups, Business Western Sydney forums, Destination NSW forums, and locally, with the St George Business Chamber and the Kogarah Collaboration Area group.



Advocacy

Georges River has demonstrated significant leadership in the development of key strategic and advocacy documents including, but not limited to, Georges River 2050, Local Strategic Planning Statement [LSPS], Create Georges River Cultural Strategy, Kogarah Investment Attraction Strategy, Hurstville Place Strategy, Southern Aerotropolis, River Rail, Cultural Strategy and the Economic Development Strategy.

Council adopted Georges River Advocacy Priorities in 2021-22. Many of these priorities remain relevant. There are some that have evolved and are no longer areas of focus. Further Government investment and policy decisions are required to deliver on the 2050 vision of Georges River as an accessible, green, diverse and innovative place, community and economy.

In 2023/24 Georges River Council will be developing a new Advocacy Action Plan 2023-2025 to align and prioritise advocacy actions within one Action Plan, while identifying and prioritising resources to support their delivery. The proposed timing would align with the next scheduled review of the Community Strategic Plan. The Advocacy Action Plan will also include the development of a new advocacy register to ensure accurate tracking of all of Council's advocacy actions.



Governance

Democratic governance

Council wards

Our Councillors

Councillor diversity

Councillors

Council and committee meetings

Corporate governance

Audit Risk and Improvement Committee



Democratic governance

Democratic governance is how elected governments govern for and on behalf of their constituents and the community.

Governance is the system and structures by which local councils are directed and controlled and how councils govern, make decisions, distribute and exercise authority and power, determine strategic goals, develop rules, and assign responsibility for those matters.

Good governance clarifies roles and responsibilities to support internal and external accountability and public access to decision-making and information.

Benefits of effective governance include:

- improved communication
- sustainability and growth
- ability to attract funding
- appeal to insurers
- improved services
- enhanced reputation.

Councils, as an elected system of government directly accountable to the local community, are independent, statutory corporations responsible for administering an LGA under its jurisdiction. Leadership of councils is provided by 'the council' – the elected representatives, or councillors.

Georges River Council exists as a body under the *Local Government Act 1993*. The Act gives NSW councils broad powers to independently plan for and manage local community services and facilities in consultation with their local community. The Georges River elected Council consists of 15 councillors (Mayor and 14 councillors) who must act in accordance with this Act and associated State and Commonwealth legislation.

The community normally elects councillors for a four- year term in five wards (Blakehurst, Hurstville, Kogarah Bay, Mortdale and Peakhurst) with three councillors elected to each ward.

The current Council was elected on 4 December 2021 for a term of three years.

Councillors elect the Mayor every two years and the Deputy Mayor every year.

Wards



Jun 2022 to Sep 2022

| Blakehurst | Hurstville | Kogarah Bay | Mortdale | Peakhurst |
|----------------------------------|-------------------|--------------------|--------------------|------------------|
| Sam Elmir | Colleen Symington | Nick Katris, Mayor | Nick Smerdely | Kevin Greene |
| Natalie Mort | Nancy Liu | Elise Borg | Warren Tegg | Lou Konjarski |
| Kathryn Landsberry, Deputy Mayor | Ben Wang | Sam Stratikopoulos | Christina Jamieson | Peter Mahoney |

Oct 2022 to Oct 2022

| Blakehurst | Hurstville | Kogarah Bay | Mortdale | Peakhurst |
|----------------------------------|-------------------|--------------------|----------------------|------------------|
| Sam Elmir | Colleen Symington | Nick Katris, Mayor | Nick Smerdely | Kevin Greene |
| Natalie Mort | Nancy Liu | Elise Borg | Ashvini Ambihaipahar | Lou Konjarski |
| Kathryn Landsberry, Deputy Mayor | Ben Wang | Sam Stratikopoulos | Christina Jamieson | Peter Mahoney |

Nov 2022 to Jun 2023

| Blakehurst | Hurstville | Kogarah Bay | Mortdale | Peakhurst |
|----------------------------------|-------------------|--------------------|----------------------|------------------|
| Sam Elmir | Colleen Symington | Nick Katris, Mayor | Nick Smerdely | Veronica Ficcaro |
| Natalie Mort | Nancy Liu | Elise Borg | Ashvini Ambihaipahar | Lou Konjarski |
| Kathryn Landsberry, Deputy Mayor | Ben Wang | Sam Stratikopoulos | Christina Jamieson | Peter Mahoney |

Role of councillors

Together, councillors make the policies and decisions that drive and shape the direction and achievement of the LGA's vision into the future. They work together with the community and the General Manager to set the strategic direction of the City. Their role is defined in the *Local Government Act 1993*, to:

- represent the interests of electors, ratepayers and residents
- provide leadership and guidance to the community
- facilitate communication between the community and the Council
- participate in local government decision-making processes at Council and committee meetings.

The role of the Mayor is to:

- preside at meetings in accordance with the Act
- provide leadership and guidance to the community
- carry out civic and ceremonial duties on behalf of the local government
- speak on behalf of the local government
- liaise with the General Manager on the affairs of local government and the performance of its functions.

The Deputy Mayor performs the functions of the Mayor when authorised to do so.

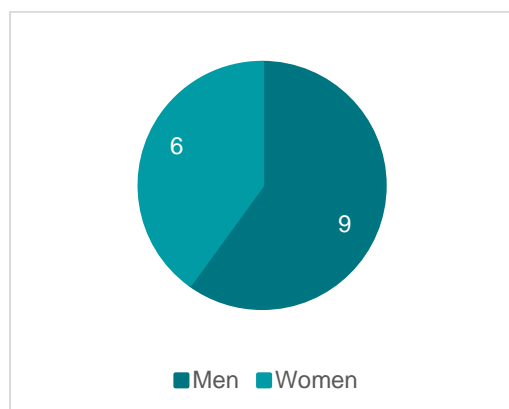
Councillor diversity

Council aims to consider the needs of different groups in the local community when making decisions. Decisions are best made in consultation with, and to meet the needs of, the community Council represents – including people from a diverse range of cultural backgrounds, ages, occupations and life experiences. These include Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, people with a disability, men, women, young people and older people.

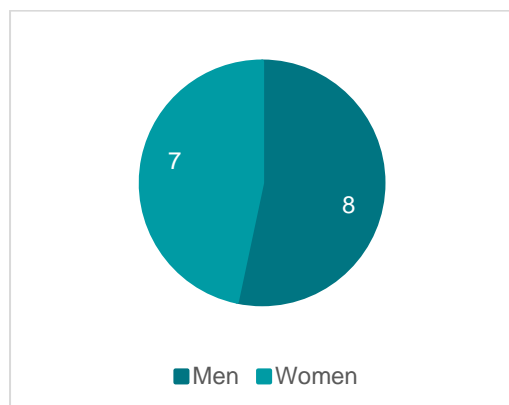
There has been and continues to be a long-term under-representation of diverse groups of people among elected representatives and in the workforce of many councils in NSW. If more people from diverse groups within the community consider standing for election, society will enjoy better representation, better leadership and better decision-making.

Councillor Gender Diversity

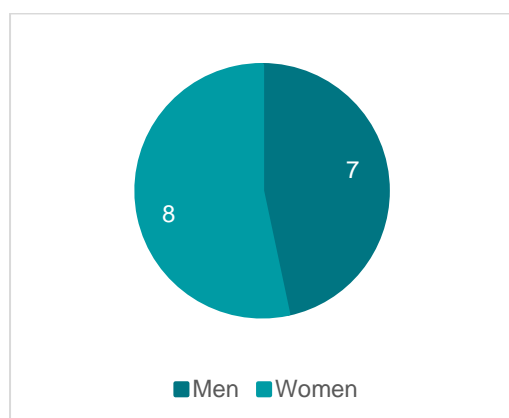
Councillors June 2022 to September 2022



Councillors October 2022 to October 2022



Councillors November 2022 to June 2023



Our Councillors

July 2022 to June 2023

On 26 September 2022 Cr Ambihaipahar swore an Oath of Office following Cr Tegg's resignation. Cr Veronica Ficarra swore an Oath of Office on 29 November 2022 following Cr Greene's resignation.

Blakehurst Ward

Cr Mort

Mobile: 0499 522 200

Email: nmort@georgesriver.nsw.gov.au

Cr Mort has always been a very community minded person as seen by her efforts as a resident in Blakehurst Ward for over 30 years to do whatever she could to make it a better place for people to live.

Cr Mort has been a vocal and active community member ensuring local businesses and residents are given every opportunity to live and prosper in what she believes to be one of the best places to live in Sydney.

Growing up in Dublin as one of 14 children, Cr Mort learnt very quickly the value of being honest, determined and driven in achieving life's goals.

She recently competed in the Ironman World Championships in Hawaii and has always had a keen interest in keeping fit and enjoying a healthy lifestyle and wants local residents to have the same opportunity to do so.

Cr Landsberry

Mobile: 0419 984 934

Email: klandsberry@georgesriver.nsw.gov.au

Cr Landsberry previously served at Kogarah City Council from 2004-2016 and was elected Deputy Mayor in 2007-2008.

During this time Cr Landsberry was chairperson of several committees and was an active member of all Council's working parties. She grew up in Blakehurst, attended local schools, and has lived in the Georges River Council area for most of her life.

Cr Landsberry was elected as Georges River Council's inaugural Deputy Mayor in 2017 and was once again elected to the role in December 2021.

Cr Landsberry is the Environment and Planning Committee Chairperson and also the Southern Sydney Regional Organisation of Councils Inc. (SSROC) Councillor Representative

Cr Elmir

Mobile: 0478 883 331

Email: selmir@georgesriver.nsw.gov.au

Cr Elmir is a lifelong resident of the Georges River area and has served as a Councillor on both Kogarah Council (2008 – 2012) and is currently serving his second term on Georges River Council, having first been elected in 2017.

He is involved in a number of local charitable organisations and has been a proud sponsor of the Kogarah Cougars Junior Rugby League Football Club and many other grassroots sporting clubs.

Cr Elmir is passionate about improving the liveability and facilities in the area. Cr Elmir has initiated action through Council on a number of important issues such as anti-social driving; requesting the installation of bike racks and investigating alternate active transport models; identifying possible locations for a new Regional Aquatic Facility; and the creation of a Creative Cultural Strategy.

Hurstville Ward

Cr Wang

Mobile: 0499 366 888

Email: bwang@georgesriver.nsw.gov.au

Cr Wang migrated to Australia with his family and settled in Hurstville in 1998. He has been working in the high-tech and financial industries all his life. He leads an IT team in a prominent Australian bank.

As an elected councillor, Cr Wang looks forward to continuing to be the bridge between residents and local government which he has a track record of doing in his role as the founder of Georges River Association (GRA).

Cr Wang is honoured to be a Salvation Army Multicultural Ambassador and is also a committee member of South Hurstville Residents' Association as well as the NSW Public Libraries Association Councillor Representative.

Cr Symington

Mobile: 0409 546 202

Email: csymington@georgesriver.nsw.gov.au

Cr Symington is currently serving her second term on Georges River Council, having first been elected in 2017.

Cr Symington is a former small business owner who has lived and raised her children in the St George area. Cr Symington holds a Bachelor of Business and is now employed as an Executive Officer assisting the Opposition Whip in the NSW Parliament.

Cr Symington considers that Councillors have a significant role in ensuring that residents' and ratepayers' funds are spent wisely and assets are well maintained.

Cr Symington believes that every resident has the right to feel safe in their neighbourhood and will advocate for ways to reduce the traffic issues that are impacting on our local roads and in particular the safety of our school children.

Cr Symington considers that safety in our homes is equally as important and believes that Council has a very important role to play in raising awareness of domestic abuse and supporting the primary and secondary victims. Cr Symington is the Assets and Infrastructure Committee Chairperson.

Cr Liu

Mobile: 0400 681 188

Email: nliu@georgesriver.nsw.gov.au

Cr Liu has resided in the St George Area for over 21 years, and was first elected to Hurstville City Council, serving as a Councillor from 2008-2016 and Deputy Mayor from 2013-2014. Cr Liu is currently serving her second term on Georges River Council, having first been elected in 2017. With a Bachelor in Economics, she has run a local business for over 20 years and worked hard to represent residents and their interests while serving on Council.

Cr Liu has participated in many Council committees and panels including Community Services, Community Safety, Lunar New Year and Assets & Infrastructure. As a former Councillor she also served on the Implementation Advisory Committee from 2016-2017 and has been an active member of local resident organisations including the St George Swim Club, the local Chinese Chamber of Commerce, former Penshurst Action Group and South Hurstville Action Group.

Cr Liu is the Community and Culture Committee Chairperson. She is Life Member of ACCF (Australian Chinese Charity Foundation) and Charter Member of Lions Club of Sydney Waratah.

Kogarah Bay Ward

Cr Katris

Mobile: 0419 402 191

Email: nkatris@georgesriver.nsw.gov.au

Cr Katris has lived in the Georges River LGA for in excess of 35 years and has worked as a Registered Architect in private practice for over 40 years.

He was first elected to Kogarah City Council as a Councillor from 1994-2016 and as Mayor during 2007-2008. Cr Katris was elected as a Councillor to Georges River Council in 2017, re-elected in 2021 and is currently serving as Mayor.

Cr Katris holds a Bachelor of Science – Architecture, Bachelor of Architecture – Honours and a Masters in Urban and Regional Planning. These qualifications and experience provide him with further scope to be able to directly interpret the consequences of changes to planning policies which may have a significant impact on our environment and our Community's quality of life. Cr Katris has also completed the Bio Banking Assessors Course and has a Certificate in Mediation.

He strongly believes that councillors have a significant responsibility in ensuring the proper maintenance of Council's infrastructure and financial stability. Additionally, that all decisions must be in the best interest of the broader community and future generations especially with regard to climate change and the provision of housing. He firmly believes that the community has entrusted councillors as caretakers of all matters that concern their well-being, at a local level, and councillors should always be on call in order to assist them with any issues that may concern them especially when it concerns their safety and security.

Cr Borg

Mobile: 0477 222 089

Email: eborg@georgesriver.nsw.gov.au

Cr Borg is a Councillor who brings with her a passion for standing up to represent the community, which she has done in her voluntary role as the Hon. Secretary of the Kogarah Bay Progress Association.

With a background in account management in the corporate world, Councillor Borg has a desire to see sound financial decision-making in Council.

Cr Borg believes we should preserve open spaces for future generations and make decisions that balance progress with protecting the way of life enjoyed by the residents of the local government area. Cr Borg is the Finance and Governance Committee Chairperson.

Cr Stratikopoulos

Mobile: 0438 750 355

Email: sstratikopoulos@georgesriver.nsw.gov.au

Cr Stratikopoulos has lived in the Blakehurst Ward for most of his life. He attended Sydney Technical High School, and later attained a Bachelor of Business degree majoring in Accounting and Finance.

Cr Stratikopoulos worked for a major international accounting firm and following this, started working for a family-owned business which he managed for over 16 years.

He was elected to the former Kogarah City Council in 2012 and is the Sydney South Planning Panel Committee Councillor Representative.



Mortdale Ward

Cr Jamieson

Mobile: 0431 833 609

Email: cjamieson@georgesriver.nsw.gov.au

Cr Jamieson possesses a genuine desire for accountability and responsibility. Her priority is to ensure both individuals and families are treated fairly and respected by the council.

Cr Jamieson has a degree in Mechanical Engineering, has a graduate Diploma in Risk Management, and has worked in senior management roles at multi-national companies.

She currently runs her own successful mortgage broking and asset management company. She empathises and appreciates the local business issues and genuinely enjoys helping people. Cr Jamieson has lived in Mortdale for over 21 years and appreciates the fine balance between progress, environment, and community needs.

Cr Smerdely

Mobile: 0431 646 321

Email: nsmerdely@georgesriver.nsw.gov.au

Cr Smerdely holds a Bachelor of Commerce (BCom) focused on Finance and Economics from University of Notre Dame Australia.

Cr Smerdely has worked in various government and private roles. From sporting clubs to Clean Up Australia Day, Cr Smerdely's longstanding commitment to our community is demonstrated by his active involvement in local organisations.

Cr Smerdely is the Floodplain Risk Management Committee Councillor Representative.

Cr Ambihaipahar

Mobile: 0431 646 321

Email: aambihaipahar@georgesriver.nsw.gov.au

Cr Ambihaipahar is currently serving her first term on Georges River Council, having been elected in 2022. She was raised in the St George area, and studied at Hurstville Public School and Danebank, Anglican School for Girls.

Cr Ambihaipahar is currently a practicing solicitor and has been working in employment and industrial law for over nine years. Prior to this she worked in the Anatomy and Histology Department, at the University of Sydney.

Cr Ambihaipahar holds Bachelor of Science, majoring in Anatomy and Histology and Cell Pathology. She also holds a Juris Doctor and a Graduate Certificate in Professional Legal Practice. She is also a current board member of St George Community Transport. Given her deep roots in the area and skill set, she has a strong commitment and genuine interest to advocate and represent the community on an array of local issues.

Peakhurst Ward

Cr Mahoney

Mobile: 0419 374 727

Email: pmahoney@georgesriver.nsw.gov.au

Cr Mahoney has lived in Peakhurst Ward since 1995 and has participated in several campaigns to protect the environment from the effects of overdevelopment.

As a member of Oatley Flora and Fauna Conservation Society, Friends of Oatley and Kogarah Bay Progress Association, Cr Mahoney looks forward to continuing his advocacy across the Georges River Council area, on issues such as the environment, council finances, governance, consultation processes and services.

He brings a unique insight to Council through his extensive and varied professional career, which includes working for a major newspaper, the federal public service, Australia Post and in the education, health care and disability sectors. He volunteered with Community Support Network and St Vincent de Paul for 13 years and is now a mentor with Weave, an indigenous charity.

Cr Mahoney has an extensive knowledge of local affairs, a strong sense of fair play and is committed to serve the community.

He wants our natural areas protected, open space increased, development to be in line with community expectations, action on climate change to be made a priority, the sale of council properties to follow a transparent process, the protection of Glenlee from inappropriate development, provision of quality and accessible aquatic facilities and protection of our scenic foreshore. Cr Mahoney is the Georges River Combined Council's Committee (GRCCC) Councillor representative.

Cr Konjarski

Mobile: 0421 188 896

Email: lkonjarski@georgesriver.nsw.gov.au

First elected to Council in September 2017, Cr Konjarski has lived in the Georges River area for over 28 years.

He owns an accounting and taxation practice in Hurstville and was Treasurer of Hurstville Chamber of Commerce from 2000-2013 and President from 2013-2015. He is a fellow of the National Tax & Accountants' Association, Association of Taxation and Management Accountants and the Tax Institute.

Cr Konjarski is a long-time sponsor and supporter of St George Football Association, voluntarily assisting at a grassroots level and has been involved with the push for all-weather sporting fields in the area.

Cr Konjarski has participated in various committees and helped form the Safety Committee and Town Centre Committee sub-committees with the Hurstville Chamber of Commerce.

Cr Konjarski is the Local Traffic Advisory Committee Chairperson.

Cr Ficarra

Mobile: 0403 557 562

Email: vficarra@georgesriver.nsw.gov.au

Cr Ficarra is currently serving her first term on Georges River Council, having been elected in 2022. She is the youngest Councillor currently serving on Council.

As a lifelong resident of the Georges River area, she wants to make sure that the Georges River area remains a safe and thriving community for everyone to live, work, and raise a family.

Cr Ficarra holds a Diploma of Travel and Tourism from Sydney TAFE and has worked in various government and non-government organisation roles, including formerly working in bush regeneration in the Georges River area.



Councillor fees and expenses

The Mayor and councillors receive an annual fee endorsed by Council and set within the approved range by the Local Government Remuneration Tribunal. The Mayor's fee for 2022/23 was \$71,300 plus a Councillor fee of \$26,840. Councillors' fees for 2022/23 were \$473,900 each Councillor. The Mayor and councillors also receive reimbursement of expenses relating to their roles, as detailed in Council's Mayor and Councillors' Expenses and Facilities Policy.

| | Councillor Annual Fee | | | Mayor Additional Fee | | |
|---------|-----------------------|----------|-------------|----------------------|----------|-------------|
| | Minimum | Maximum | GRC Adopted | Minimum | Maximum | GRC Adopted |
| 2022/23 | \$14,380 | \$26,840 | \$26,840 | \$30,550 | \$71,300 | \$71,300 |

*Above table excludes Superannuation

Conduct of councillors

Our Code of Conduct incorporates the provisions of the Model Code of Conduct for Local Councils in NSW. It sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence
- act in a way that enhances public confidence in local government.

Failure by a councillor to comply with the standards of conduct constitutes misconduct under the *Local Government Act 1993*, which provides for a range of penalties that may be imposed on councillors.

Complaints

We manage complaints against councillors in relation to the Code of Conduct including behaviours that:

- are likely to bring the council or other council officials into disrepute
- are contrary to statutory requirements or the council's administrative requirements or policies
- are improper or unethical
- are an abuse of power
- cause, comprises or involves intimidation or verbal abuse
- involve the misuse of your position to obtain a private benefit
- constitute harassment or bullying behaviour under this code or is unlawfully discriminatory

Our appointed complaints coordinator is the Chief Audit Executive, with an alternative being the Head of Corporate Governance and Risk.

Council and committee meetings

Council meetings

Ordinary Council meetings are scheduled for the fourth Monday of each month (February – December) at Georges River Civic Centre, commencing at 7.00pm. Extraordinary Council meetings are called when required. Meeting dates are available on our website.

Council meetings deal with reports prepared by staff on policy, finance, land use planning, the results of public exhibitions and consultation, legal matters, legislative requirements and other matters of interest to the community.

The Mayor and Councillors can also raise matters to be debated at Council meetings through mayoral minutes, notices of motion and rescission motions. A decision is made when a majority of councillors vote in favour of a motion. All Council meeting proceedings are recorded and live streamed via our website.

Council meeting business papers are made available to the public on our website on the Wednesday prior to a Council meeting. Meeting minutes are available on the website.

Committee meetings

Committees may make recommendations to Council on all relevant business presented before them. Committee meetings are scheduled for the second Monday of each month, commencing at either 6.00pm or 7.00pm.

The following Committees meet on the second Monday of the month (February – December) and each consist of up to nine Councillor voting members:

- Environment and Planning Committee
- Finance and Governance Committee
- Community and Culture Committee
- Assets and Infrastructure Committee

| Committee | Timeframe | Councillor Members | Purpose |
|-------------------------------------|----------------------------|---|--|
| Assets and Infrastructure Committee | July 2022 - September 2022 | Crs Sam Elmir, Kevin Greene, Lou Konjarski, Nancy Liu, Natalie Mort, Nick Smerdely, Sam Stratikopoulos and Colleen Symington (Chair) | Capital works programs, infrastructure plus program, stormwater/ drainage, re-sheet program, capital infrastructure, Local Traffic Advisory Committee, Asset Management Plan, Depot master plan, procurement and tenders. |
| | September 2022 - current | Crs Sam Elmir, Kevin Greene*, Lou Konjarski, Nancy Liu, Natalie Mort, Nick Smerdely, Sam Stratikopoulos and Colleen Symington (Chair) and Veronica Ficarra ** | |
| Community and Culture Committee | July 2022 - September 2022 | Crs Sam Elmir, Lou Konjarski, Kathryn Landsberry, Nancy Liu (Chair) Natalie Mort, Nick Smerdely, Sam Stratikopoulos, Warren Tegg and Ben Wang | Community services and facilities, community grant programs, community-based policies, Council-managed childcare centres, library services, major events, customer service, procurement and tenders. |
| | September 2022 - current | Crs Sam Elmir, Ashvini Ambihaipahar***, Lou Konjarski, Kathryn Landsberry, Nancy Liu (Chair), Natalie Mort, Nick Smerdely, Sam Stratikopoulos and Ben Wang | |
| Environment and Planning Committee | July 2022 - September 2022 | Crs Elise Borg, Christina Jamieson, Kathryn Landsberry (Chair), Peter Mahoney, Warren Tegg and Ben Wang | Studies and strategies relating to a range of planning, environment, building and regulatory matters, development, planning and regulatory documents including policies, master plans, plans of management, local approval plans, development control plans (DCPs), planning proposals for an amendment to an environmental planning instrument, voluntary planning agreements, procurement and tenders, actions and outcomes of the Land and Environment Court. |
| | September 2022 - current | Crs Elise Borg, Ashvini Ambihaipahar***, Christina Jamieson, Kathryn Landsberry (Chair), Peter Mahoney and Ben Wang | |
| Finance and Governance Committee | July 2022 - September 2022 | Crs Elise Borg (Chair), Kevin Greene, Christine Jamieson, Peter Mahoney and Colleen Symington | Financial matters, corporate policies, procurement and tenders, risk management, integrated planning and reporting, rating matters, investments, internal and external audit, court action and legal matters, property matters, governance and operational matters. |
| | September 2022 - current | Crs Elise Borg (Chair), Kevin Greene, Christine Jamieson, Peter Mahoney and Colleen Symington | |

* Resigned from Council at 31 October 2022 meeting

** Commenced November 2022

*** Commenced September 2022

Advisory and reference committees

Advisory and reference committees are established for a period of time to provide advice and perform other functions. These groups often include members of the community and well as some or all councillors. Recommendations may be referred to an ordinary meeting of Council for a decision.

| Committee | Timeframe | Representation | Purpose |
|---|------------------------|--|--|
| Local Traffic Advisory Committee | July 2022 - current | Cr Lou Konjarski (Chair) | Consider all traffic, parking and transport management issues in accordance with delegated powers from Transport for NSW. |
| Community Grants Assessment Panel | | No councillor representation | Consider matters related to Council's annual community grants programs, in accordance with the Georges River Council Grants, Donations and Sponsorship Policy. |
| Floodplain Risk Management Panel | July 2022 - current | Cr Nick Smerdely (Chair) | Provide advice on the development and implementation of floodplain risk management studies and plans throughout the Georges River LGA in accordance with the NSW Floodplain Development Manual 2005. |
| Audit Risk and Improvement Committee | | No councillor representation | Advise Council on compliance, risk management, fraud control, financial management, governance, control framework, implementation of the Community Strategic Plan and Delivery Program, strategies and business improvement related matters. |
| South Sydney Planning Panel | July 2022 - current | The Mayor, Cr Nick Katris, Cr Sam Stratikopoulos | Determine regionally significant DAs and undertaken rezoning reviews. |
| Southern Sydney Regional Organisation of Councils Inc. (SSROC) | July 2022 - current | The Mayor, Cr Nick Katris, Cr Kathryn Landsberry | As a forum of councils spanning Sydney's southern, eastern, central and inner west suburbs, interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region. |
| Environmental Resilience Committee | | Executive-led | Provide a forum to facilitate the incorporation of sustainability into Council's decision-making processes. |
| Georges River Combined Councils Committee (GRCCC) | July 2022 – to current | Cr Peter Mahoney | As a forum of nine member councils, advocate for the protection, conservation and enhancement of the health of the Georges River. |
| Georges River Local Planning Panel | | No councillor representation | Ensure the process of assessing and determining DAs is transparent and accountable. |
| NSW Public Libraries Association | July 2022 – to current | Cr Ben Wang | Represent public libraries in NSW. |
| Sports Advisory Committee | July 2022 - current | The Mayor, Cr Nick Katris, Cr Kathryn Landsberry | Provide a forum for dissemination and consideration of information to local sporting bodies and encourage participation from members of all local sporting bodies in Council's decision-making processes; |

Statutory information

Councillor meeting attendance

July 2022 – June 2023

| Councillors | Committee Meetings | Ordinary Council Meetings | Extraordinary Council | Workshop/ Briefings |
|--|-------------------------------|-------------------------------|-------------------------------|---------------------|
| | [entitled to attend/attended] | [entitled to attend/attended] | [entitled to attend/attended] | |
| Total Meetings | 11 | 11 | 2 | 61 |
| Nick Katris (Mayor) (ex-officio member) | 11 | 11 | 2 | 60 |
| Elise Borg | 9 | 11 | 2 | 59 |
| Sam Elmir | 9 | 11 | 2 | 61 |
| Christina Jamieson | 9 | 11 | 2 | 56 |
| Lou Konjarski | 11 | 10 | 1 | 59 |
| Kathryn Landsberry | 11 | 11 | 2 | 59 |
| Nancy Liu | 8 | 11 | 2 | 56 |
| Peter Mahoney | 9 | 11 | 2 | 56 |
| Natalie Mort | 10 | 11 | 2 | 59 |
| Nick Smerdely | 9 | 11 | 2 | 52 |
| Sam Stratikopoulos | 6 | 11 | 2 | 54 |
| Colleen Symington | 10 | 11 | 2 | 58 |
| Veronica Ficarra* | 5 | 5 | 1 | 29 |
| Ashvini Ambihaipahar** ** | 7 | 7 | 2 | 44 |
| Benjamin Wang | 11 | 11 | 2 | 61 |
| Kevin Greene (former Councillor)*** | 4 | 3 | 1 | 17 |
| Warren Tegg (former Councillor)**** | 3 | 1 | 0 | 14 |

* Veronica Ficarra swore an Oath of Office on 29 November 2022 following Cr Greene's*** resignation.

Cr Ambihaipahar swore an Oath of Office on 26 September 2022 following Cr Tegg's** resignation.

If a councillor has lodged a 'pecuniary' or 'significant' disclosure of interest in relation to a matter being presented to a councillor workshop/briefing and they have excluded themselves, they are recorded as 'present' for the purpose of attendance records.

Councillor expenses and provision of facilities 2022/23

| | |
|---|-------------------|
| Mayoral Allowance * | 83,061.68 |
| Councillors Fees & Allowances * | 410,816.05 |
| Councillors - Travel | 49.85 |
| Councillors Fees & Allowance - Other Committees | 2,181.82 |
| Councillors - Travelling Cab Charge | 73.50 |
| Councillors - ICT Consumables | 11,009.05 |
| Councillors - Mobiles | 14,429.29 |
| Councillors - Other Expenses | 5,316.96 |
| Councillors - Accommodation & meals | 2,289.21 |
| Councillors - Training - Induction Expenses | 6,794.75 |
| Councillors - Interstate & Overseas Travel | 397.44 |
| Councillors - Conferences & Seminars | 18,554.25 |
| Committee Member Fees & Allowances | 4,532.16 |
| Total | 559,506.01 |

*Includes superannuation

Corporate governance

Corporate governance is a set of systems, processes and principles that ensure good practices and decision-making. We adopt principles of good governance and comply with all relevant laws, codes and directions, while meeting community expectations and having regard to elements of probity, accountability, transparency and the public interest.

Several structures and frameworks are in place to contribute to good governance, including in the areas of ethics, risk management and business continuity.

Ethics

Our Ethical Conduct framework includes our Code of Conduct, Code of Meeting Practice and Statement of Business Ethics. It also includes other policies, procedures and processes in regard to ethical behaviour and corporate governance.

Code of Conduct

Council's Code of Conduct is based on the Office of Local Government's *Model Code of Conduct for Local Councils in NSW 2020* and forms the foundation for a strong ethical culture at Council, setting the minimum standards of conduct for all Council officials - employees, councillors, committee members and contractors.

It covers general conduct obligations, conflicts of interest (both pecuniary and non-pecuniary), personal benefit, relationships between council officials, access to information and council resources. It also includes supplementary provisions that place a higher level of commitment and greater expectations on Council officials. This includes the requirement for written records to be kept by councillors of any meetings/communications, commitment to fraud and corruption prevention, social media provisions and a commitment to zero acceptance of gifts and benefits.

Our Code of Conduct Complaint Handling Process Manual provides guidance and resources to complaints coordinators on the *Procedures for the Administration of the Code of Conduct*.

All new staff received Code of Conduct awareness training during induction, and we share our statement of Business Ethics with suppliers. All staff are required to attend mandatory Code of Conduct training at regular intervals.

Policy framework and delegations

A comprehensive suite of policy documents support the strategic direction of the Council, guide effective decision-making and ensure overall accountability. Council's Policy Framework ensures robust governance practices around policy development, approval, communication, implementation, and review.

Our policies are regularly reviewed, evaluated and updated. In 2022/23 we developed nine new policies ensuring the suite of policy documents reflect current practice and community expectations. In addition, we have a comprehensive delegations register that facilitates good decision-making and provides for the expedient exercise and performance of powers and duties.

Disclosures of Interest and Gifts and Benefits

A person must not obtain a private benefit or advantage by virtue of their position as a Council official, nor misuse the power or authority of their position to unfairly influence or decide a matter where they have a real or perceived private interest.

All staff, councillors and other Council officials are required to disclose promptly and fully any conflicts of interest to prevent bias and also to remove the perception of bias in decision-making, which in turn supports the principles of integrity, fairness, transparency and accountability.

Councillors and designated staff complete an annual Disclosure of Interest Return. The number of designated staff is reviewed annually to accord with structural changes and ensure adequate coverage.

Gifts or benefits of any kind cannot be accepted by a Council official, regardless of value. This helps to avoid situations where it could appear that the provision of gifts, benefits or hospitality of any kind is attempting to secure favourable treatment. Council officials are required to declare any offers of gifts or benefits. These declarations are maintained in a central register which is updated regularly and published on our website.

Fraud and corruption

We have a zero tolerance towards fraud and corruption as defined in our Fraud and Corruption Control Policy and have implemented a Fraud and Corruption Control Plan to prevent, detect and respond to incidences of fraud and corruption.

In the 2021/2022 period, we reviewed the Fraud and Corruption Control Plan against the updated 'AS 8001 - 2021 Fraud and corruption control' and have since begun the development of a new Fraud and Corruption Control System which incorporates new additions to the Standards. We expect this document to be completed and published in the coming financial year.

Contractors, consultants, volunteers, members of the public and external parties engaged in doing business with Council are also encouraged to support our commitment to preventing and addressing fraudulent or corrupt behaviour by reporting any allegations to Council or the appropriate authority.

Reporting and investigations

We promote a culture that encourages staff to report incidences of wrongdoing. This is supported by our Public Interest Disclosure Reporting Policy, which allows for the confidential reporting and management of certain disclosures of wrongdoing by any Council officials. Council's Disclosures Coordinator, at six monthly intervals, is required to complete an online report to the NSW Ombudsman on the number of public officials who made a public interest disclosure to our Council and the number received. In the 2022/2023 period, Council received and reported one disclosure that is still under external assessment.

We also undertake policy awareness training and education campaigns for staff and develop information resource material and related training on the Code of Conduct that includes public interest disclosures and fraud and corruption prevention. Due to the commencement of the *Public Interest Disclosures Act 2022*, there has been targeted messaging and training planned to inform staff of the new changes.

The public can use the Suspected Corrupt Conduct form on our website to anonymously report misconduct against a Council official.

Our Complaints Coordinators investigate allegations of fraud, serious misconduct and corrupt conduct, whether internal or external, with these matters investigated independently.

Risk management

Risk governance is a means by which we oversee risk management and hold Council officials accountable. We incorporate oversight responsibilities within existing governance structures and use appropriate reporting mechanisms. The General Manager and other members of the Executive promote a positive and sensible approach to risk management and continue improvement of risk practice across the organisation.

Our risk management approach follows the principles and practices specified in the Australian and New Zealand Standard (AS/NZS) ISO 31000:2018 Risk Management – Guidelines as tailored to our operating environment.

Our Enterprise Risk Management framework considers all types of strategic, financial, regulatory, reputational, project and other operational risks. It provides the organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management. It consists of:

- Enterprise Risk Management Policy to clearly communicate Council's intent and commitment
- Risk Appetite Statement to guide management and risk owners in respect to the parameters of acceptable risk taking and tolerances
- Enterprise Risk Management Plan to foster a positive risk-aware culture and outline mechanisms for implementing, resourcing, communicating, and improving risk management as well as measuring and reporting risk management performance
- risk assessments and reports, including risk registers, which are applicable to all functions across Council.

We have embedded risk management into day-to-day activities such that prudent risk taking is aligned to risk appetite. Our risk management principles are:

- We apply a transparent and consistent framework across the organisation
- We use a flexible approach to how we identify, respond and control risk to accommodate Council's range of activities
- We reinforce accountability at all levels
- We continually promote a positive risk culture where risk management is embraced and valued by Council officials and stakeholders
- We consider enterprise-wide risks in strategies, plans, reports, decisions, operations, events, activities, and business processes.

A comprehensive Enterprise Risk Management review was undertaken which simplified our approach to risk management, whilst creating further autonomy for risk-owners to identify and manage risks. We reviewed the integrated risk registers to assess the top strategic risks ensuring greater levels of accountability and oversight of the high to very high risks by the executive risk owners and managers.

Directorates are required to report on their risks at the end of each quarter to ensure progress against risk activities is updated and reflects our current position with respect to risk management.

We use risk registers to identify the risks in achieving our objectives and the controls that will eliminate or mitigate the risks. Risk owners review controls and the implementation of treatment plans and ensure effective risk management is a standing item at team meetings.

Insurance risks

We are required to make arrangements for appropriate insurance against liability under Section 382 of the *Local Government Act 1993*.

We reviewed all of our insurance policies as part of the annual insurance renewal prior to 30 June 2023 with the assistance of our insurance advisors, and during this review, updated our asset register. Our public liability, professional indemnity and property risks are protected with further additional new assets included.

Our claims are independently assessed and managed by claims advisers.

We commenced self-assessment workshops with our insurer to identify process improvements in risk prevention. Other strategies focusing on improvements in risk mitigation within the claims process remained in place to reduce risks/hazards in the LGA.

Business continuity

Business continuity helps us to maintain essential functions during and after an unscheduled disruption or disaster.

Council's Business Continuity Management (BCM) framework is in place to focus on resilience in services and sites when facing major adverse incidents. We are currently reviewing the critical functions to ensure a contemporaneous outlook for business continuity within council.

We regularly monitored and implemented recommended mitigations by conducting:

- Annual Business Continuity Training and Scenario Exercise
- Review and update of Council's Crisis Management Team
- Maintenance of our Business Continuity Management Policy and related Plan
- Maintenance of registers of critical functions

We plan to review the Business Continuity Management Plan and schedule further training events in the new financial year.

Audit Risk and Improvement Committee

The Audit Risk and Improvement Committee (ARIC) is an advisory committee that provides Council with independent assurance and assistance on its compliance, risk management, financial management, governance, audit, fraud control service delivery and integrated performance and reporting responsibilities.

The ARIC operates in accordance with an ARIC Charter which reflects the requirements of the Office of Local Government Draft Guidelines for Internal Audit and Risk Management in NSW. Whilst these Guidelines are still in draft, the requirement to have an ARIC was mandated from June 2022. Council has had an ARIC since 2016.

Georges River Council's early establishment of an ARIC and its operations supports council's desire to have a sound governance framework and to provide greater assurance around Council's activities.

For the period 1 July 2022 to 30 June 2023, the ARIC met five times.

The ARIC comprises three independent members: Mr Cliff Haynes (Chair), Mr Barry Husking and Mr Michael Seery.

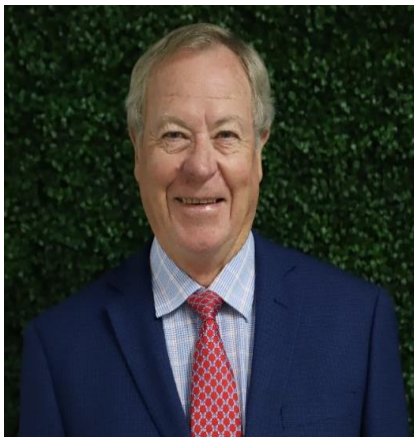
Members have varied qualifications and experience to ensure coverage of all the ARIC responsibilities and which contribute to the effectiveness of the Committee. Below is a snapshot of the independent members:

Cliff Haynes – Chair

ARIC Committee Member
from March 2021

ARIC Chair from July 2022

B.Comm (NSW), FCPA,
FLGPA



Cliff had a 37-year career in the government sector including 30 years in local government and seven years in the NSW public sector. The positions Cliff held included Deputy General Manager of the City of Sydney and Deputy General Manager of Penrith City Council. In the NSW public Sector Cliff's position included General Manager of Housing Services in Greater Western Sydney and Assistant Director General, Corporate Services Family and Community Services.

Since retiring from the Public Sector Cliff has undertaken a number of management consultancy assignments in both the NSW public sector and local government. He also was appointed as an Interim CEO of a disability organisation which included preparing it for the introduction of the National Disability Insurance Scheme.

Cliff is currently on the board of St Vincent De Paul Housing and recently stepped down as Director of Australian Foundation for Disability (AFFORD) after 11 years. He is also an Independent Member of Sutherland Shire Council and Randwick City Council.

Barry Husking – Committee Member

ARIC Committee Member from
July 2022

FCPA



Barry is a FCPA qualified former senior executive with extensive leadership, financial and business management experience. He has worked for several large local authorities, including as Acting General Manager and Chief Financial Officer of Penrith City Council where in 2015 he guided the development of a new financial strategy that satisfied the NSW State Government's Fit for the Future criteria.

He has also held senior and operational roles at Strathfield (during a period of council merger proposals), Georges River (consultant), Fairfield, Hawkesbury, Ku-ring-gai, Ryde and Randwick Councils.

With over 45 years' experience as an employee and consultant to councils and other organisations, Barry has a wide range of strategic planning, financial, governance and performance management skills.

He is currently an independent member of Camden Council's Audit Risk and Improvement Committee and a former member and Chair of CPA NSW's Public Sector Committee. Barry also holds pre-qualification status for NSW State Government audit and risk committees.

Michael Seery – Committee Member

ARIC Member since March 2021

JP, BSc, MEd, Grad Cert Mgt



Michael had a 38-year career in the NSW public sector across a number of portfolios.

From 1992 to 2015 Michael worked at the Independent Pricing and Regulatory Tribunal where he managed a number of pricing and industry reviews. Michael co-ordinated IPART's Audits of the major water agencies' compliance with the terms of their operating licence.

In 2009 Michael managed IPART's Review of the Revenue Framework for Local Government and subsequently managed IPART's teams reviewing councils' development contribution plans and councils' applications for a special variation.

ARIC responsibilities

The ARIC operates under the Audit, Risk and Improvement Committee Charter which reflects guidelines provided by the Office of Local Government and industry best practice. The Charter is adopted by Council and includes the new legislative responsibilities, including:

- compliance
- risk management
- fraud control
- financial management
- governance
- service reviews
- implementation of the strategic plan, delivery program and strategies
- collection of performance measurement data.

ARIC annually assesses the key responsibility areas and report the results back to Council. The latest report was reviewed by Council at their 28 August 2023 Council meeting. The key message to Council in this report was that:

“During this past year Council has consolidated its financial position. However, a disciplined approach needs to continue if the Council is going to achieve its long-term financial goals.

Implementation of high-risk audit recommendations also continue to be a high priority”.

ARIC key achievements

During 2022/23, ARIC reviewed all responsibility categories required by the ARIC Charter over the course of the year. This was facilitated by the forward responsibility meeting calendar which reflects the requirements of both the ARIC Charter and legislation.

Key achievements during the year include:

- Adoption of a risk-based Internal Audit Program for 2022/23 and oversight of audits performed
- Review of the Risk Management Framework development including endorsement of the new Model Risk Management Policy and top Strategic Risks
- Recommendations to Council addressing the Long-Term Financial Plan and sustainability concerns
- Review of the Capital Works Program
- Review of updates on Council's Cybersecurity regime, audits and controls including endorsement of the Information Security Policy and Records & Information Management Policy
- Review of the Draft Financial Statements for the year ended 30 June 2022 (November 2022) and oversight of implementation of the External Audit Management Letter recommendations
- Continued oversight of the Compliance, Governance Frameworks and Legislative Compliance process
- Review of Fraud and Corruption Framework
- Review of Council's Business Continuity and Disaster Recovery Planning
- Review of Staff Survey and Metrics including WHS
- Review of the Development Assessment Improvement Project including status of Developer Contributions
- Review of the Project Governance Implementation Project
- Consideration of the Modern Slavery Legislation impacts on council operations
- Involvement in the review and implementation of the Office of the Local Government (OLG) Guidelines – Risk Management and Internal Audit
- Review of alignment of councils Credit Card Procedures to OLG – recommended procedures
- Review of the Integrated Planning and Reporting (IP&R) reporting
- Quarterly Budget Review
- Review of compliance of councillor expenses in accordance with the Councillor Expenses Policy
- Consideration of the upcoming Enterprise Systems Review
- Minor status of audit recommendations
- Review of the implementation of the new exception reporting regime

Internal audit

Chief Audit Executive

Council has a full-time qualified Chief Audit Executive reporting administratively to the General Manager and functionally to the ARIC. The Chief Audit Executive is a member of the Institute of Internal Auditors and, by being so, is required to comply with the International Standards for the Professional Practice of Internal Auditing.

This position supports the ARIC and performs other internal audit functions including developing and implementing the three-year risk-based Audit Plan, carrying out/coordinating internal audits, providing consultancy advice, performing/assisting as an ex-officio member with Service Reviews and conducting investigations.

The Chief Audit Executive has the capacity to engage experienced contractors to undertake selected reviews and internal audits.

Internal Audit Plan

During 2022/23, the following audits/reviews were conducted as part of the Audit Plan:

- Cash Management
- Exception/Oversight Reporting – Procurement and Payroll
- Complying Developments Payments Study
- Community Leases
- Consultancy, Contractor & Labour Hire usage
- Transport for NSW (TfNSW) Driver and Vehicle Information System Terms of Access Agreement annual compliance audit
- Information Management and Technology: Internal Penetration Testing
- Information Management and Technology: Microsoft 365 Best Practice Assessment

Recommendations resulting from the audits were designed to strengthen the internal control environment and improve processes. The recommendations have been implemented or are in progress.

Other internal audit activities

The Chief Audit Executive also performed the following activities during the year:

- Follow up audit recommendations and report on their status
- Provision of corporate advice on various topics and agency reports
- Provision of training and workshops on Code of Conduct, ethics, internal controls and governance
- Facilitation and investigative work on behalf of the General Manager
- ARIC secretariat functions
- Coordinated responses to and action required in relation to recommendations relating to the NSW Audit Office performance audits and ICAC investigations
- Duties as Complaint Coordinator and PID Officer
- Ex-officio member of Development Application Process Project and Project Governance Committees
- Coordination of responses to OLG on Internal Audit and Risk Management
- Framework Discussion Paper and Draft Guidelines including Councillor Briefings
- Coordinate a Code of Conduct (Operations) Manual
- Review, investigate and finalise online corruption allegations lodge on our website
- Exception reporting program
- Review policies for governance and control adequacy
- Distribute relevant materials from ICAC
- Drive implementation of the Cost of Works calculator for development applications
- Continuing professional development and ongoing involvement with the institute of Internal Auditors, Corruption Prevention network, Local Government Internal Audit Network, ICAC, NSW Ombudsman, OLG and LG Professionals
- Incorporate audit and ARIC activities into the Integrated Planning a& Reporting Framework (Delivery Program, Operational Plan, Annual Report and End of Term Report)
- Advocate for internal audit in Local Government



External partnerships

We foster and maintain partnerships with key stakeholders, between other levels of government and with private enterprise to provide better public transport, services and opportunities such as commercial property development, tertiary education, accommodation or satellite offices which will attract business and visitation (local and external).

Working with stakeholders who are willing to advocate for and invest in the long-term development and growth of Georges River is integral to the region's long-term economic success. This may include promotion of city-shaping and growth initiatives such as the River Rail (Kogarah to Paramatta future rail link) and the opportunities of the South Aerotropolis.

We are an active member in the Kogarah Collaboration Area (a multi-stakeholder approach to helping the strategic centre of Kogarah reach its potential), the Central City Alliance (councils working towards a city deal and the delivery of River Rail), Resilient Sydney (a collaboration of all 33 metropolitan councils of Greater Sydney to develop and implement a city- wide resilience strategy), the Southern Sydney Innovation Ecosystem led by Regional Development Australia (Southern Sydney councils supporting and building the entrepreneurial ecosystem of Southern Sydney) and the independent think tank, the Committee for Sydney.

Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), which advocates for the member councils on a range of issues. We also have links to the tertiary sector through our collaboration with University of NSW and University of Sydney in the ChillOUT Hubs – Smart Social Spaces Creating Connected Green Places project; and the University of Technology, Sydney in a pilot study investigating the dynamics of the Kogarah Entrepreneurial Ecosystem. We remain actively involved with the St George Business Chamber.



Contracts and procurement

Legislation and policy

Our procurement processes accord with the requirements of:

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021 – Part 7 Tendering*
- Office of Local Government Tendering Guidelines for NSW Local Government
- Council's Procurement Policy (including Appendix 2 Interim Direction for Local Suppliers)
- Council's Code of Conduct
- Council's Statement of Business Ethics.

We operate under a centre-led procurement model with several systems in place to manage procurement, contracts and expenditure reporting and provide probity guidance. Our Procurement Policy sets out the relevant procurement thresholds in respect of seeking quotations and calling public tenders.

We maintain and report on contract information under:

- Government Information (Public Access) Act 2009 Division 5 section 34, on the minimum public access period for contract information on the public register
- Government Information (Public Access) Regulation 2018 clause 217 (1) (a2) on the annual reporting of contracts awarded over \$150,000 (including GST)
- Office of Local Government's Quarterly Budget Review Statement for NSW Local Government - December 2010 section 4.7 for contracts awarded over \$50,000 (including GST).

This Modern Slavery Statement is provided by Georges River Council in accordance with Section 428 (4) of the NSW *Local Government Act 1993*.

This statement outlines our commitment to combatting modern slavery and the measures we have implemented during this reporting period to reduce the risk of our procurement activities resulting in or contributing to human rights violations.

Organisational Supply Chain

We recognise the importance of taking steps to ensure that goods and services procured by and for our council are not the product of modern slavery.

Our supply chain includes a wide range of suppliers, contractors and partners that provide services such as waste, roads & footpaths, consultancy, community events and major infrastructure construction and renewals. Council's highest categories of spend include waste, roads / footpath / kerb & gutter, building & construction and consultancy services.

Policy

Georges River Council has recently adopted a revised Sustainable Procurement Policy (currently under community consultation) outlining Council's commitment to preventing and addressing modern slavery in all its procurement activities.

Public tenders, quotations and expressions of interest

For the 2022/23 financial year there were over 230 formal procurement processes consisting of expressions of interest, public tenders and requests for quotation – totalling more than \$30 million of awarded contracts.

Some of the significant contracts awarded include:

- Construction of the Olds Park Skate Park and Netball Hardscape (\$4.2 million)
- Hurstville Revitalisation – Memorial Square (\$2.1 million)
- Jubilee Stadium – Playing Surface Amelioration (\$0.25 million)
- Jubilee Stadium Naming Rights (\$0.15 million revenue per annum)
- Gannons Park Stage 4 Stormwater Treatment Construction (\$0.4 million)
- 2022/2023 Road Re-sheeting Program (\$10 million)

Opportunities for local suppliers

Our Procurement Policy continues to support local economic and social recovery by directing Council expenditure to local businesses through two initiatives:

1. Additional scoring for a local supplier that has responded to a public tender
2. A streamlined approach to purchasing thresholds when staff engage local suppliers.

This clause within the Policy is expected to be further extended until July 2023.

Prequalified Suppliers

Our Procurement Policy encourages the purchasing of goods and services from pre-qualified contracts, schemes and preferred contracts in the first instance.

Local Government Procurement (LGP) is a prescribed entity under Section 55 of the *Local Government Act 1993*, allowing councils to utilise supply arrangements coordinated by LGP without the need to go to tender. Some of the benefits in utilising prescribed entities are to ensure value for money as well as reduce the costs and risks associated with public tendering for suppliers and expedite councils approach to the markets.

Georges River Council continues its membership of the Southern Sydney Regional Organisation of Councils (SSROC). SSROC assists member councils achieve innovative, strategic and sustainable procurement through joint partnerships to procure goods and services with over 45 regional contracts and over 150 contractors in categories such as waste recovery, renewable energy and road construction and maintenance.

Ethics and Governance

We continue to share our Statement of Business Ethics with suppliers. It forms part of our public request for tender and/or contract documentation.

All procurement activities must be conducted in accordance with the guiding principles outlined in the Procurement Policy. The principles ensure a set of standards and ethics is applied across the organisation and are as follows:

| Principle | Description / Action |
|--------------------------|--|
| Safe and Fit for Purpose | Safe, sustainable, fit for purpose, proactively planned |
| Value for Money | Consideration of lifecycle costs Encourage competition and innovation Risk mitigation and allocation |
| Fair and Ethical | Transparent decision-making Declaration of perceived and actual conflicts of interest Integrity, confidentiality, probity and accountability |
| Easy to Follow | Clear processes consistent with associated risk Concise reporting, compliance and performance, relevant to stakeholders |



Our organisation, our people

Awards and recognition

Leadership and structure

Our people

Workforce profile

Recruitment and retention

People development

Staff engagement survey

External engagement

Work, health and safety

Awards and recognition

Australasian

Our 2021/22 annual report received a Gold Award at the Australasian Reporting Awards. Over the four years of entering these awards we have achieved two Bronze awards and three Gold.

State Awards

2023 NSW Local Government Excellence Awards

Highly Commended - First Nations Community Partnership - Aboriginal and Torres Strait Islander Voices

To visibly demonstrate the role Council plays in healing and building positive relationships with the Aboriginal and Torres Strait Islander community, Council delivered a suite of programs and initiatives throughout 2022 focussed on building partnerships and providing opportunities for Aboriginal and Torres Strait Islanders to present their experience and voice.

Oatley West Early Learning Centre - Exceeding National Quality Standards Rating

Council's Early Learning Centres are assessed by the Australian Children's Education and Care Quality Authority (ACECQA) and measured against the National Quality Standards, and Education and Care Regulations. Oatley West Early Learning Centre, which opened in September 2020, achieved an Exceeding rating in their first assessment - which is a remarkable achievement to demonstrate high quality outcomes and an embedded philosophy of outstanding care for children in a few short years.

Sustainable Cities Awards 2022

Winner – Community Spirit and Inclusion Award – COVID-19 Safe Events Program

The COVID-19 Safe Event Program was an initiative created as a response to restrictions and impacts imposed by COVID-19, to support the delivery of safe events across the Georges River area, that connected the community to their local town centres, reduced community isolation and supported the local economy.

IMAGine Awards 2022

Highly Commended – Exhibition Projects – Museums (Medium) for the Our Journeys | Our Stories Exhibition

Our Journeys | Our Stories explored the Chinese migration history of the Georges River area. Interweaving historical objects with commissioned work by six contemporary Chinese-Australian artists, the exhibition highlighted the significance of Chinese migration from the 1860s and the ongoing contribution of the Chinese community to the region.

Sustainable Cities Award 2022

Finalist in the 2022 Overall Sustainable Cities Award with Keep Australia Beautiful

The Sustainable Cities Award with Keep Australia Beautiful demonstrates outstanding achievements in multiple areas of environmental sustainability and social inclusion. Council's recognition included the following projects:

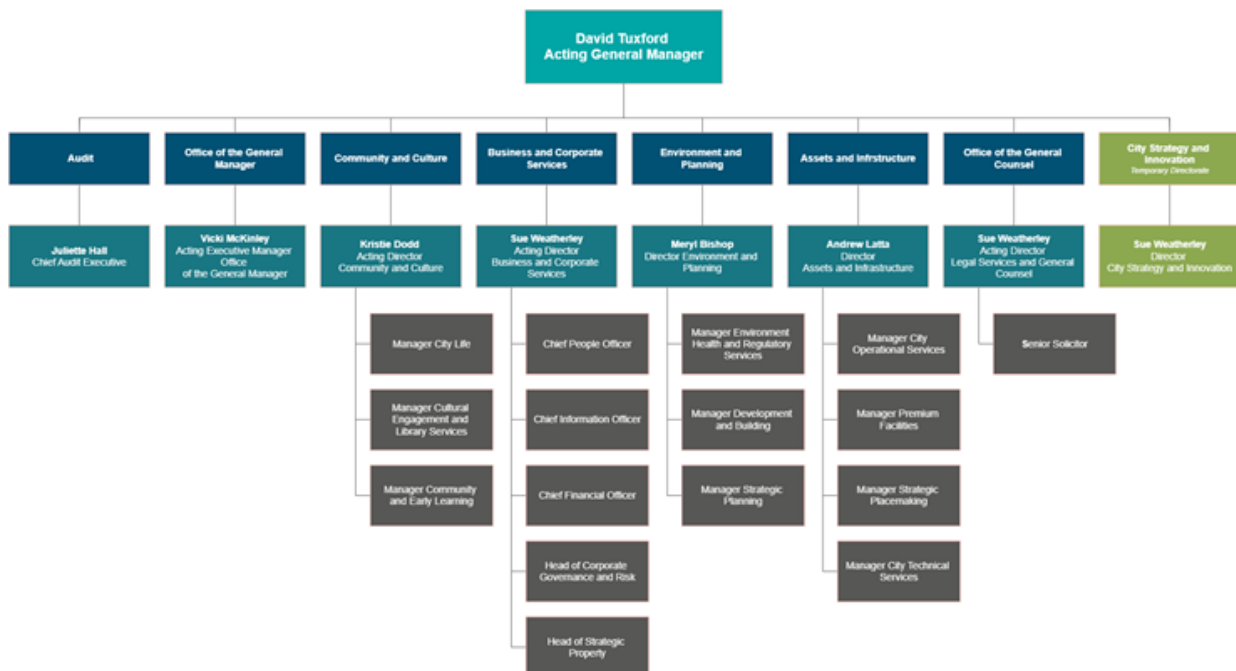
- Resource Recovery and Waste Minimisation Award Category – Lower Poulton Park Naturalisation and Habitat Development
- Renewable Energy Award Category – 100% Renewable Energy Target
- Community Spirit and Inclusion Award Category – COVID-19 Safe Events Program
- Habitat and Wildlife Conservation Award Category – Building Biodiversity Back in Georges River.

Food Surveillance Champion Award 2023 - City Group, NSW Food Authority

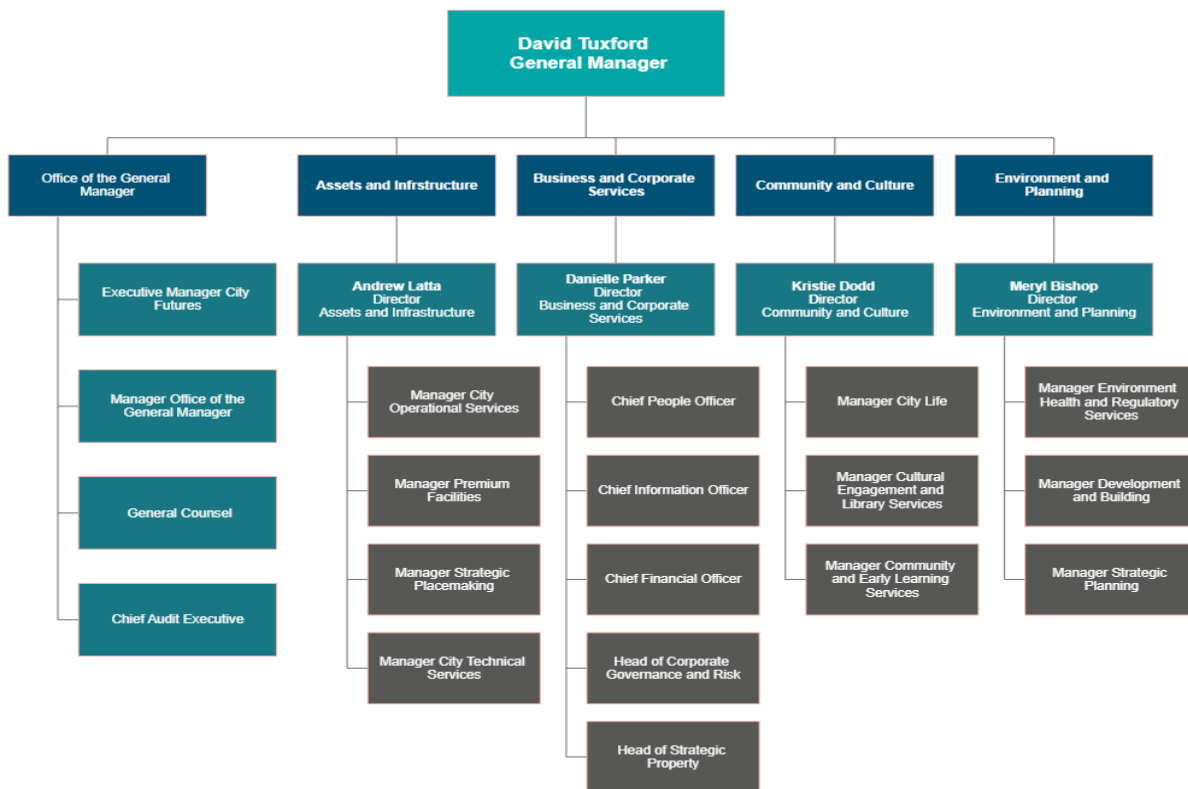
Our comprehensive in-house built food surveillance software program recognises the outstanding performance achieving multiple outcomes significantly improved both internal and external processes, data integrity, and automated approach to real-time data collection.

Our organisation

Our Leadership Team – July 2022 to March 2023



Our Leadership Team – April to June 2023



Our people at a glance

| Employment Type | |
|---|------------|
| Full-time staff | 490 |
| Part-time staff | 103 |
| Casual | 114 |
| Total number employees | 707 |
| Total number employees excluding casuals | 593 |

| Age Profile (excluding casuals) | |
|--|--------------|
| 45 years or below | 297 |
| 46> | 296 |
| Median age | 45 years old |
| Gender (excluding casuals) | |
| Female | 311 (52%) |
| Male | 282 (48%) |
| Genders in senior leadership positions | |
| Female | 52% |
| Male | 48% |
| Other demographics | |
| Average years of service | 7 |
| No of job titles (excluding casuals) | 317 |
| Retention rate | 78.1% |

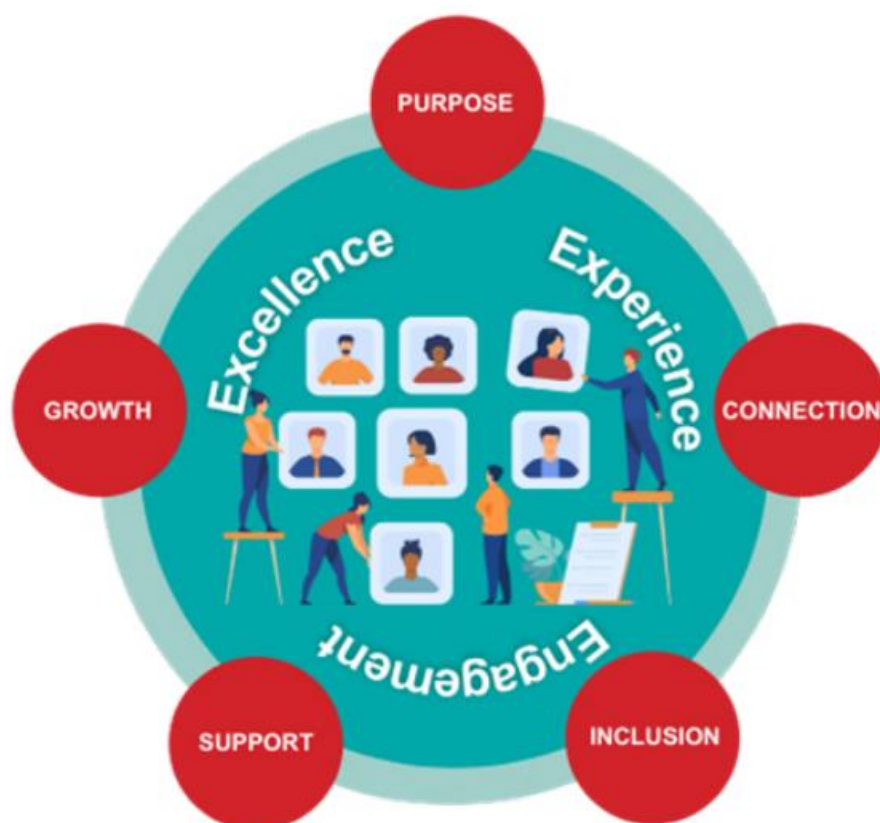
Workforce profile

Full-time Equivalent (FTE) and headcount

As at 30 June 2023, we employed 593 staff with a full-time equivalent of 546 staff.

Workforce Planning Strategy

2022/23 marked the first year of this Workforce Management Plan 'Our People Plan' 2022-2026, outlining our commitment to leading people practices, ensuring that we have the capacity and capability to deliver positive outcomes, based on current and future business and community needs. Our People Plan focusses on five priority pillars:



We have actively implemented objectives and strategies that focus on employee experience, engagement, and excellence, aiming to cultivate a workforce that is inspired, inclusive and involved to steer Georges River Council as an employer of choice.

Key achievements realised in 2022/23 include:

1. **Optimising Performance: to empower our people to perform at their best and deliver on outcomes.**

The Performance Excellence Program (PEP) was endorsed in August 2022, putting into action this commitment. The purpose of the PEP is to:

- Outline Council's cyclical framework for our people and people leaders to develop performance partnerships and have continuous two-way communication in setting expectations, SMART performance and development goals, and monitoring and reviewing these continuously; and

- Promote continuous skills, capabilities, and knowledge development; and
- Outline Council's process for progressing through the salary system and rewarding performance excellence.
- Refocused clarification of performance and conduct expectations aligned with delivery of Council's Community Strategic Plan and Operational and Delivery Plans, while building 'A Values Driven Culture', 'A Proactive Safety Culture', and 'A Customer Centric Culture'.
- The customer build and implementation of the review in ePM21 has provided administrative and functional benefits.

2. Cultural Shift: to connect our people and realign our purpose and values to work together towards a common goal.

Internal secondment opportunities have been actively promoted across all areas, driving cross unit collaboration, skills agility, capability mobility and connectivity of our people to different work areas and goals. The 2022 ExChange Ideas Staff Survey was conducted over September and October. This survey provided priority improvement areas for the organisation, with action planning flowing on from this, working together to put in place tangible solutions and strategies to achieve positive change. Strategic and Business Planning Days continue to be rolled out across the organisation, with a number of sessions taking place with our executive team, focusing on Council's vision, mission, values, purpose, organisational identity and key objectives to ensure staff are aware of senior management's strategy and vision and are committed to the values and mission of the organisation.

3. Leadership Development: to inspire and lead our people through change and transformation.

We have produced a contemporary and tailored leadership development framework, leveraging internal and external expertise, and casting a lens across all levels of leadership, including:

- Launching into Leadership Program – for our aspiring leaders; and
- LeaderSHIFT Program – for our group people leaders; and
- LeaderLIFT Program – for our senior people leaders and executives.

We entered a team into the LG Professionals Australasian Management Challenge for 2023. This innovative development program provides employees with the opportunity to:

- Develop their leadership, governance and influencing capability; and
- Meet new people and build their network; and
- Gain significant local government knowledge; and
- Apply their skills and knowledge to solve real life problems; and
- Become more effective in the way that they think, communicate, negotiate, decide, analyse and engage.

3. Safe and Healthy Workplace: for our people, from a holistic outlook for total wellbeing.

Driving a healthier, happier, and more engaged and productive workforce. The Work Health and Safety strategy has been implemented with a goal to make our workforce feel safe, healthy and valued. Whilst COVID has interrupted some progress in the implementation of the strategy it is still working towards a three year goal of a Safety culture where workers are independent and look after their own safety without guidance.

Our Bene-Fit 360 program continues to actively support our employees from a holistic outlook for total wellbeing, BENE-FIT 360 comprises of three overarching pillars that demonstrate Council's commitment to a mentally fit workforce (M-FIT), wellness and belonging (WELL-FIT), and work life balance (FLEX-FIT). This tailored framework has been developed to drive a healthier, happier and more productive and engaged workforce, and promote Council as an employer of choice.

The continued work on mental fitness had a strong presence across Council with a number of M-FIT Champions trained in Mental Health First Aid and our Employee Assistance Program to provide employees professional Counselling services and with access to resources for total wellbeing.

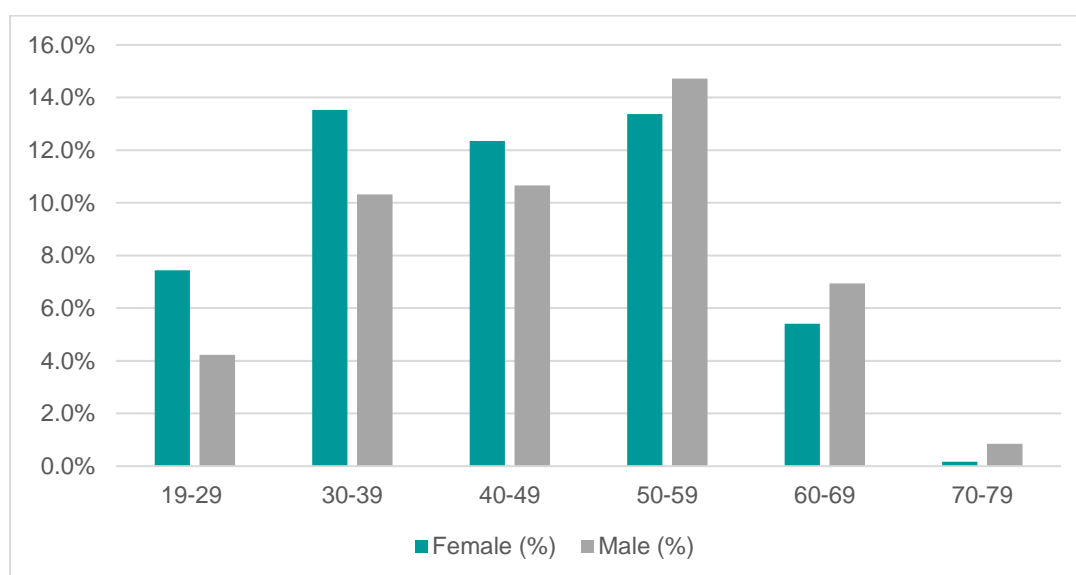
4. Highly Capable People: to continuously improve the way we work and sustain a culture of learning that provides opportunities to develop and progress in their careers at Council.

With the ongoing impacts of financial sustainability, attracting and retaining talent, and lasting effects of COVID, there has been a focus on equipping employees to meet both current and future strategic needs. Whether it be through the successful delivery of key learning programs, collaborative lunch and learns, or supporting attendance at conferences and external training, there are numerous opportunities for our employees to grow and develop. The People and Culture team has worked directly with groups across the business who have sought support in dealing with challenges and change. Internal opportunities are promoted to support internal mobility and agility, with employees encouraged to seek new challenges or learn new skills.

This year saw the launch of our early talent program that is FutureGEN. As part of this, Managers across Council were provided the opportunity to redesign existing vacancies or utilise suitable salary funding to establish an apprentice, trainee, cadet and/or graduate position.

Employee age range percentage

| Age | Female % | Male% | Total% |
|----------------|-------------|-------------|------------|
| 19-29 | 7.4 | 4.2 | 11.7 |
| 30-39 | 13.5 | 10.3 | 23.9 |
| 40-49 | 12.4 | 10.7 | 23.0 |
| 50-59 | 13.4 | 14.7 | 28.1 |
| 60-69 | 5.4 | 6.9 | 12.4 |
| 70-79 | 0.2 | 0.8 | 1.0 |
| Total % | 52.6 | 47.4 | 100 |



Directorate and gender summary

| Directorate | Female | Male | Total |
|---------------------------------|------------|------------|------------|
| Assets and Infrastructure | 24 | 184 | 208 |
| Community and Culture | 164 | 33 | 197 |
| Environment and Planning | 52 | 36 | 88 |
| Business and Corporate Services | 52 | 24 | 76 |
| Office of General Manager | 17 | 2 | 19 |
| Office of General Counsel | 3 | 2 | 5 |
| Total | 312 | 281 | 593 |

Directorate and length of service summary

| Directorate | less than 10 years | 10 to less than 20 years | 20 to less than 30 years | 30 years or more |
|---------------------------------|--------------------|--------------------------|--------------------------|------------------|
| Assets and Infrastructure | 141 | 41 | 13 | 13 |
| Business and Corporate Services | 63 | 9 | 3 | 1 |
| Community and Culture | 138 | 45 | 13 | 1 |
| Environment and Planning | 65 | 12 | 9 | 2 |
| Office of General Manager | 22 | 1 | 1 | |
| Total | 429 | 108 | 39 | 17 |

Gender and position summary

| Employee Levels | Female | Male | Total |
|-----------------|------------|------------|------------|
| Worker | 259 | 232 | 491 |
| Team Leader | 14 | 18 | 32 |
| Executive | 3 | 2 | 5 |
| Manager | 8 | 10 | 18 |
| Coordinator | 20 | 27 | 47 |
| Total | 304 | 289 | 593 |

Gender and position grade summary

| Position Grade | Female (%) | Male (%) |
|----------------|-------------|-------------|
| 1 | 0.2 | 0.2 |
| 3 | 0.2 | 8.6 |
| 4 | | 0.7 |
| 5 | 7.3 | 3.2 |
| 6 | 1.2 | 2.7 |
| 7 | 7.3 | 0.8 |
| 8 | 4.2 | 8.4 |
| 9 | 4.4 | 1.5 |
| 10 | 3.7 | 2.7 |
| 11 | 3.0 | 1.5 |
| 12 | 2.9 | 2.2 |
| 13 | 4.9 | 3.2 |
| 14 | 1.7 | 2.5 |
| 15 | 3.4 | 1.2 |
| 16 | 2.0 | 2.0 |
| 17 | 1.3 | 1.2 |
| 18 | 1.9 | 1.7 |
| 19 | 0.8 | 1.0 |
| Trainee | 0.3 | 0.2 |
| Senior Staff | 1.9 | 2.0 |
| Total % | 52.4 | 47.6 |

Senior staff remuneration

Senior staff defined by the Local Government Act is the General Manager and Directors (Executives). This remuneration is for the period 1 July 2022 to 30 June 2023.

| Senior Staff | Salary (cash) Component | Vehicle Allowance | Super - SGL | Bonus | Non Cash Benefits | Motor Vehicle | FBT | Total Remuneration \$ |
|----------------------------------|-------------------------|-------------------|------------------|--------------|-------------------|---------------|--------------|-----------------------|
| General Manager | \$448,908 | \$10,233 | \$25,292 | \$Nil | \$Nil | \$Nil | \$Nil | \$484,433 |
| Total for Senior Managers | \$1,402,596 | \$40,747 | \$126,276 | \$Nil | \$Nil | \$Nil | \$Nil | \$1,569,619 |

Labour Statistics

On 23 November 2022, a total of 581 people performed paid work for Georges River Council, as set out below:

- 408 persons employed on a permanent full-time basis, 86 persons employed on a permanent part-time basis, 35 under a fixed-term contract, and 21 casuals who performed work on this day.
- 6 senior staff members.
- 21 persons engaged by Council under a contract or other arrangement for labour.
- 4 persons in apprentice or trainee positions.



People recruitment and retention

| Recruitment snapshot | |
|-----------------------------------|-------|
| Number of new permanent employees | 96 |
| Gender ratio (Female/Male) | 48/48 |
| Age range | 19-70 |
| Culturally diverse new employees | 14% |

We remain committed to making recruitment and selection decisions based on principles of merit, meaning the highest degree of suitability, demonstrated by abilities, qualifications, experience, references and standard of work performance required to do the job, in accordance with the *Local Government Act 1993*.

Our Recruitment Policy continues to be reviewed, providing a committed framework for our talent acquisition practices ensuring they are consistent, compliant with relevant legislation, and aligned with Council's Mission and Values.

Our Recruitment Policy is underpinned by other policies such as:

- Equal Employment Opportunity Policy
- Code of Conduct
- Discrimination, Bullying and Harassment Policy
- Pre-Employment Suitability Policy
- Learning and Development Policy

We recognise that amongst our major challenges are skills shortages and attracting top talent. In general, the overall market for attracting professionals is increasingly competitive as councils seek to source employees in markets where salaries are not comparable, employee benefits are difficult to match and experience in local government is niche.

In response, we have established focused positions to partner across our business, leading and driving value-add talent acquisition services and strategies that secure top talent, and then support the internal talent journey.

Linked to our Community Strategic Plan, continuous improvement strategies continue to focus on streamlining and automating recruitment processes via our e-Recruitment platform and providing better candidate experience overall through our HROnboard journeys.

Age range of new employees

| Age | Female % | Male % | Total % |
|----------------|-----------|-----------|------------|
| 19-29 | 8.3 | 7.3 | 15.6 |
| 30-39 | 15.6 | 17.7 | 33.3 |
| 40-49 | 15.6 | 10.4 | 26.0 |
| 50-59 | 10.4 | 10.4 | 20.8 |
| 60-69 | | 3.1 | 3.1 |
| 70 and above | | 1.0 | 1.0 |
| Total % | 50 | 50 | 100 |

Retention and turnover

Our annual turnover rate as at 30 June 2023 is 22% (rounded figure).

The staff turnover rate has decreased by 3% from last financial year which is a real positive, however we remain vigilant where turnover is concerned, monitoring and tracking fluctuation and market trends which guide further review of our talent acquisition and retention strategies.

Generally, it is recognised that a level of turnover is healthy as it presents opportunity to onboard new talent who bring their unique self, skills, experience and knowledge, contributing to the diversity of our workforce.

| Year | No. of staff | | Average no. of staff | Average no. of staff | |
|-------------|--------------------|-------------|----------------------|----------------------|--------------------------------|
| | Month | Separations | Headcount | Turnover rate (Qtr) | Turnover rate (annual to date) |
| 2022 | Jul-22 | 11 | 572 | 1.9% | |
| 2022 | Aug-22 | 12 | 578 | 2.1% | |
| 2022 | Sep-22 | 11 | 586 | 1.9% | |
| | 1st Quarter | 34 | 579 | 5.9% | 5.9% |
| 2022 | Oct-22 | 12 | 591 | 2.0% | |
| 2022 | Nov-22 | 6 | 596 | 1.0% | |
| 2022 | Dec-22 | 12 | 598 | 2.0% | |
| | 2nd Quarter | 30 | 595 | 5.0% | 10.9% |
| 2023 | Jan-23 | 10 | 596 | 1.7% | |
| 2023 | Feb-23 | 10 | 595 | 1.7% | |
| 2023 | Mar-23 | 9 | 591 | 1.5% | |
| | 3rd Quarter | 29 | 594 | 4.9% | 15.8% |
| 2023 | Apr-23 | 10 | 593 | 1.7% | |
| 2023 | May-23 | 12 | 593 | 2.0% | |
| 2023 | Jun-23 | 14 | 588 | 2.4% | |
| | 4th Quarter | 36 | 591 | 6.1% | 21.9% |

People development

We are committed to implementing leading people practices creating a high performing, capable and resilient workforce. Our goal is to ensure our workforce is inspired, diverse and engaged to deliver outstanding results for our community and city.

Our learning and development and performance frameworks are guided by excellence, instilling behaviours in our people to continuously strive to uphold corporate excellence, professional excellence, leadership excellence, personal excellence and performance excellence.

Our Learn Exceed Achieve and Progress (LEAP) learning framework encompasses the range of organisational development opportunities that are made available to staff to support them through the employee lifecycle at Georges River Council. LEAP promotes four streams of excellence and is underpinned by the 70:20:10 model to nurture an individual's professional and personal journey at Council and promote a culture of learning through on-the-job learning, knowledge sharing, coaching and mentoring.

Our four streams focus on:

- **Corporate excellence** - foundational and compliance training for staff such as essential learning for new starters and mandated training that minimises the exposure of risks. It also captures organisation wide initiatives that contribute to our Vision, Mission and Values.
- **Professional excellence** - addresses the learning demands that emerge from development plans and key organisational priorities. Development plans are critical to our Performance Excellence Program (PEP) as they identify learning needs and capability and career development opportunities that align with our operational, delivery and Community Strategic Plans.
- **Leadership excellence** - provides emerging and current leaders with workshops and interactions to support them and to build high performing teams. We have continually supported leaders through leadership forums, development opportunities, seminars and conferences and acting opportunities.
- **Personal excellence** – while everyone's career trajectories are unique, we cater to our diverse workforce by empowering people to undertake autonomous learning and connect with each other through common shared interests.

Corporate excellence - The Code of Conduct is the principal document which forms the foundation for a strong ethical culture at Council. Good governance are the processes and behaviours that ensure our organisation is able to meet its intended purpose while meeting community expectations of probity, accountability and transparency. To support this, it's mandatory for all staff to complete Code of Conduct training to solidify their understanding of Council's expectations and standards for conduct, behaviour and ethics.

All new staff are welcomed through our corporate orientation program. This full day session is an excellent opportunity for our new starters to connect with each other, have great conversations and collaborate, learn about our services as well as meet staff from various business units face to face.

In November 2022, we held a Staff Survey results workshop for the Executive Team and all Managers, Coordinators and Heads Of at Council. The purpose of this session was to unpack the meaning of the results from the employee engagement survey completed by the organisation and set expectations around key actions that would ensure a high level of engagement was maintained.

On R U OK? Day on 8 September 2022 we had the opportunity to hear from our Executive Team in an open and honest panel discussion and held our first all staff event in two years, a delicious outdoor lunch with fun activities to celebrate our achievements and connect in person. Over 250 staff joined us in Carss Park to participate in our Walk and Talk based on the R U OK? 4 steps on how to ask R U OK. It was great to see so many of our staff enjoying the sunshine, connecting with colleagues from around Council, devouring tasty treats from our food vans and finding the fun in such an important day.

We continued to support our people's development through Business Critical and Continuing Professional Development (CPD) training. Over the last 12 months 26 employees attended CPD training and 246 employees completed Business Critical training, expanding their knowledge and skills to assist them in excelling in their roles.

Professional excellence - Georges River Council recognises that its relationship with its customers is one of the most important driving factors to its success. To support this, 370 staff completed Customer Excellence training, a program designed to empower and train staff to deliver exceptional customer experiences and embed a customer-centric culture. This training was rolled out to support the Customer Experience Strategy and Charter and ensure consistency in our approach to customer service across the organisation.

A key focus over the last 12 months has been on team development with four team development sessions being developed and delivered internally. These sessions focused on identifying and responding to team challenges, facilitating team engagement and connection, understanding individual strengths and motivators, re-evaluating success and defining key actions that contribute to achieving success.

We also launched FutureGen, an entry level talent program which focuses on establishing apprenticeship, traineeship, cadetship and graduate positions across Council. FutureGEN aims to cultivate and support new talent within Council and provides structured support to People Leaders.

Leadership excellence - In August 2022, we launched Launching into Leadership, a leadership program designed for aspiring leaders, high potentials and those new to leadership roles in the organisation. This program provided over 40 participants with an introduction to the principles of leadership and supported them in taking that next step in their leadership development.

Continuing the strong focus on leadership development, we hosted our LeaderSHIFT forum in November 2022. This brought together 40 Coordinators and Heads Of to hear from a guest speaker on the differences between individual and organisational burnout, importance of finding purpose and meaning from work, how healthy relationships buffer you from burnout and practical strategies to recharge.

After the initial success of LeaderLIFT with our Executive Team and Managers, this program was delivered to the next layer of leadership, our Coordinators and Heads Of. This bespoke 12-month leadership development program has been co-designed with Bendelta to uplift leadership capability and provide the cohort with a network to foster cross-unit collaboration and communication.

Once again, we coached and mentored a team of six emerging leaders through a 3-month program to prepare them for the LG Professionals Australasian Management Challenge (AMC).

Personal excellence – Our Lunch and Learn sessions continued to provide employees with informal learning environments where they could meet new people from across Council and develop

new skills and knowledge. Topics covered included interview skills, safety, presenting with impact, bystander anti-racism, privacy awareness and knitting. These sessions were well received with over 140 staff in attendance.

To further support our staff's development, we provided 20 employees with Sponsored Study support and 36 employees attended conferences across Australia.



People culture

Staff Engagement Survey

Our staff engagement survey, ExChange Ideas, is carried out annually to measure employee satisfaction, identify areas for further improvement and to give staff the opportunity to provide feedback on a number of key areas that impact job effectiveness, organisational direction and workplace culture.

For the fourth consecutive year, Council has engaged the Voice Project to administer the process to assure staff of the anonymity of the data collected and to allow for historical as well as industry benchmarking of our results.

Our 2022 ExChange Ideas survey received 445 responses over the survey period, representing 75 percent of Council's full-time and part-time workforce.

The Voice Engagement Model provides an assessment of three organisational outcomes, Engagement, Wellbeing and Progress. The high-level results were as follows.

Engagement - This year's survey data showed that engagement for Georges River Council was moderate, with 73% of staff indicating they were engaged. Compared to the Government - Local Council benchmark our results are on par, however compared to Metropolitan Councils, our results are 1% higher than is typical at other similar organisations. This result is 3% lower compared to our 2021 results.

| % Favourable | 2021 % Difference | 2020 % Difference | LG Industry % Difference | Metro Councils % Difference |
|--------------|-------------------|-------------------|--------------------------|-----------------------------|
| 73% | -3% | -2% | 0% | +1% |

Wellbeing - This year's survey data showed that wellbeing for Georges River Council was moderate, with 68% of staff indicating they feel well at work. Compared to the Local Government and Metropolitan Councils benchmark, the results are 6% higher than is typical at other similar organisations. This result is 1% lower compared to our 2021 results.

| % Favourable | 2021 % Difference | 2020 % Difference | Industry % Difference | Metro Councils % Difference |
|--------------|-------------------|-------------------|-----------------------|-----------------------------|
| 68% | -1% | 0% | +6% | +6% |

Progress - This year's survey data showed that progress for Georges River Council was moderate, with 57% of staff indicating they were satisfied with the organisation's progress and success in delivering outcomes. Compared to the Local Government benchmark, our results are 1% higher than is typical at other local councils. Compared to Metropolitan Councils, our results are on par. This result is 9% lower compared to our 2021 results.

| % Favourable | 2021 % Difference | 2020 % Difference | Industry % Difference | Metro Councils % Difference |
|---------------------|--------------------------|--------------------------|------------------------------|------------------------------------|
| 57% | -9% | -10% | +1% | 0% |

Georges River Council continues to maintain positive levels of engagement over the past four years and a strong position against industry benchmarks.

BENE-FIT 360

Our BENE-FIT 360 program continues to offer holistic benefits to our people through our commitment to mental health (M-FIT), wellness and belonging initiatives (WELL- FIT) and flexible work practices (FLEX-FIT).

M-FIT

This year we were proud to embark on phase 3 of our mental health strategy which saw the formation of an M-FIT Champions network. Our M-FIT Champions Program is not your ordinary peer support program. This program is focused on building a strong, formally trained and accredited team of champions who are available across all our diverse sites.

The role of the M-FIT Champions Program is to encourage individuals to reach out for help and promote hope, empowerment and recovery. M-FIT Champions have been trained to assist and support co-workers with the challenges of day-to-day work or personal life, promote help-seeking, and support staff to navigate support options. If someone is struggling with work, their relationships, or just the everyday stressors in their life, a M-FIT Champion may be able to help them find the resources they need to manage their overall wellbeing.

Engagement in Council's Employee Assistance Program (EAP) and Wellness Walls has continued steadily. Regular reminders and promotion are provided as part of our campaign to raise awareness on the avenues of support available to staff which has proven successful.

WELL-FIT

In addition to the mental health support provided to staff, our wellness initiatives were continued to ensure our staff are inspired to actively engage in improving their total wellbeing. Free on-site skin checks and flu vaccinations were made available to all staff.

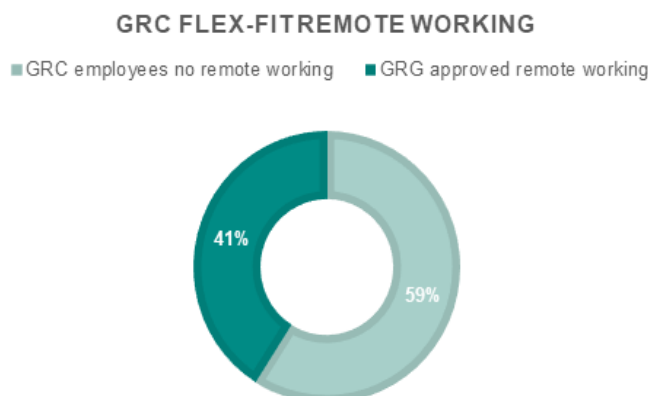
We had staff participate in the Push Up Challenge; a fitness challenge designed to raise critical funds for mental health services. We had 33 staff participate in the challenge, completing 46,592 push ups and raising \$4,806 for the Push for Better Foundation, Lifeline and Movember.

Nearly 48% of the workforce utilised a Health and Wellbeing (H&WB) day in the past 12 months. This is a positive indicator of staff utilising the support mechanisms available that encourage wellness.

FLEX-FIT

Our Flex-Fit Policy continues to enact the principle of flexible and agile work practices which are opt in/opt out to flex-fit based on operational factors and in acknowledgement that each employee's needs are unique. Importantly this policy provides a framework for hybrid working. The policy has continued to evolve following feedback and consultation, reimagining flexibility to establish working arrangements that truly promote flexibility across our diverse workforce.

The below is a summary of approved Flex-Fit remote working arrangements, remaining steady as at 30 June 2023:



Recognising our people

Our Saluting Service program celebrates staff who have served with Council for 10 years and every five years thereafter. We were able to celebrate 40 staff service milestones, ranging from 10 years to 35 years.

We also continue to recognise staff for behaviours that role model our values, contribute to the achievement of our vision, exemplify a commitment to safety, demonstrate improvement and innovation or deliver outstanding customer service through our Shine Bright Rewards program.

Our Shine Bright Rewards program recognises outstanding service, performance, innovation and demonstration of our Mission, Vision and Values. This program respects the individual and is built on personal choice. Nominees can choose their own rewards and how they receive their recognition.

In the past 12 months, 193 staff were nominated by their managers or by a peer and received a reward; 22 for achieving the vision, 8 for commitment to safety, 37 for customer experience, 17 for improvement and innovation and 109 for living the values.

People development remains core to Council's Workforce Management Plan, 'Our People Plan', and opportunities to learn in new and varied formats, as well as engage in traditional styles of learning, are contributing to the positive experience our people are having at work.

Work Health and Safety

Council has had a busy year in WHS carrying out training, implementing reporting systems, reviewing WHS Management system documents, and implementing initiatives to improve safety across Council.

Safety training

Council has conducted WHS training to supply our workers with the necessary skills and knowledge to carry out their work and use plant and equipment safely, for example:

- HLTAID012 - Provide First Aid in an education and care setting
- HLTAID012 - Provide First Aid in an education and care setting
- HLTAID011 - Provide First Aid
- HLTAID009 - Provide cardiopulmonary resuscitation
- ChemUse (AQF3)
- Child Protection Refresher
- Child Safe Organisation Training - Tier 3 and Tier 4
- Emergency Procedures Training
- Mental Health First Aid
- Snake and Spider Awareness
- Traffic Controller and Implement Traffic Management Plans
- Emergency Warden and Fire Extinguisher Training
- WHS Committee Member Training
- Work Safely at Heights

Staff engagement

WHS Committees

Council has two WHS committees, the main WHS Committee with representatives from all areas of Council and a second tier WHS Committee that reports to the main committee formed by the City Operational Services Unit. The committees bring together workers and management to assist in the development and review of health and safety procedures and instructions and discuss issues for the improvement of workplace safety.

The committees meet 10 times a year (monthly February to November). Minutes of the Committee meeting are reported monthly to the Executive Team. The Chairperson of the Committee attends and discusses any initiatives or issues with the Executive Team.

WHS initiatives and improvements

ic.MY SAFETY Reporting System

Council implemented a new WHS reporting system called ic.MY Safety. The system was implemented to make reporting of hazards, near misses, incidents, and injuries simpler and more accessible to workers. The system is accessible on computers or mobile devices using the application. The system has promoted an improved WHS reporting culture.

Psychosocial Hazards

In response to the introduction of specific legislation on psychosocial hazards Council in consultation with its workers developed a Safety Instruction - Psychosocial Risks in the Workplace. The purpose of the instruction is to put in place a process for the identification, assessment, and control of identified psychosocial hazards. The instruction has an attached guide that includes the hazards identified at Council, the workgroups at risk, and the known controls for each hazard. Training on the instruction and creation of a psychosocial safe workplace will be established as phase 4 of the M-Fit Pillar of the BENE-FIT 360 strategy.

Self-audit improvement initiatives:

Council again participated in the StateCover Mutual Self-Audit Program. As a result, Council developed an Improvement Plan endorsed by the Executive Team and submitted to StateCover for monitoring. The plan included 3 initiatives:

- Contractor Management – Development of a risk-based procedure in consultation with stakeholders and implementation training.
- Events Risk Management – Review of WHS risk management processes and forms and stakeholder training.
- Hazardous Noise – Development of an instruction, accurate noise exposure measurements taken, existing controls assessed and audiometric testing health surveillance program.

Council submitted evidence of completion of each of the improvement initiatives to StateCover. StateCover is satisfied Council has met the agreed outcomes of the Improvement Plan.

Safety performance

Incidents, hazards and near misses

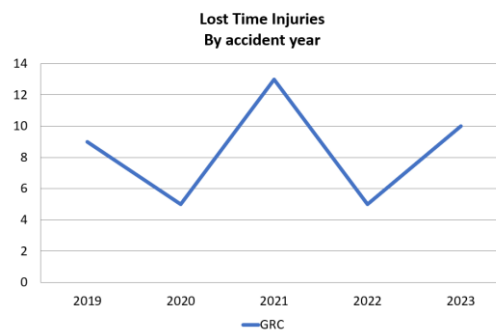
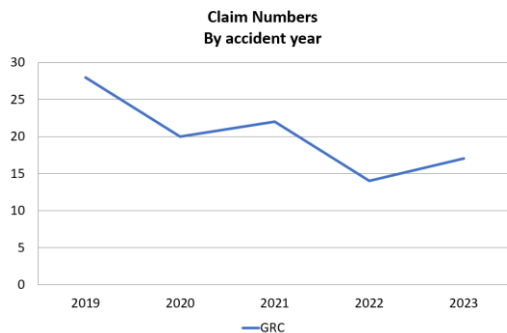


Worker compensation claims and Lost Time Injuries

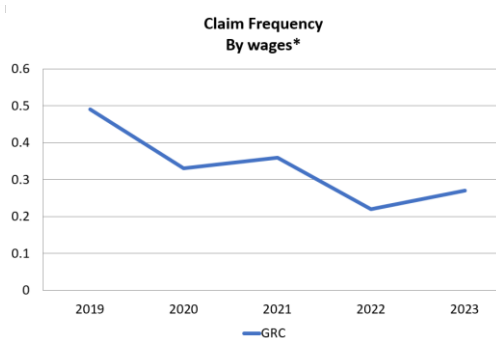
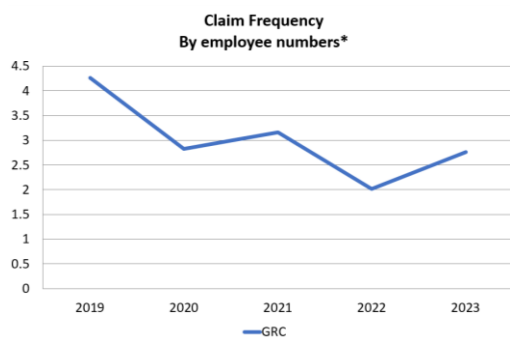


Workers Compensation Trends

Claim Number Trend 2019 - 2023



Claim Frequency Trend 2019 - 2023

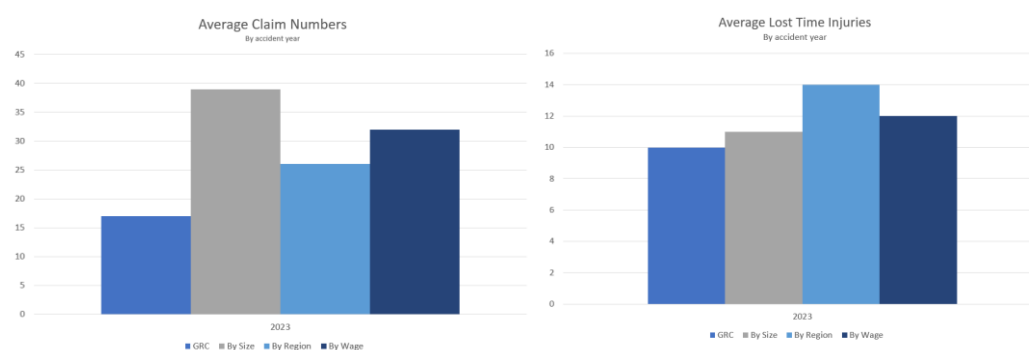


* Claim frequency is calculated as the number of claims per 100 employees and per \$1 million wages

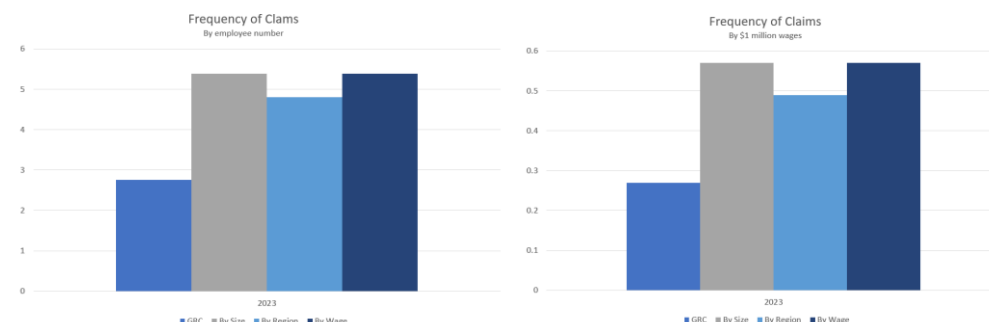
Workers Compensation Performance Benchmarking

We can benchmark against other councils through the StateCover Mutual Member Analytics Portal. This allows Council to compare to other councils by size, by region and by similar wage comparison.

Claim Number Comparison



Claim Frequency Comparison



Summary of Workers Compensation Performance

We have experienced an increase in number of claims and frequency but has maintained performance against the average claims and frequency rates of our peers. Council will continue to endeavour to make our workplaces safer and healthier for workers and strive to be an employer of choice based on our health and safety outcomes.

The year ahead

With Council's WHS Strategy 2021 - 2024 in its last year of implementation. It will shortly undergo a review. The review will consider emerging trends in the industry to improve Council's current safety culture to make Council a healthier and safer place to work.



Our performance

Meeting legislative requirements

Detailed performance on strategic themes

Capital works program

PAGE TWO

Meeting legislative requirements

The Integrated Planning and Reporting (IP&R) framework brings various plans together to leverage our efforts by planning holistically for the future.

The IP&R legislation recognises that councils act as the community's advocate to capture a vision for the community's future and inspire others to participate in that vision.

Councils are required to make short, medium and long-term plans to meet the community's needs by developing an integrated set of strategic plans:

- Community Strategic Plan (10+ years)
- Delivery Program (four years)
- Operational Plan (one year)

We are required to have a 10-year Resourcing Strategy consisting of a Long-term Financial Plan, Asset Management Plan and Workforce Management Plan. We have also developed a Digital Resource Management Plan in our Resourcing Strategy.

The plans outline how we will consult with the community and align with our long-term objectives. Each council, following its election, must review the plans and make sure they can be used effectively to meet present and future needs and be updated annually.

We adopted our 2022/23 IP&R documents in June 2022.

Community Strategic Plan 2022-2032

Our second Community Strategic Plan 2022-2032 (The Plan) was endorsed by Council at its meeting held on 27 June 2022.

The Plan was endorsed based on the outcomes of community engagement activities and details our community's priorities and aspirations for the next 10 years.

As a result of community feedback our themes, or pillars were amended from the previous Community Strategic Plan as follows:

- Our community
- Our green environment
- Our economy
- Our built environment
- Our place in Sydney
- Our governance.

Delivering our vision

The Operational Plan outlines specific actions and ongoing activities we use each year to achieve the goals identified in the Delivery Program and is reviewed with the Delivery Program annually.

We have made excellent progress in the first year of our Delivery Program. Our performance against the pillars and goals of the Delivery Program is summarised in the following pages.

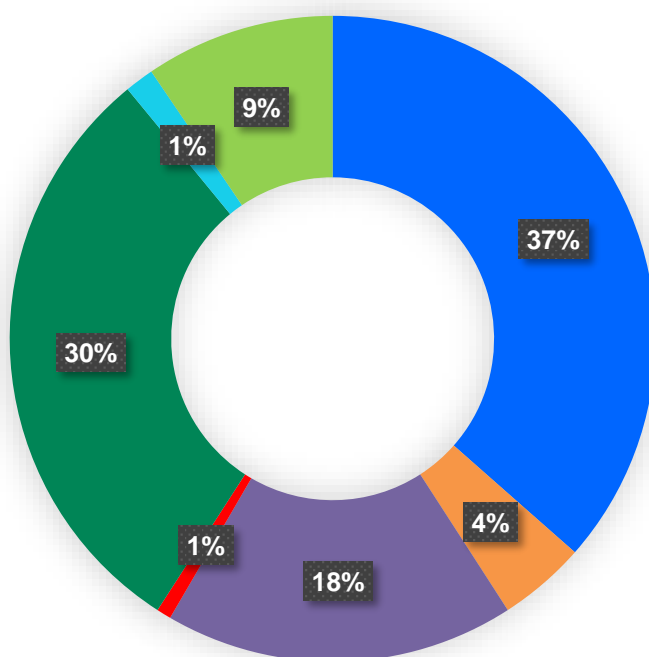
Operational Plan Performance 2022/23

The Operational Plan for 2022/23 was the first instalment of our four-year Delivery Program 2022-2026. The actions set in our Operational Plan represent external and internal services, key projects and works programs.

Delivery Program Progress

Progress against Operational Plan

We are currently in the first year of our four-year delivery program with 85% of Operational Plan actions either completed, on track or ongoing with 15% of actions behind schedule, cancelled, not started or on hold.



| | | |
|-----------------|---|---|
| Completed | ● | All agreed delivery milestones achieved. |
| Not Started | ● | Not started due to budget or other constraints. |
| On Track | ● | On time, within budget and meeting agreed levels. |
| Behind Schedule | ● | Behind schedule due to budget or other constraints. |
| Cancelled | ● | Deliverable no longer proceeding. |
| Ongoing | ● | Ongoing deliverables. |
| Carry over | ● | Carry project forward to next action year. |
| On hold | ● | On hold due to budget or other constraints. |

Pillar 1: Our community

Offers a diversity of people, places, events and lifestyle options.

The pillar is about improving social cohesion thorough Council and community-run events that celebrate the area's history, identity, infrastructure and services.

The goals in this pillar include:

- Goal 1.1** Our community is socially and culturally connected and we strive for social equity.
- Goal 1.2** Diverse, vibrant community hubs and facilities are connected, well maintained and have equitable access.
- Goal 1.3** The community is safe and healthy.
- Goal 1.4** Georges River area heritage and history is protected.

Achievements

- Georges River established as an emerging destination to discover public art which reflects the culture of the area.
- Three students from Georges River College, Oatley Senior Campus are engaged with work experience at Georges River Council.
- The return of regular programs for school excursions, which support local schools and NSW school curriculum outcomes.
- We have completed the 2022/23 Traffic Facilities Program and commenced the first proactive school safety review of the Kogarah Cluster of schools in addition to the regular road safety program.
- Four cameras in the Mortdale CBD were implemented as part of the state grant funding.
- The reach and reputation of the Museum & Gallery is seen in the final exhibition of the 2022/23 year, called "Home in St George 1920-1960" and was highly regarded for the way it represented the identity of the area and has been prepared as a travelling exhibition that can be loaned to other cultural institutions during 2023/24.

Challenges

- Inability to develop and implement the GRC RAP (within the Aboriginal and Torres Strait Islander Strategy) until the strategy is adopted and development of the RAP will be undertaken.
- Installation of a sensory and reading garden project on hold until building work on the adjoining strata areas is completed.
- Completion of construction and fit-out of the Merv Lynch Reserved studio is behind schedule. Engagement with creatives and community stakeholder will occur in Q3 2023/24.
- No budget allocation to commission the drafting of POM and consequently engage planning consultant to initiate DA to extend the event program at Netstrata Jubilee Stadium to include entertainment, cultural and community events.

In 2023/24 we will

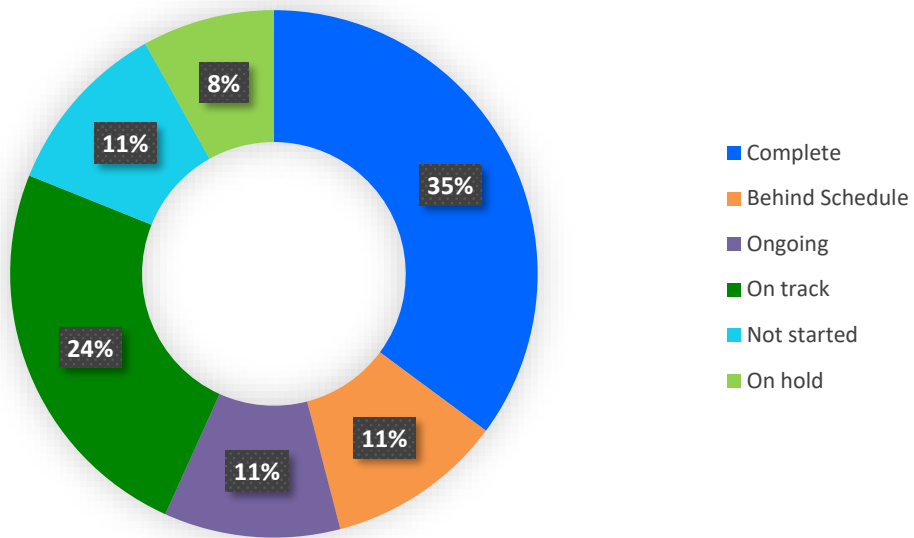
- Procure major events other than sport for Netstrata Jubilee Stadium
- Provide opportunities for the community to engage with the Library and Hurstville Museum & Gallery outside Council building through outreach, online and delivery services.
- Implement the 2023/24 regulatory programs tot ensure compliance with the relevant legislation and to address community safety concerns/
- Implement the Get The Sight Right Program to manage development site condition compliance.
- Deliver Georges River Art Prize and Artist in Residence Program.

Summary of performance against indicators






| Measure | Target | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|--------|---------|---------|---------|---------|---------|
| Customer satisfaction with community centres and performance venues | 80% | N/A | N/A | 83% | 85% | 75% |
| Customer satisfaction with Early Learning Services | 80% | N/A | N/A | 88% | 85% | 84% |
| Customer satisfaction with Events | 80% | N/A | N/A | 94% | 93% | 90% |
| Customer satisfaction with Library Services | 80% | N/A | N/A | 86% | 85% | 84% |
| Customer satisfaction with Museum & Gallery | 80% | N/A | N/A | 95% | 94% | 92% |
| Utilisation of Council's Early Learning Services | 90%* | 82% | 83% | 83% | 87% | 90% |

**The target has been corrected to show 90% from 2022/23*

Progress against one-year Operational Plan items




One-year Operational Plan projects

| Goal 1.1: Our community is socially and culturally connected and we strive for social equity. | | |
|---|---|---|
| Strategy 1.1.1: Initiate, facilitate and support inclusive and accessible events that meet community aspirations and connect people, communities and diverse groups. | | |
| DP Action 1.1.1A: Implement an annual program of Council run and Council supported events. | | |
| Status Completed | | |
| | Status | Comments |
| Implement an annual calendar of destination and localized events. |  | All scheduled events for 2022/23 have been delivered and the 2023/24 calendar of events finalised. |
| DP Action 1.1.1B: Develop and implement the Georges River Council Event Strategy 2022 – 2027. | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Develop and implement the Georges River Council Event Strategy 2022 - 2027. |  | Event charter, Guidelines and Toolkits finalised. |
| Commission drafting of POM and consequently engage planning consultant to initiate DA to extend the event program at Netstrata Jubilee Stadium to include entertainment, cultural and community events. |  | No budget has been allocated for 2023/24. |
| Publicly exhibit the Plan of Management including proposal to extend the event program at Netstrata Jubilee Stadium to include entertainment, cultural and community events. |  | The budget to commence the Plan of Management and Master Plan to enable a Development Application (DA) to stage other events at Netstrata Jubilee Stadium has been allocated in the FY2023/24 budget and is to be actioned by Strategic Placemaking business unit in Assets and Infrastructure. |
| Promote Netstrata Jubilee Stadium as a venue for non-sporting group events. |  | Functions, meetings, events and film shoots are being promoted at the venue. A DA to stage other major events will be in process once a plan of management is in place. The plan of management process is budgeted in 2023/24. |

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

DP Action 1.1.2A: Provide a range of programs such as the Georges River Art Prize and the Artist in Residence Program.

Status Completed





| Action Name | Status | Comments |
|--|---|--|
| Investigate and develop a program that supports Art Trails and Public Art. |  | Through the development of the Public Art Policy and the Public Art Advisory Panel, this has seen the successful engagement of recognised artists for numerous projects establishing Georges River as an emerging destination to discover public art which reflects the culture of the area. |






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

DP Action 1.1.3A: Develop and Implement social justice strategies to build the social strengths of the Georges River community.

Status On Track

| Action Name | Status | Comments |
|---|---|---|
| Launch and promote Georges River Council's Social Justice Charter. |  | A campaign including four different Your Say opportunities and corresponding events was run during March - June 2023 to coincide with Harmony Week; GRYFest; Reconciliation Week; and Pride Month. Each month, a different principle of the Charter was featured including participation, equity, respect, and empowerment. Participants at the launch events provided feedback in various formats including text, audio and video recordings. This feedback, combined with feedback via YourSay and via targeted consultations with local community groups, will be compiled and analysed to inform the priorities of the Social Justice Charter Action Plan. |
| Launch and promote Anti-racism campaign "Better Together". |  | In March 2022, Council started a four year anti-racism campaign called "Better Together." During the 2022/23 year, Council delivered bystander anti-racism training to the community and shared fact sheets in five key community languages. They also did a community survey and put up "RacismNOTwelcome" and "Better Together" signs in local town areas. |
| Develop and implement First Nations First Strategy. |  | (a) – (f) Aboriginal consultancy firm, Ngurra Advisory, has been appointed to work with Council in engaging Aboriginal and Torres Strait Islander community members in the development of Council's Aboriginal and Torres Strait Islander Strategy and Action Plan, including the potential development of a Reconciliation Action Plan (RAP). Comprehensive consultation is now occurring with Ngurra Advisory to ensure that the development of our Strategy and Action Plan is informed by meaningful engagements with local Aboriginal and Torres Strait Islander communities. Two rounds of consultation will involve four key community groups being/ Traditional Owners, Council's Aboriginal and Torres Strait Islander Advisory Committee, the Kurrnulla community, and local Aboriginal and Torres Strait Islander community members. Each consultation group will provide feedback on Ngurra's draft focus areas for the Strategy and suggest priority actions. The finalised focus areas and actions will be reflected in the Draft Strategy and Action Plan that will be presented to Council by mid-2024. |
| Develop and implement the Georges River Council Reconciliation Action Plan. |  | The development and implementation of a GRC RAP will be a prioritised action item within the Aboriginal and Torres Strait Islander Strategy. Once the strategy is adopted, development of the RAP will be undertaken. |



| DP Action 1.1.3B: Develop and implement the Georges River Council Disability and Inclusion Action Plan 2022-2026. | | |
|---|---|---|
| Status On Track | | |
| Action Name | Status | Comments |
| Launch and promote the Georges River Council Disability and Inclusion Action Plan 2022-2026. |  | <p>Work has continued on actions within the Georges River Council Disability and Inclusion Plan 2022-2026. Work includes:</p> <ul style="list-style-type: none"> • Ongoing involvement with Zero Barriers as a Council member and member of the Advisory Committee. • Council's Mayor attended and presented an award at the Zero Barriers Business Excellence Awards. • Council continues to co-facilitate the St George and Sutherland Shire Disability Interagency Meeting and has created an Employment Working Party as a sub-group. • Three students from Georges River College, Oatley Senior Campus are engaged with work experience at Georges River Council. • Council is developing and planning disability awareness training for staff to be delivered in August. • Council continues to facilitate the Access & Inclusion Reference Group meetings. Discussions this quarter included Beverly Hills Commuter Carpark advocacy with the Chair of the reference group, meeting with the Hon Mark Coure to discuss concerns. • Supported Disability Services Australia with 'Clean Up Australia' day at Beverly Hills Park. |

| Strategy 1.1.4: Provide high quality, affordable education, care and protection for children across Council's Early Learning Centres. | | |
|---|---|--|
| DP Action 1.1.4A: Implement the 2021-2031 Early Learning Services Strategy to meet the educational and care needs of children and their families. | | |
| Status On Track | | |
| Action Name | Status | Comments |
| Review and implement Child and Staff Wellbeing Action Plan. |  | <p>As part of the Child and Staff Wellbeing Action Plan, the Health and Wellbeing group representatives are exploring the "Resource Beyond Self-Care an Educator Wellbeing Guide" from Be You. All Health and Wellbeing representatives consistently ensure that they incorporate activities from the guide into their staff meetings.</p> <p>A workplace review on educator wellbeing was distributed along with materials provided by ACECQA. There will be further positive developments in the next quarter with the new Be You consultant joining the team.</p> |
| Implement Council's Child Protection Action Plan. |  | <p>Most actions within the 2021-2023 Child Protection Action Plan are complete. An ongoing Child Protection Action Plan has been developed with additional action items included. Further actions will be added as identified.</p> <p>FY2022/23 saw the development and adoption of Council's Interactions with Children Policy as well as an organisational Child Safe Risk Management Plan along with child safe training program developed for all council employees.</p> |

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

DP Action 1.1.4A: Implement the 2021-2031 Early Learning Services Strategy to meet the educational and care needs of children and their families.

Status On Track



| Action Name | Status | Comments |
|--|---|---|
| Implement the Early Learning Services Reconciliation Action Plan |  | The Early Learning Services RAP working group (including a member from each Early Learning Centre) meet monthly to discuss the action plan, action items and progress of each centre. FY2022/23 saw cultural awareness training delivered for staff and children at centres along with the inclusion of Aboriginal art, artefacts and symbolic items to promote awareness and understanding of Aboriginal and Torres Strait Islander culture and heritage and to support a sense of community partnership and a commitment towards reconciliation. |
| Review demand for an additional needs early learning centre |  | This is an action within the Early Learning Services Strategy 2021-2031 with further financial modelling and targeted engagement required following recent changes to the NSW Government Department of Education preschool subsidy scheme (2023 Start Strong for Community Preschools program). A report is expected to be completed regarding the feasibility in early 2024. |

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

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

DP Action 1.2.1A: Implement the 2030 Library Strategy to improve service delivery, technology, collections, information services, community engagement and programs.

Status Progressing




| Action Name | Status | Comments |
|---|---|--|
| Implement outcomes of the feasibility study to harmonise library opening hours. |  | The harmonised library opening hours provide increased community access to services across weekdays and weekends. The large district libraries at Kogarah and Hurstville now provide a generous span of hours to accommodate community preference for morning programs as well as use after work and after school. |
| Undertake consultation regarding the business case to locate a district library to serve the western half of the Georges River local Government Area. |  | Libraries 2030: The Georges River Library Strategy identified the importance of providing contemporary public libraries that are easily accessible to everyone in Georges River and capable of providing the comprehensive range of programs, collections and services expected by the community. The revised Mortdale Master Plan includes the provision of library space in a key transport corridor that is accessible to people living in the western half of the LGA. |

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

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

DP Action 1.2.1A: Implement the 2030 Library Strategy to improve service delivery, technology, collections, information services, community engagement and programs.



Status Progressing

| Action Name | Status | Comments |
|--|---|--|
| Establish a reading and sensory garden at Hurstville Library that includes space for community environmental and sustainability education. |  | The project to install a sensory and reading garden in the courtyard at Hurstville Library is currently on hold until building work on the adjoining strata areas is completed. |
| Undertake consultation to assess community needs for programs and suitability of current libraries at Oatley, Penshurst and South Hurstville so they best cater to the needs of the community into the future. |  | <p>Library officers collected data during the 2022/23 financial year to determine patterns of customer use, preferences and satisfaction in relation to the branch libraries at Oatley, Penshurst and South Hurstville. The consultation included library members as well as non-library members.</p> <p>The data will be used as part of the dataset for the feasibility study for revitalising branch libraries (which was resolved by Council in November 2022 (NM097-22)). Funding for the feasibility study has been allocated in the 2023/24 budget.</p> |
| Continue to implement and review the Georges River Library Debt Recovery and Management Plan. |  | <p>During 2022/23, Council officers took steps to reduce the accumulation of avoidable debts. Key improvements were:</p> <ul style="list-style-type: none"> the implementation of improved library notices; the implementation of automatic renewals; the removal of late fees from the schedule of fees and charges for 2023/24. <p>Debt accrual in the library service will relate only to the recovery of items that are lost or damaged. A key control to reduce the ongoing accrual of debt is an annual amnesty to incentivise the resolution of lost and damaged items - scheduled during August and September 2023.</p> |

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

DP Action 1.2.2A: Provide a range of affordable and accessible facilities for community based activities.


Status Progressing

| Action Name | Status | Comments |
|--|---|--|
| Maintain and provide for hire community properties across the Georges River Local Government Area. |  | Redevelopment of 7a Headley St (former Peakhurst Scout Hall) will provide a multi-use community facility in the western corridor of the LGA. |
| Deliver actions identified in the Venue and Facilities Management Review. |  | Venue and Facilities Management Review to be conducted prior to any implementation of actions. |

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



DP Action 1.2.2A: Provide a range of affordable and accessible facilities for community based activities.

Status Progressing

| Action Name | Status | Comments |
|--|---|---|
| Deliver actions identified in the Open Space Expansion and Acquisition Plan. |  | Finalisation of the Georges River Council Infrastructure Needs Assessment & Acquisition Strategy (formerly Open Space Expansion & Acquisition Plan) is in progress. |

DP Action 1.2.2B: Create community spaces to deliver enhanced programs and experiences for community members.





Status Progressing




| Action Name | Status | Comments |
|--|--|---|
| Create a multi-functional, accessible and flexible programming space. |  | Libraries 2030: The Georges River Library Strategy identified the need for public libraries to have spaces that can be used in different ways to meet the diverse needs of the community - recognising the importance of priority of program delivery and the importance of implementing accessibility best practice. |
| Provide opportunities for the community to engage with the Library and Hurstville Museum & Gallery outside Council buildings through outreach, online and delivery services. |  | <p>The Cultural Engagement and Library Services team delivered a diverse range of outreach and online activities to meet community needs.</p> <p>Engagement with different age groups and social demographics was done through visits to kindergartens, schools, aged care facilities, as well as at major cultural festivals such as Migrant Information Day, Youth Week and Lunar New Year.</p> <p>A wide range of online learning and entertainment opportunities saw approximately 140,000 uses through things like eBooks, Linked In Learning, blogs and digital exhibitions. Across the year, more than 3,000 deliveries were made to people who cannot easily get to the library, including the elderly and young families attending Council's early learning centers.</p> |




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

DP Action 1.2.3A: Implement the Create Georges River Cultural Strategy to support our community's cultural activities and initiatives.

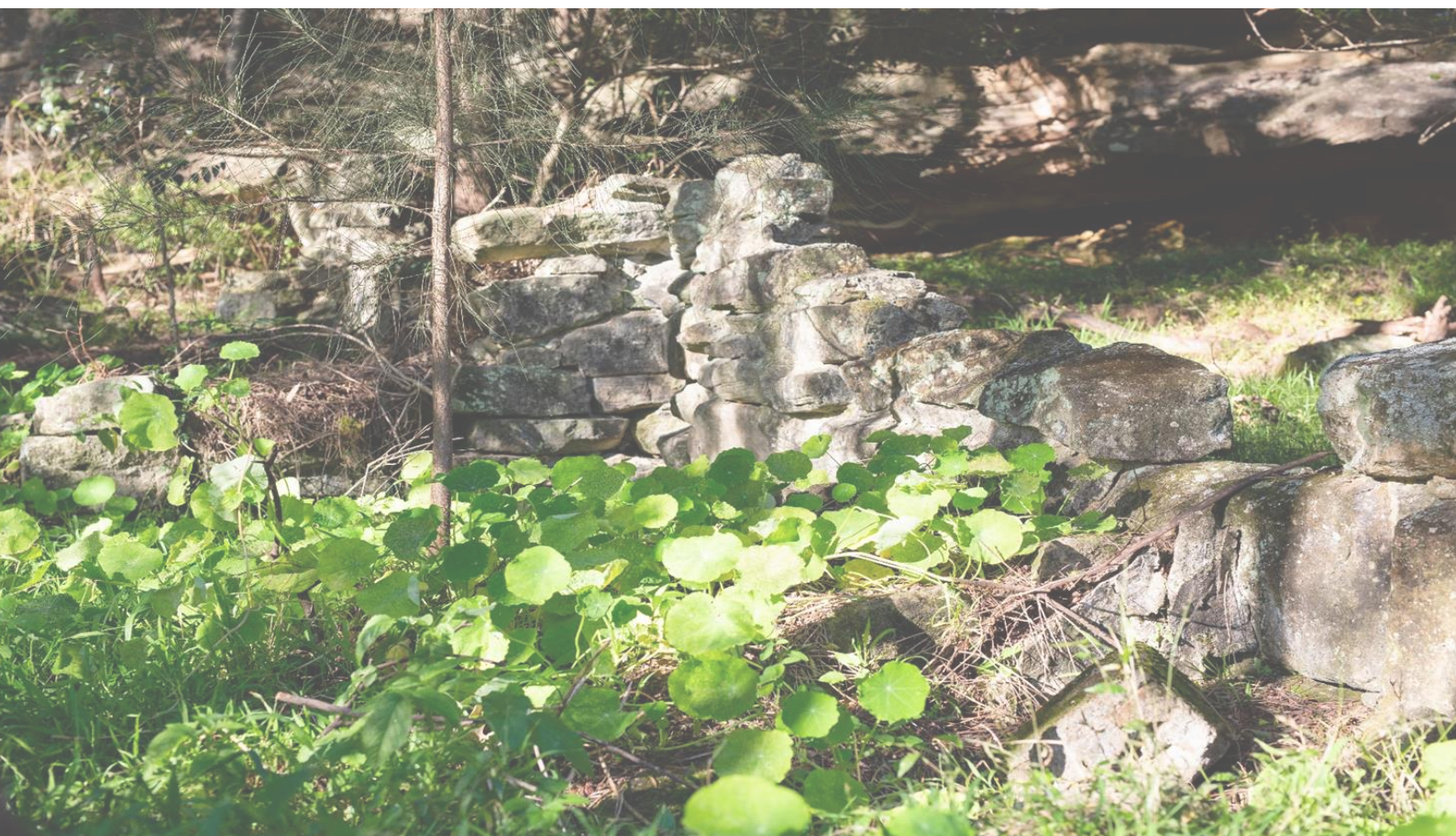
Status Progressing

| Action Name | Status | Comments |
|--|---|---|
| Implement the Create Georges River Cultural Strategy to support and strengthen our community's cultural activities and initiatives. |  | A wide range of cultural activities and initiatives were delivered across 2022/23. The diverse cultural expression of Georges River was celebrated through exhibitions at the Hurstville Museum & Gallery, collections and programs in the libraries and at major festivals including Little Lunar and Un[contained]. The "Guraban" exhibition in particular set a new standard for curation - combining fine arts, history, community consultation and program delivery to represent the experiences of First Nations People in Georges River and their enduring connection to Country. The grant funded "Guraban" project was highly commended at the Local Government Excellence Awards. |
| Initiate an Art and Cultural Group comprising of internal and external stakeholders. |  | The Public Art Advisory Panel was formed to bring together internal and external stakeholders in support of art and culture. The group has been a case study of effective engagement with arts and cultural sector specialists as well as ensuring ongoing attention to best practice by internal and external stakeholders. |
| Increase the profile of Hurstville Museum & Gallery through the implementation of a comprehensive and diverse program of exhibitions and events. |  | The increased profile of the Hurstville Museum & Gallery was demonstrated by the increased demand for the Artist in Residence program from people living interstate and overseas. 2022/23 saw the return of regular programs for school excursions, which support local schools and NSW school curriculum outcomes. The reach and reputation of the Museum & Gallery can be seen in the final exhibition of the 2022/23 year, called "Home in St George 1920-1960". It was highly regarded for the way it represented the identity of the area and has been prepared as a travelling exhibition that can be loaned to other cultural institutions during 2023/24. |
| Establish and increase the profile of the Edgbaston Artist Studio. |  | The studio in Merv Lynch Reserve will provide an accessible opportunity space for creatives in the area when construction and fit-out is complete. Engagement with creatives and community stakeholders will occur in Q3 in 2023/24. |

| Goal 1.3: The community is safe and healthy. | | |
|--|---|--|
| Strategy 1.3.1: Implement actions to maintain and promote the community safety of our area. | | |
| DP Action 1.3.1A: Increase community and road safety in Georges River Local Government Area. | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Deliver the 2022/23 Road Safety Program, focused on traffic facilities, Black Spot Funding and other safety initiatives. |  | Council completed the 2022/23 Traffic Facilities Program and commenced its first proactive school safety review of the Kogarah Cluster of schools in addition to the regular road safety program. |
| Deliver a pilot Community Safety Program. |  | The Community Safety Education Program has been developed and will be presented to Council at the end of 2023. The program will include a regular calendar of marked safety days, information campaigns, community forums, education sessions, and a social media campaign. Planning has commenced for recognising days of significance. |
| DP Action 1.3.1B: Investigate systems to improve public safety and accessibility. | | |
| Status On Track | | |
| Action Name | Status | Comments |
| Develop annual program to upgrade council's security and CCTV systems to improve public safety and accessibility. |  | CCTV cameras were installed in Mortdale as part of the Premiere's grant. |

| Strategy 1.3.2: Conduct regulatory functions in accordance with legislative requirements. | | |
|---|---|--|
| DP Action 1.3.2A: Adopt and implement a Fire Safety Program that maintains buildings with essential fire services to safeguard the community. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Implement actions to ensure compliance with the directions set by the NSW State Government relating to external combustible cladding and Council's Fire Safety Audit. |  | <p>Council has developed a list of premises which contain external combustible cladding which is constantly reviewed to ensure all of the listed premises comply with the directions set by the NSW State Government.</p> <p>Where a Fire Safety Order under the Environmental Planning and Assessment Act 1979 or a Building Product Rectification Orders under the Building Products (Safety) Act 2017 are issued they are reviewed and monitored on an ongoing basis to ensure compliance.</p> |
| DP Action 1.3.2B: Liaise with the NSW Government and relevant stakeholders to keep up-to-date with legislative changes around regulatory functions. | | |
| Status Completed | | |
| Action Name | Status | Comments |
| Implement the 2022/23 regulatory programs to ensure compliance with the relevant legislation and to address community safety concerns |  | <p>During the 2022/23 financial year all 38 schools in the LGA were patrolled regularly as part of the ongoing school enforcement program.</p> <p>159 service requests relating to schools were received resulting in 1613 school zone penalty notices. 533 services requests were lodged relating to trucks with 1760 penalty notices issued. In addition to rostered patrols of the LGA, the parking team attended to 2,804 general parking service requests. Parking officers continued to proactively issue warning notices for minor offences with 697 issued in total.</p> |
| DP Action 1.3.2C: Implement programs relating to food premises, skin penetration premises and regulated systems. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Implement the Get The Site Right Program to manage development site condition compliance. |  | Council's Compliance Unit is committed to participating in the 'Get the Site Right' campaign in May and November each year. |

| Goal 1.4: Georges River area heritage and history is protected. | | |
|---|--------|---|
| Strategy 1.4.1: Encourage and promote heritage and history through collections, programs, heritage trails and protection policies. | | |
| DP Action 1.4.1A: Promote the retention and conservation of heritage items within the Georges River Local Government Area. | | |
| Status Completed | | |
| Action Name | Status | Comments |
| Finalise the 2021/22 Heritage Building Grants Program. | ● | Council, at its meeting held in February 2022, endorsed the Heritage Building Grants Program 2021/22 and offers were made to successful applicants as outlined in the adopted report - 'Summary table of submissions and recommendations for Heritage Grant Funding 2021/22'. Council also resolved that the successful applicants be given until 1 December 2022 to complete the works and lodge their requests for reimbursements. All works associated with the grants have been completed, grants have been paid and the program is now complete. |
| Conduct a heritage information session for owners of heritage listed properties. | ● | Two Heritage Information Sessions were held in Q1 - 4 August and 9 August 2022. No further heritage information sessions were held in 2022/23. |



Statutory information

Disability Inclusion Action Plan

Work continued in 2022/23 to deliver on our commitment to the four key focus areas of the Disability Inclusion Action Plan: building positive attitudes; creating liveable communities; supporting access to meaningful employment; and accessible systems, information, or processes.

Building Positive Attitudes

We continued to partner with local community groups to showcase the contribution people with disability make in our community. Local disability groups have been assisted financially through Council's Community Grants Program to support their programs, work, and resources to advocate and raise their profile in the community. These included funding under both funding categories; Capacity Building and Reconnecting Communities, for a range of projects:

Reconnecting Communities grants include:

- Bus Stop Films Ltd - Accessible Film Studies Program at Shopfront Arts - A filmmaking program at Shopfront Arts for young adults with intellectual disability.

Capacity Building grants include:

- ADventure Out Ltd - Project Enable - Wheelchair Accessible Bus - Purchase of a wheelchair accessible bus to transport participants to the organisation's activities.
- The John G Ridley Memorial Baptist Church Blakehurst - Accessibility Equals Inclusivity - Reshaping Blakehurst Baptist Church Public Spaces - Upgrades to church building to increase child safety and accessibility for all users.
- Learning Links - Resources to Support Local Children with Learning Difficulties and Disabilities - Purchase of resources for children with learning difficulties and disabilities, including Speech Screening and Autism diagnosis tools, iPads and apps.
- Cerebral Palsy Alliance - Eye-gaze Technology to Support Communication for People with Disability - Purchase of a communication device and language software designed to enable non-verbal people to communicate independently.
- The Shepherd Centre - For Deaf Children - Acoustic Skills: Supporting Children with Hearing Loss and Their Families - Music therapy program teaching children with hearing loss to communicate effectively and supporting their wellbeing, with clinical support for parents.

Venue Hire Grants include:

- Recreation Sports and Aquatics Club Inc. - Hip Hop Dance Class for Young People with Disability - PJ Ferry Community Hall
- Recreation Sports and Aquatics Club Inc. - Side by Side – Marana Auditorium

We began offering mental health training to staff who want to assist and support co-workers with the challenges of day-to-day work or personal life, promote help-seeking and support staff to navigate support options. The training included how to manage mental health risks at work and provided a practice guide to dealing with colleagues with mental health illness. After the completion of training, 26 staff became accredited Mental Health First Aiders in FY 2022/23.

We continue to harness the expertise of people with lived experience through facilitating quarterly Access and Inclusion Reference Group meetings and partnering with Bayside Council and Sutherland Shire Council to facilitate quarterly St George, Bayside and Sutherland Disability Interagency meetings. The interagency created a subgroup called the Employment Working Party which meets ongoing to discuss the challenges and barriers to employment for people with disability and/or people working in the disability sector.

We continue to build disability awareness and confidence in local business through partnership with the 'Zero Barriers' project to educate and support local businesses and services on disability awareness and inclusion. Zero Barriers have engaged with over 230 businesses from Georges River and 42 businesses have registered with Zero Barriers and are promoted on their directory in FY 2022/23.

We continue to use media channels, platforms, and publications to promote inclusion of people with disability. The Georges River Council Community Magazine Autumn Edition 2023 featured Bus Stop Films on its cover, a disability-led organisation who received a \$25,000 grant from the Georges River Community Grants program for their Accessible Film Studies Program. The magazine also included a profile on local resident Ronan Soussa who appeared in ABC's reality show, Love on the Spectrum.

All of our Early Learning Centres support children enrolled at their service who have additional needs. Staff are trained to support individual children and their families.

Creating Liveable Communities

We continue to provide opportunities to engage with people with disability through community programs and events. Over the 2022/23 period, we installed temporary ramps for wheelchair users and enforced mandatory step-free entrances to venues at major events. We ensure that key event infrastructure such as stalls, signage, and traffic control barriers, do not block existing kerb ramps and a staff member monitors continuous accessible paths of travel and accessible toilet access. Signage has also improved, such as creating venue maps at entrances and exits, as well as in promotional materials on our website. These maps indicate the continuous paths of travel, key destination points, and accessible toilets.

We have also made positive adjustments by providing Auslan (Australian Sign Language) interpretation for spoken word events, such as talks, speeches, or performances and by creating sensory-adjusted performances for neurodiverse people.

As part of the 2022 Un[contained] Arts Festival, Accessible Arts assisted with a "Walk and talk" access audit and actions from this were implemented in the 2023 Un[contained] Arts Festival. This resulted in changes to the Expression of Interest form, which was updated to encourage prospective applicants to contact our staff if they required alternative ways to apply due to accessibility needs. Optional identifying questions were included to better understand who is applying for opportunities and any gaps that may need to be addressed. Since 2022, audio descriptions for the Un[contained] Arts Festival installations have been recorded to increase the accessibility of the event. This information, along with encouragement to contact us for any additional accessibility needs related to the festival, was included on the event's webpage, enabling people to plan ahead.

Hurstville Museum & Gallery has also been working with Latrobe Community Health Services to increase the accessibility of the service. This has included adding an 'Accessibility and inclusion' tab on the webpage which outlines the features of the physical space and what amenities are available, such as audio descriptions for some items on display, guide/companion dogs are welcome, and that programs are free for those with companion cards or who are assisting as a support worker. The page includes social stories (a guide for visitors with sensory sensitivities to prepare for their visit), a sensory map, and pre- and post-visit activities for visitors.

Over the 2022/23 period, Georges River Libraries delivered and supported a range of programs aimed at fostering attitudes and supporting people with disability, including people with less visible disabilities. Initiatives included:

- Sensory activities for children and adults through school holiday programs and Get Crafty Sessions.
- Auslan Storytimes once a term.
- Continuing to promote engagement and build awareness of d/Deaf community by introducing Auslan signs during National Week of Deaf People.
- Library programs providing opportunities for inclusive participation or pathways to support carers.
- Guitar workshops attended by people with mobility, non-verbal or speech limitations and their carers to support music therapy at home.
- Job Shift was adapted for clients from Scope Australia (formerly Disability Services Australia) to increase job-seeking and employability skills for people living with a disability.
- Creative Self-Care Bingo, providing opportunities to engage with simple activities for mental health.
- Supporting neurodivergent engagement with library programs and resources at their own pace and in their own time.
- Creating culturally safe spaces – supporting the delivery of ANTRA's Pride Month Symposium at Hurstville Library featuring speakers with a disability.
- Developing and promoting collections that support awareness and understanding for days/weeks of significance, for example Dementia Awareness Week, Mental Health Month and Seniors Week.
- Delivering Savings Finders information sessions to support families and carers about financial support that was available to them through Services NSW vouchers or NSW program initiatives.
- Delivering a library tour for a supported class from Woniara Road School.

Over the 2022/23 period, Georges River Libraries made the following program design considerations:

- Ensuring that larger library events, such as National Science Week, have quiet spaces to support regulation of customers who have sensory needs.
- Promoting accessibility by asking customers if they require any additional support during the marketing and registration process.
- Adapting resources that are appropriate for people with disability including items in the Library of Things and Music Instrument Collection.

- Engaging support facilitators to provide support for participants with identified additional needs.
- Developing partnerships with leaders in GLAM Peak, the peak representative national body for Galleries, Libraries, Archives and Museums, to understand best practice to create more inclusive spaces.

Our built environment program is ongoing. We apply a place-based approach to focus on street upgrades that are in most critical need of a footpath based on lack of access to services, amenities, pedestrian and road activity, and the ability to design and construct. Council creates new footpaths to ensure there are safe pedestrian thoroughfares, funded by the Get NSW Active program.

We have made strides to improve pedestrian mobility through a range of actions, including the construction of one raised pedestrian crossing, two refuge islands, eight pram ramps, line marking upgrades, and street lighting upgrades. All upgrades will improve the safety of pedestrian crossings and shared zones throughout Georges River.

We have embedded accessible and inclusive design principles into all areas of work, including construction and upgrades of carparks and playgrounds. New accessible parking spaces have been installed at Carrington Street, Montgomery Street, Kensington Street and Parkside Drive Car Park. We continue to pursue an advocacy campaign regarding the accessibility of the Beverly Hills Commuter Car Park.

We have constructed inclusive play spaces and design for Oleander Reserve Playground and the Donnelly Park Jetty has been designed with accessibility in mind.

Supporting access to meaningful employment

We have created ongoing work experience opportunities with students from Georges River College Oatley Campus' Special Education. Over the past financial year, we have had four students participate in work experience at Georges River Libraries. This relationship has included the building of a student profile which provides an easy way for the College to communicate the students' strengths and areas of assistance to assist the library in best supporting them.

Since graduating, one of the work experience students has come back to the Library to participate in ongoing work experience through APM Employment Services.

We have also created work experience opportunities through Council's Early Learning Centres. South Hurstville Kindergarten has a student from Georges River College, Oatley Campus undertaking work experience and the centres look forward to welcoming more students with disability as educators.

Accessible systems, information or processes

We have translated the Disability and Inclusion Action Plan 2022-2026 into Easy Read and added the web version to our website.

We continue to organise meetings via online platforms, including meetings with members of the Access and Inclusion Reference Group (AIRG).

We continue to improve the accessibility of the website. We utilise the Monsido Tool, which scans and identifies accessibility issues and reports as well as contrast ratios required to pass the Web Content Accessibility Guidelines (WCAG) at Level AAA requirements.

In 2022/23, we increased the amount of information that is provided in a variety of accessible formats. Publishing has made the following improvements that assist people who are vision impaired and use screen readers or text-based browsers:

- All images checked for ALT-text now before publishing.
- Used left justification which increases readability.
- Used hyperlinks as a descriptive link text before publishing which increases readability.
- Removed text on thumbnails and other small tile images.
- Added text to the bottom of image tiles.
- Readability scores improved or pages removed from 5 November 2022 report to 16 September 2023.
- Added National Relay Service and Language Assistance Service websites and phone numbers to the home page.
- Implemented new parameters for automatic URL creation that strips punctuation.
- Previewed websites on multiple devices prior to publishing (iPhone, iPad, Samsung etc).
- Fixed zoom level and highlights on all tiled pages when hovering over them.
- Fixed colour contrast on accordion dropdowns to adhere to the colour contrast ratio requirements within WCAG.
- Recommended new Cascading Style Sheets (CSS) changes to be implemented across the navigation menu and sidebar to resolve colour contrast ratios to pass WCAG AAA tests.
- Improved sidebar and navigation menu.
- Website User Experience Review document completed by a contractor which outlined many accessibility improvements that can occur across the website.
- Continued research on accessibility widget and tools.
- Ran workshops introducing website content editors to new tools, such as Hemingway and WebFX.

Compliance with *NSW Carers (Recognition) Act 2010*

Our Community Capacity Building team support programs for older people, people with disability, people with mental illness and other members of the community who may be cared for by carers. The Community Capacity Building team is provided with a copy of the *Carers (Recognition) Act 2010* and associated Guidelines and adheres to the principles contained therein.

Pillar 2: Our green environment

A protected environment and green open spaces

The pillar is about working together as a community to protect and enhance the natural environment, build resilience towards climate change, and improve the quality and quantity of open space in our LGA.

The goals in this pillar include:

- Goal 2.1** Our environmentally sustainable practices inspire us all to protect and nurture the natural environment.
- Goal 2.2** Our waterways are healthy and accessible.
- Goal 2.3** Greening, canopy cover and bushland and biodiversity preservation are maximised.

Achievements

- The Bushcare team continues to expand native vegetation planting across the LGA improving canopy cover and mid-storey/ground cover resilience.
- A total of 572 trees have been planted.
- Over 60,000 kilograms of e-waste collected and recycled.
- Over 50,000 kilograms of paints, oils and chemicals collected and recycled.

Challenges

- Implementation of activities to educate the community of energy and water consumption activities has been stifled due to resourcing impacts.
- The progress on the implementation of the Environmental Resilience Action Plan (ERAP) show a total of 68 actions: 11 which are completed, 29 in progress and the remainder not yet scheduled for commencement. This is currently on hold until a Senior Sustainability Officer position is filled.

In 2023/24 we will ...

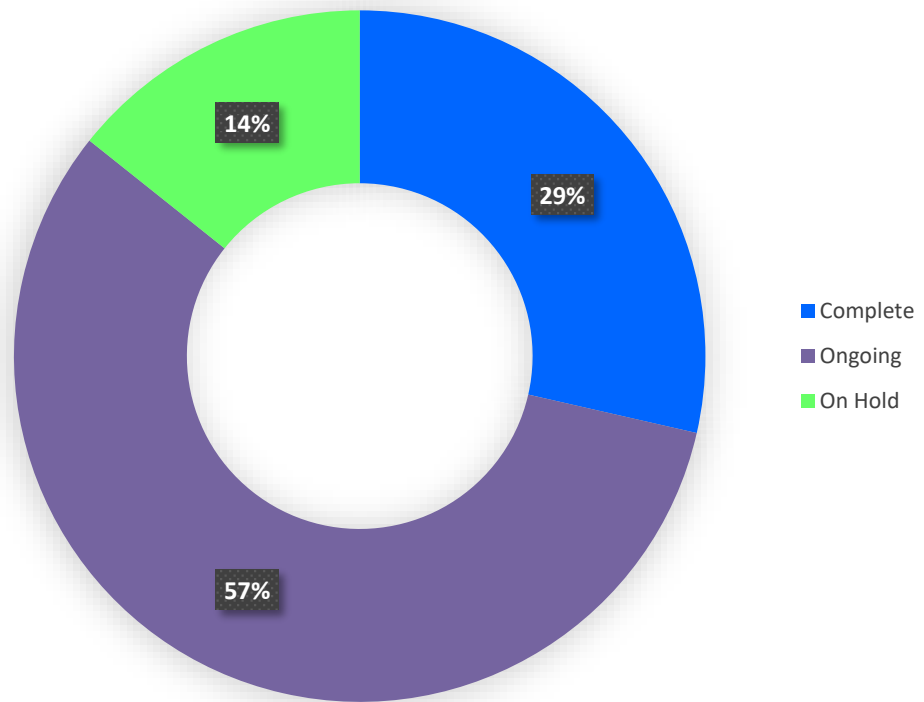
- Delivery of greening our city – canopy increase project in Gannons Park.
- We will conduct a feasibility study for the revitalisation of branch libraries at Oatley, Penshurst and South Hurstville, evaluating options to make spaces that are more flexible for programming, community use and self-service pick up points.
- We will establish a new Aboriginal and Torres Strait Islander Advisory Committee and strengthen partnerships and engagement with the Aboriginal and Torres Strait Islander community.
- We will develop an action plan for the Georges River Council's Social Justice Charter.

Summary of performance against indicators

| Measure | Target | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|---------|---------|---------|---------|---------|---------|
| Number of hectares of active bush regeneration activities. | 20 | 120 | 154 | 694 | 112 | 82 |
| Number of street trees planted each year | 350 | N/A | 961 | 3,627 | 660 | 572 |
| Number of volunteer hours associated with Bushcare activities | 3,200 | N/A | 2,126 | 5,196 | 2,134 | 3,818 |
| Percentage of environmental pollution complaints responded to within two business days. | 75% | 77% | 79% | 82% | 94% | 84% |
| Percentage of waste customer requests responded to within 48 hours. | 98% | 100% | 99.12% | 98% | 98% | 99% |
| Number of native plants including trees, shrubs and ground covers planted to improve habitat, biodiversity and bushland structure (or other community tree planting) activities. | ≥ 2,000 | N/A | N/A | N/A | N/A | 6,561 |
| Percentage of food premises inspected annually. | 100% | 100% | 77% | 100% | 59% | 100% |



Progress against one-year Operational Plan items




One-year Operational Plan projects

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

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


DP Action 2.1.1A: Implement the Environmental Action Plan 2022- 2040 for Council services.



Status On Hold



| Action Name | Status | Comments |
|--|---|--|
| Report on the implementation progress of the Environmental Resilience Action Plan 2022 - 2040. |  | The progress on the implementation of the Environmental Resilience Action Plan (ERAP) is reported quarterly to the Environmental Resilience Committee. The minutes of each Environmental Resilience Committee are reported to the Executive Team on a quarterly basis. There are a total of 68 actions, of these: a total of 11 actions have been completed, 29 are in progress, and the remainder are not yet scheduled for commencement. The ERAP is due to be delivered between 2021-2040. Active reporting of progress against the ERAP has been on hold since the Senior Sustainability Officer role was vacated in January 2023. |


DP Action 2.1.1B: Undertake programs and activities to educate the community on reducing energy and water consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects.



Status On Hold

| Action Name | Status | Comments |
|--|---|--|
| Implement activities to educate the community on reducing energy and water consumption and protecting the environment. |  | <p>Council regularly reviews environmental sustainability information available on its website and promotes education messages to the community through its various communication channels including social media.</p> <p>Council has been unable to successfully recruit a Senior Sustainability Officer since January 2023, so active community education is on hold until the position is filled.</p> |




| Strategy 2.1.2: Ensure waste is managed as a resource with minimal impacts from its disposal. | | |
|---|---|---|
| DP Action 2.1.2A: Implement the Waste Strategy 2021-2040. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Report on the implementation progress of the Waste Strategy 2021-2040. |  | Of the 16 actions required by the Waste Strategy 2021-2040, four have been completed, three and one half are in progress, four and one half are ongoing and four are on hold. |
| DP Action 2.1.2B: Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Implement the annual Waste Education Program. |  | <p>The annual waste education program is ongoing, providing education to residential and commercial customers, and schools and childcare centres. The program includes waste collection service updates and information, the delivery of contamination management services, and information for specific resident or community groups, composting and worm farming services, school education programs and more. The e-waste recycling events, alongside the Household Chemical Cleanout events will continue and so far, the following achievements have been noted from Council's recycling events:</p> <ul style="list-style-type: none"> • over 60,000 kilograms of e-waste collected and recycled • over 50,000 kilograms of paints, oils and chemicals collected and recycled. • Recycling events will continue to be offered in future years. |

| Strategy 2.1.3: Prepare for natural disasters such as bushfires and extreme weather events. | | |
|--|---|---|
| DP Action 2.1.3A: Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC). | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Provide support to the State Emergency Service within the Georges River Local Government Area. |  | Council provided support and assistance to the SES from Q1 through to Q4, as and when required. |
| Achieve endorsement of Georges River Local Emergency Management Plan 2021 and facilitate quarterly LEMC meetings attended by all combat agencies. |  | The Georges River Local Emergency Management Plan 2021 was successfully endorsed in April 2022. Quarterly LEMC meetings were facilitated in Q3 and Q4. |

| Goal 2.2: Our waterways are healthy and accessible. | | |
|---|---|---|
| Strategy 2.2.1: Protect the Georges River and waterways to be clean and naturalised. | | |
| DP Action 2.2.1A: Represent Council's ambitions for the Georges River through the GRCCC. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Support the GRCCC with the development of a Foreshore Management Plan. |  | Council has contributed to the annual GRCCC membership and has for the duration of the year been involved in the progression of the Catchment Management Plan Scoping Study into a draft Catchment Management Plan together with all member Councils. |

| Strategy 2.2.2: Maintain and implement strategies to provide access to our waterways. | | |
|--|---|--|
| DP Action 2.2.2A: Implement the recommendations of the Foreshore Scenic Character Review into the Georges River Local Environmental Plan. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Implement the actions of the Foreshore Access and Improvement Plan. |  | We continue to champion projects identified in the Foreshore Access and Improvement Plan and seek funding where appropriate to execute work. |
| DP Action 2.2.2B: Maintain Council's marine and foreshore assets to be functional and safe. | | |
| Status Completed | | |
| Action Name | Status | Comments |
| Undertake programmed and reactive maintenance works of marine and foreshore assets. |  | A comprehensive marine asset study was carried out in Q4, and the final results are being correlated by the Strategic Place making team to better determine the condition and repairs required of the marine and foreshore assets. |



| Goal 2.3: Greening, canopy cover and bushland and biodiversity preservation are maximised. | | |
|--|---|--|
| Strategy 2.3.1: Increase and promote our tree canopy, shrubs and bushland coverage. | | |
| DP Action 2.3.1A: Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area. | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Implement Council's Tree Management Policy. |  | The Draft Tree Management Policy has now been completed and is expected to be put before council in Q2 2023/24. |
| Continue expanding urban tree canopy to work towards Council's target of 40% urban canopy by 2039 with a focus on areas of high urban heat. |  | <p>Council has completed the Greening Our City grant for the planting of 1,100 trees across the LGA - the grant is currently in the process of being acquitted with the grant administrator.</p> <p>A second round of funding was made available by the grant administrator in Q2 and a further grant submission was submitted and successfully awarded to seek further grant funding to enable tree planting throughout the LGA and in urban areas, which will be delivered under Council's Assets and Infrastructure Directorate.</p> <p>The development of the Significant Tree Register (STR) has commenced after Council was able to successfully award the contract to a suitable consultant, after market unavailability for consultants with reduced capacity due to state-wide tree planting efforts. The STR will be finalised in 2023/24.</p> |
| Develop a significant tree register for the LGA. |  | <p>Council approved the public exhibition of the Significant Tree Register (STR) in Q4.</p> <p>The project has progressed with an independent review of draft definition and criteria established by Council under which to determine a tree as significant, followed by community consultation for a period of 60 days.</p> |

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

DP Action 2.3.2A: Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.

Status Ongoing

| Action Name | Status | Comments |
|---|--------|---|
| Implement the 2022/23 Bush Regeneration Program. | ● | The bush regeneration team continues to educate and undertake work associated with improvement and development of resilient Council bushland areas. |
| Implement the high priority recommendations of the Biodiversity Study 2021 including preparing a Biodiversity Strategy. | ● | 17 of the total 37 recommendations from the Biodiversity Study 2021 have been completed. |



Statutory information

Environment Upgrade Agreement

We did not enter into any environmental upgrade agreements during 2022/23.

Stormwater Management Services

We apply a Stormwater Management Services Charge to manage the quantity and/or quality of stormwater that flows off land and includes a service to manage the re-use of stormwater for any purpose.

Rain falling on hard surfaces such as roads and roofs runs off picking up chemicals, rubbish and soil. Stormwater run-off not only pollutes our waterways and bays, it also causes flooding on occasions. The complexities of these issues and the magnitude of works needed to resolve some of these challenges require large sums of capital investment. Recognising the required scope of works and the capital investment needed, the NSW Government endorsed an arrangement for long-term stormwater management funding. This arrangement recognises that stormwater needs to be managed in an integrated manner, to deal with stormwater quality and flooding in a broader natural resources management context. The funding arrangement allows councils to apply a Stormwater Management Service Charge to urban residential and business properties. It should be noted that there is funding gap between the Charge and the cost to renew existing stormwater infrastructure and deliver larger capital works projects. We often apply for additional grant funding to support future projects.

A summary of 2022/2023 income from this charge and balance of reserve funds held as at 30 June 2023 for stormwater management projects is shown below.

| Summary for 2022/2023 | \$ ex GST |
|--|-----------|
| | |
| Balance held in Cash Reserve as at 30 June 2022 | 1,804,287 |
| | |
| Add: Stormwater Management Service Charge Income | 1,218,111 |
| Interest on Overdue Rates | 2,536 |
| Total Income Levied for 2022/23 | 1,220,647 |
| | |
| Less: Total Expenditure for 2022/23 | 1,020,324 |
| | |
| Balance held in Cash Reserves as at 30 June 2023 | 2,004,610 |

We used the funds to target the built environment, including stormwater asset upgrades and flood mitigation works. Funding from the Stormwater Management Service Charge in 2022-2023 was expended as follows:

| Projects | \$ |
|------------------|------------------|
| Drainage upgrade | 847,761 |
| GPT construction | 1,573 |
| Reline | 170,990 |
| TOTAL | 1,020,324 |

Coastal Protection Services (if levied)

No annual charge was levied for coastal protection services in 2022-2023.

Fisheries Management Act 1994

Council is not identified as having a role in any Final Recovery and Threat Abatement Plans under the Fisheries Management Act 1994.



Pillar 3: Our economy

A diverse and productive economy

The pillar is about building on the LGA's economic potential to create sustainable employment opportunities and realise the ambitions for strategic and town centres.

The goals in this pillar include:

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

Achievements

- Sydney's Connected Community branding has been completed and will be showcased on the forthcoming Discover Georges River microsite.
- Both a Liveability Census and Community Satisfaction Survey have been completed.
- Council met with the Greater Cities Commission's District Commissioner in November to discuss the Kogarah Health and Research Hub.
- A total of 10,920.10 kilometres of road were swept.

Challenges

- Two master plans are underway – for Mortdale and Beverly Hills Local Centres with no capacity or budget in FY2022/23 to commence master planning activities for other centres.
- Infrastructure Australia Priority Infrastructure Assessment change to processes.

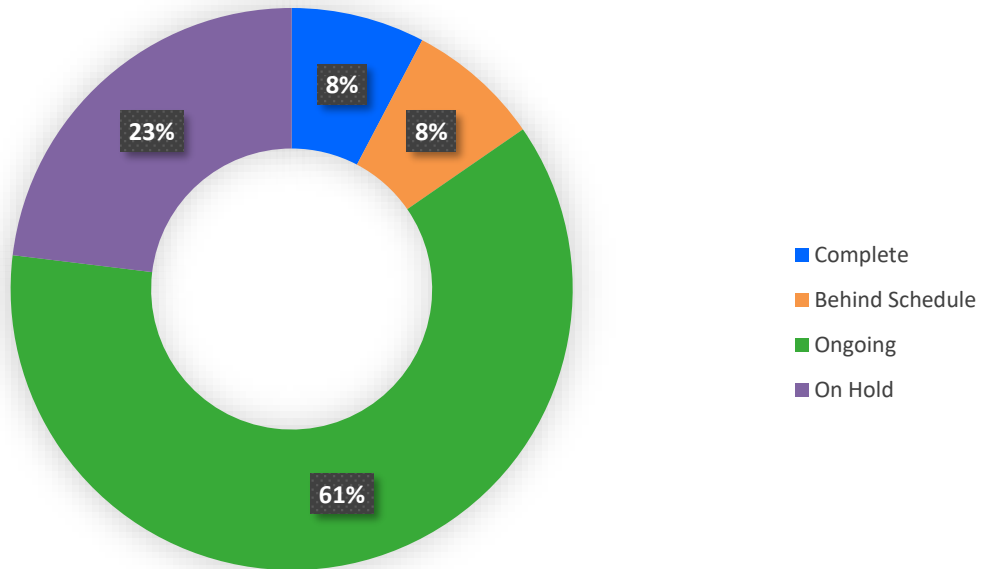
In 2023/24 we will ...

- Prepare a business case for the 'River Rail' (Kogarah to Parramatta rail link).
- Advocate for the acknowledgement of land investment in the Southern Aerotropolis through a NSW Government led vision and plan in collaboration with local councils and key stakeholders.
- Seek programs and partnerships to activate and increase the night time economy in Hurstville and Kogarah.


Summary of performance against indicators


| Measures | Target | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|----------|---------|---------|---------|---------|---------|
| All 24 commercial centres cleaned daily. | 100% | 100% | 100% | 100% | 100% | 100% |
| Percentage of engineering operations service requests actioned against works scheduled. | ≥ 80% | N/A | 2,126 | 5,196 | 2,134 | 100% |
| The percentage of reported graffiti removed within 5 days | 80% | 85% | 76% | 41% | 59% | 46% |
| Kilometres of roads swept | > 70,000 | N/A | N/A | N/A | 22,072 | 10,920 |

Progress against one-year Operational Plan items



One-year Operational Plan projects


| Goal 3.1: Local jobs and local businesses are supported to grow. | | |
|---|---|---|
| Strategy 3.1.1: Support local businesses to help protect jobs and create employment opportunities. | | |
| DP Action 3.1.1A: Promote effective economic development initiatives that benefit the Georges River Local Government Area. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Continue to promote the benefits of economic development to the community. |  | The GRC website includes a range of resources / information to support local small / medium enterprises [SMEs]. |

| Strategy 3.1.2: Encourage the Night Time Economy, particularly in Hurstville, Beverly Hills and Kogarah, to grow. | | |
|--|---|--|
| DP Action 3.1.2A: Deliver programs to activate and increase the night time economy in town centres. | | |
| Status On Hold | | |
| Action Name | Status | Comments |
| Seek programs and partnerships to activate and increase the night time economy in Hurstville, Beverly Hills and Kogarah. |  | Currently no progress due to resource limitations. |

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


DP Action 3.1.3A: Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.

Status On Hold

| Action Name | Status | Comments |
|--|---|---|
| Lead the Kogarah Collaboration Area Place Strategy Governance Group. |  | Kogarah Collaboration Area Place Strategy Governance Group met a couple of times throughout the year. A governance approach is being reconsidered for the value it can provide economic development for the entire LGA. |


DP Action 3.1.3B: Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities.

Status Ongoing

| Action Name | Status | Comments |
|---|---|---|
| Implement the action plan to market the City. |  | Sydney's Connected Community branding has been completed and will be showcased on the forthcoming Discover Georges River microsite. Microsite development and digital campaign has been planned and budgeted for implementation in 2023/24. |


DP Action 3.1.3C: Maximise the Potential of the Kogarah Health and Research Hub.


Status Ongoing


| Action Name | Status | Comments |
|---|---|---|
| Implement, promote and market the Kogarah Investment Attraction Strategy to grow the Kogarah Health and Education Precinct. |  | Council continues to promote Kogarah's investment opportunities through our ongoing advocacy program. |


DP Action 3.1.3D: Build the cultural identity of Hurstville CBD.

Status Ongoing

| Action Name | Status | Comments |
|--|---|--|
| Continue to build and promote the identity of Hurstville as the 'Heart of the City'. |  | The delivery of the Lunar New Year event / promotion and a range of advocacy actions is noted. |

| Strategy 3.1.3: Target economic development in key locations and sectors within the local government area. | | |
|--|---|---|
| DP Action 3.1.3E: Implement initiatives in key economic sectors in response to the Economic Development Strategy. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Implement economic development initiatives and program of works in response to the Economic Development Strategy. |  | Deliverables included a small business event in November 2022 and several advocacy actions. |

| Goal 3.2: Our town centres are green, clean, vibrant and activated and have good amenities. | | |
|--|---|--|
| Strategy 3.2.1: Provide regular maintenance and cleansing of town centres and public toilets. | | |
| DP Action 3.2.1A: Maintain Council's green open space and town centres to be functional and safe. | | |
| Status Completed | | |
| Action Name | Status | Comments |
| Undertake programmed and reactive cleansing, sportsfield and park maintenance works of Council's green open spaces and town centres. |  | All service level agreements have been met consistently throughout the 2022/23 financial year. |

| Strategy 3.2.2: Encourage and support targeted, place-based events and activities to activate town centres. | | |
|---|---|---|
| DP Action 3.2.2A: Work across directorates and teams to implement, promote and market long term place-based initiatives. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Continue to implement place-based public domain initiatives across the Georges River Local Government Area. |  | Actions primarily delivered in the community engagement space. Both a Liveability Census and Community Satisfaction Survey have been completed. |

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


DP Action 3.2.3A: Assist and promote the greening and creation of open space in our town centres.

Status Ongoing

| Action Name | Status | Comments |
|--|---|--|
| Continue to drive increased greening and creation/improvement of open space in our town centres. |  | Action has been delivered by the Strategic Placemaking team. |





Strategy 3.2.4: Protect employment growth and services during land rezoning processes.**DP Action 3.2.4A:** Implement the recommendations of the Commercial Centres Strategy.**Status** Behind Schedule

| Action Name | Status | Comments |
|--|---|---|
| Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area. |  | <p>Only two master plans are underway - for Mortdale and Beverly Hills Local Centres. There is no budget or resource allocation in 2022/23 to commence master planning for other centres.</p> <p>With regards to the Mortdale Master Plan, Council at its meeting held on 26 September 2022 resolved (in summary):</p> <ul style="list-style-type: none">• Not to proceed with the exhibited draft Mortdale Master Plan.• To prepare two revised Master Plan options for exhibition for 60 days (see Council Minutes for further detail)• To prepare a Traffic, Transport and Parking Study for both options prior to exhibition.• To update the draft Public Domain Upgrade Works for both options prior to exhibition.• Not to proceed with a draft Affordable Housing Contributions Scheme in the Mortdale Local Centre at this stage and to investigate a scheme that applies across the whole LGA. <p>In Q4 the exhibition material was prepared by the consultants and was placed on public exhibition from 10 May to 9 July 2023. The exhibition included 2 in person workshops (25 May) and an online workshop (8 June). 967 submissions received. Councillor workshops to present the submissions received and a way forward are planned for 7 August, followed by 4 September to present a revised Master Plan. A report is expected to be provided to the Environment and Planning Committee in October 2023.</p> <p>In Q4 Council adopted a "Way Forward" for the Beverly Hills Master Plan at its meeting held 24 April 2023. At that meeting, Council resolved (in summary) to:</p> <ul style="list-style-type: none">• Not proceed with the exhibited Master Plan for the Beverly Hills Local Centre.• Note the submissions on the previously exhibited Beverly Hills Local Centre Master Plan.• Endorse certain principles and elements to guide the preparation of the Master Plan for Beverly Hills Local Centre.• Prepare and exhibit an amended Traffic, Transport and Parking Study.• Prepare and exhibit an amended Public Domain Plan. |

Strategy 3.2.4: Protect employment growth and services during land rezoning processes.**DP Action 3.2.4A:** Implement the recommendations of the Commercial Centres Strategy.**Status** Behind Schedule

| Action Name | Status | Comments |
|-------------|--------|--|
| | | <ul style="list-style-type: none">• Prepare a draft Affordable Housing Contributions Scheme for the Beverly Hills Town Centre Master Plan.• Undertake further risk modelling in regard to the Moomba to Sydney High Pressure Gas Pipeline.• Endorse the Beverly Hills Town Centre Master Plan for public exhibition for 60 days.• Conduct in person community consultation during the exhibition period, including the provision of one-on-one telephone and meeting services.• Prepare and submit a report to Council at the conclusion of the exhibition period recommending a preferred approach for the Beverly Hills Town Centre.• Note that a budget of over \$200,000 is required to action this resolution.• Endorse consideration of a housing investigation area in the next review of the Local Strategic Planning Statement, undertaken in 2025, in the area bound by B2 zoned land, Cahill St, Morgan St and Stoney Creek Road. <p>In July 2023 consultants have been appointed to prepare the draft Beverly Hills Master Plan as per the principles and elements identified in the Council resolution of 24 April 2023. Public exhibition of the draft Beverly Hills Master Plan is expected to occur in early 2024.</p> |

| Goal 3.3: Georges River is a 30 minute city. | | |
|--|---|---|
| Strategy 3.3.1: Advocate to the NSW Government to support Georges River as a 30 minute city. | | |
| DP Action 3.3.1A: Advancement of the 'River Rail' through the identification of and protection of infrastructure corridors with Transport for NSW. | | |
| Status On Hold | | |
| Action Name | Status | Comments |
| Prepare a business case for the 'River Rail' (Kogarah to Parramatta rail link). |  | The Infrastructure Australia Priority Infrastructure Assessment process has changed. Local councils are no longer able to submit infrastructure projects. All projects must come through a State Government agency - Infrastructure NSW. Advocacy / business case being reconsidered in light of IA process change. |
| DP Action 3.3.1B: Influence the next iteration of district and metropolitan planning, with recognition of the untapped potential of the Southern Aerotropolis. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Advocate for the acknowledgement of and investment in the Southern Aerotropolis through a NSW Government -led vision and plan in collaboration with local councils and key stakeholders. |  | Deliverables included a submission to Greater Cities Commission and ongoing relationship build with key stakeholders. |

Statutory information

NIL

Pillar 4: Our built environment

Quality, well planned development

The pillar is about retaining the distinctive mix of urban and suburban feel of our city where people can explore the green areas or vibrant, busy cultural heart of Hurstville, or the bustling health and education hub of Kogarah or the village feel of our suburbs.

The goals in this pillar include:

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

Achievements

- Council officers successfully advocated to include critical strategic cycle routes within the Greater Sydney Strategic Cycleway plan with confirmation of four successful active transport grants which will be worked on through 2023/24 and 2024/25. These are:
 - Design of Recreational commuter network
 - Hurstville CBD active transport connections
 - 2 new pedestrian crossings on Hilcrest Ave and Ellen Subway
 - Oatley to Como design
- We have completed the Sports Field Renovation Program for 2022/23.
- We continue to accelerate the feasibility study, concept plans and business case for a new aquatic centre in the LGA to allow us to pursue funding sources as part of this multi-year project.
- City Technical Services is currently constructing the Olds Park skate facility with expected completion by December 2023

Challenges

- Finalisation of the Master Plan for Beverly Hills and Mortdale.
- Finalisation the rezoning of the Hurstville Civic Centre site.
- Cancellation of the ASSESS module due to software redundancy and technology risk.

In 2023/24 we will....

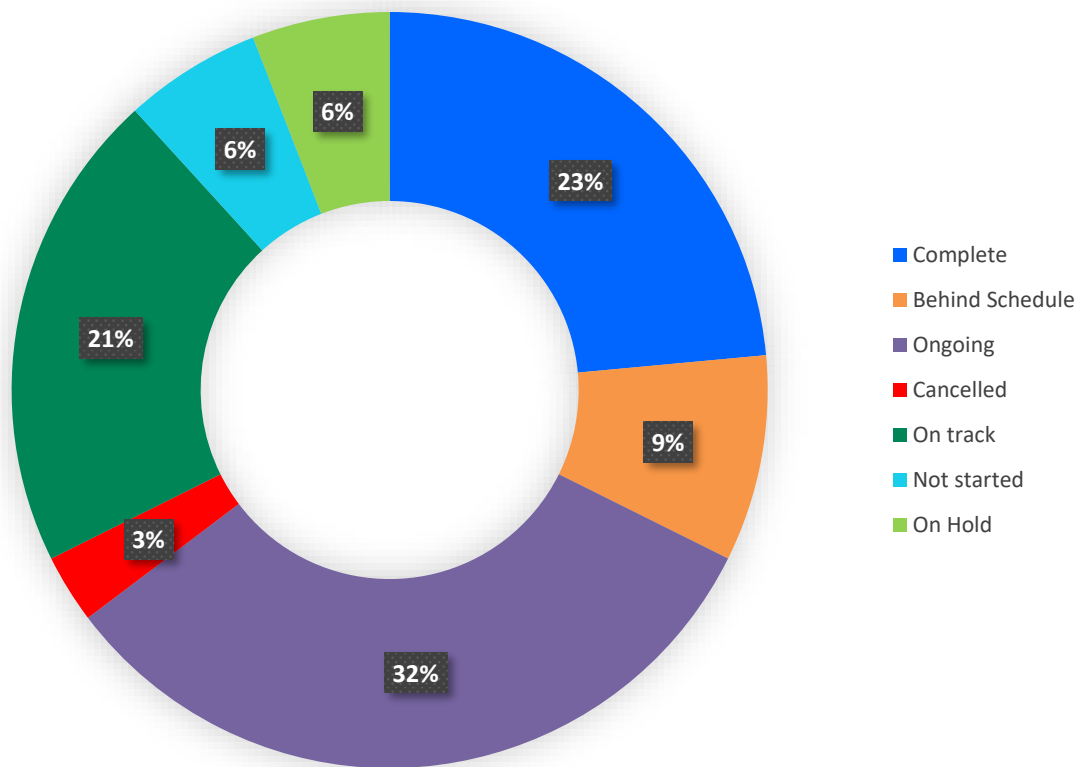
- Undertake programmed and reactive maintenance works of Councils footpath assets.
- Select a Council owned site for the provision of affordable housing.
- Update report templates to reflect current planning controls.

- Undertake investigations and business cases to progress the construction of an aquatic facility at Carss Park.
- Implement the 2023/24 Sportsfield Renovation Program.


Summary of performance against indicators

| Measure | Target | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|--------|---------|---------|---------|---------|---------|
| Civil design for private works completed within timeframe | 90% | 95% | 96% | 99% | 79% | 88% |
| Maintain the Asset Renewal Ratio above industry benchmarks. | 100% | 92% | 92% | 83% | 92% | 39% |
| Percentage of utility restorations completed within timeframe advised. | 80% | 84% | 96% | 98% | 65% | 80% |
| Percentage of pothole requests made safe and scheduled for repair within 48 hours. | 100% | N/A | N/A | N/A | 100% | 100% |
| Number of DAs determined. | > 800 | 675 | 73 | 666 | 635 | 394 |
| Mean gross assessment times (in days) on DAs, modifications, DA reviews. | 90 | 130 | 168 | 124 | 140 | 145 |
| Percentage of Construction Certificates determined | 90% | 62% | 31% | 21% | 9% | 55% |
| Percentage of planning proposals meeting Gateway determination timeframes. | 85% | 90 | 90 | No data | 100% | 100% |

Progress against one-year Operational Plan items



Progress against one-year Operational Plan items

| Goal 4.1: New development should make Georges River more liveable, vibrant and sustainable. | | |
|---|---|---|
| Strategy 4.1.1: Prepare Development Control Plans and Master Plans to guide liveable development and amenity. | | |
| DP Action 4.1.1A: Complete a Master Plan for Beverly Hills and Mortdale that will revitalise the centre and respond to the community's ideas and aspirations for the future of the centre. | | |
| Status Behind Schedule | | |
| Action Name | Status | Comments |
| Finalise the Master Plan for Beverly Hills and Mortdale. |  | <p>With respect to the Mortdale Local Centre, Council at its meeting held 26 September 2022 resolved (in summary):</p> <ul style="list-style-type: none"> • Not to proceed with the exhibited draft Mortdale Master Plan • To prepare two revised Master Plan options for exhibition for 60 days (see Council Minutes for further detail) • To prepare a Traffic, Transport and Parking Study for both options prior to exhibition • To update the draft Public Domain Upgrade Works for both options prior to exhibition • Not to proceed with a draft Affordable Housing Contributions Scheme in the Mortdale Local Centre at this stage and to investigate a scheme that applies across the whole LGA. <p>In Q4 the exhibition material was prepared by the consultants and was placed on public exhibition from 10 May to 9 July 2023. The exhibition included 2 in person workshops (25 May) and an online workshop (8 June). 967 submissions received. Councillor workshops to present the submissions received and a way forward are planned for 7 August, followed by 4 September to present a revised Master Plan. A report is expected to be provided to the Environment and Planning Committee in October 2023.</p> <p>With respect to the Beverly Hills Master Plan, in Q4 Council adopted a "Way Forward" at its meeting held 24 April 2023.</p> <p>At that meeting, Council resolved (in summary) to:</p> <ul style="list-style-type: none"> • Not proceed with the exhibited Master Plan for the Beverly Hills Local Centre. • Note the submissions on the previously exhibited Beverly Hills Local Centre Master Plan. • Endorse certain principles and elements to guide the preparation of the Master Plan for Beverly Hills Local Centre • Prepare and exhibit an amended Traffic, Transport and Parking Study. • Prepare and exhibit an amended Public Domain Plan. • Prepare a draft Affordable Housing Contributions Scheme for the Beverly Hills Town Centre Master Plan. • Undertake further risk modelling in regard to the Moomba to Sydney High Pressure Gas Pipeline. • Endorse the Beverly Hills Town Centre Master Plan for public exhibition for 60 days. • Conduct in person community consultation during the exhibition period, including the provision of one-on-one telephone and meeting services. |

Goal 4.1: New development should make Georges River more liveable, vibrant and sustainable.



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



DP Action 4.1.1A: Complete a Master Plan for Beverly Hills and Mortdale that will revitalise the centre and respond to the community's ideas and aspirations for the future of the centre.

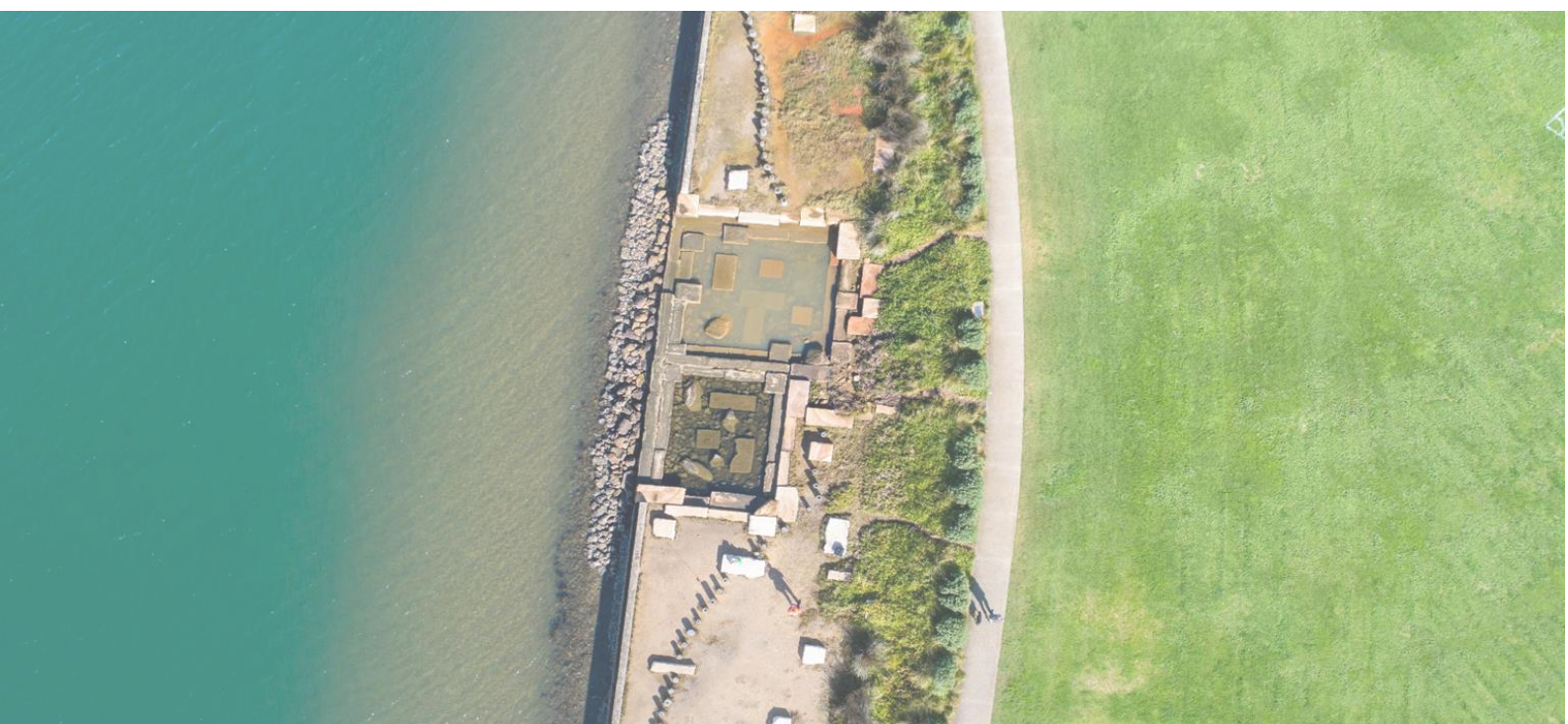
Status Behind Schedule

| Action Name | Status | Comments |
|-------------|--------|--|
| | | <ul style="list-style-type: none"> Prepare and submit a report to Council at the conclusion of the exhibition period recommending a preferred approach for the Beverly Hills Town Centre. Note that a budget of over \$200,000 is required to action this resolution. Endorse consideration of a housing investigation area in the next review of the Local Strategic Planning Statement, undertaken in 2025, in the area bound by B2 zoned land, Cahill St, Morgan St and Stoney Creek Road. <p>In July 2023 consultants have been appointed to prepare the draft Beverly Hills Master Plan as per the principles and elements identified in the Council resolution of 24 April 2023. Public exhibition of the draft Beverly Hills Master Plan is expected to occur in early 2024.</p> |



| DP Action 4.1.1B: Prepare a Master Plan for the Riverwood Local Centre in association with the Riverwood community and Canterbury-Bankstown Council. | | |
|---|---|---|
| Status Not Started | | |
| Commence consultation on a Master Plan for the Riverwood Local Centre. |  | The position of the Council is to complete the two existing master plans which are underway for Beverly Hills and Mortdale Local Centres. A budget bid was made for FY2023/24 to commence a master plan for the Riverwood Local Centre but was not supported. A budget bid will be prepared for FY2024/25. |
| DP Action 4.1.1C: Include the Hurstville Civic Centre site in the Georges River Local Environmental Plan 2021. | | |
| Status Behind Schedule | | |
| Action Name | Status | Comments |
| Finalise the rezoning of the Hurstville Civic Centre site. |  | The Gateway Determination for the Hurstville Civic Precinct Planning Proposal expired on 28 September 2022. Council requested an extension of 12 months from the DPE to allow sufficient time for outstanding issues to be resolved and ensure that the Planning Proposal is suitable for public exhibition and implementation, including the preparation of several supporting documents. On 2 December 2022, the DPE issued an Alteration of Gateway Determination, providing an extension to the Gateway to July 2023. The Planning Proposal and accompanying amendment to the GRDCP 2021 was on public exhibition from 18 January to 17 February 2023 and a public hearing for the reclassification of 4-6 Dora Street was held on 30 March 2023. A report on the outcomes of the exhibition, submissions received and required amendments in response to submissions was considered by Council in June 2023. Council resolved to forward the Planning Proposal with amendments to the DPE for gazettal and adopt the supporting Development Control Plan with amendments. An amended Planning Proposal and supporting documentation were sent to the DPE on 4 July 2023 requesting gazettal. |


| DP Action 4.1.1D: Develop and implement planning controls to protect the scenic character of the foreshore. | | |
|---|---|---|
| Status On Track | | |
| Action Name | Status | Comments |
| Undertake a planning proposal on the amended Foreshore Scenic Protection Area (FSPA). |  | In Q1 consultants were appointed to undertake additional works in relation to the Foreshore Scenic Character Study. The consultants reviewed the recommendations of the Foreshore Study regarding the FSPA boundary in response to community feedback and informal submissions received in 2021. In Q2 preliminary consultation commenced with the community on proposed changes to planning controls concerning Biodiversity, unique local character, and foreshore scenic character. Consultation period was extended to conclude at the end of March 2023. In Q4 submissions were summarised to assist in the development of the proposed controls. The draft controls for the foreshore and biodiversity are still under consideration. |
| Consult with the community on the changes to the Foreshore Scenic Protection Area. |  | In Q1 consultants were appointed to undertake additional works in relation to the Foreshore Scenic Character Study. The consultants reviewed the recommendations of the Foreshore Study regarding the FSPA boundary in response to community feedback and informal submissions received in 2021. In Q2 preliminary consultation commenced with the community on proposed changes to planning controls concerning Biodiversity, unique local character, and foreshore scenic character. Consultation period was extended to conclude at the end of March 2023. In Q4 submissions were summarised to assist in the development of the proposed controls. The draft controls for the foreshore and biodiversity are still under consideration. |




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

DP Action 4.1.2A: Monitor and standardise DA assessment reports and templates.

Status Not Started


| Action Name | Status | Comments |
|---|---|---|
| Import current planning controls in the ASSESS module in preparation for future implementation. |  | This has been cancelled due to the introduction of the State Planning Portal. |

Status Ongoing


| | | |
|--|---|--------------------------|
| Ensure templates are up to date and reflect any legislative changes. |  | This project is ongoing. |
|--|---|--------------------------|



DP Action 4.1.2B: Provide ongoing education to the community about controls to the development and building approval processes.

Status On Track

| Action Name | Status | Comments |
|--|--|--|
| Implement community information session on planning development and building sessions. |  | Planning is underway for capacity building sessions in early 2024. |

Status Ongoing

| | | |
|--|---|-----------------------------------|
| Provide up to date self-help information on Council's website. |  | Information is updated regularly. |
|--|---|-----------------------------------|



| Goal 4.2: Affordable and quality housing options are available. | | |
|--|---|--|
| Strategy 4.2.1: Develop policies that encourage a greater supply of housing diversity and choice. | | |
| DP Action 4.2.1A: Develop and implement an Affordable Rental Housing Scheme. | | |
| Status On Track | | |
| Action Name | Status | Comments |
| Develop an Affordable Rental Housing Scheme within Mortdale Town Centre. |  | <p>Council resolved on 28 November 2022 to prepare an Affordable Housing Contribution Scheme (AHCS) that applies across the whole LGA. Council officers have been working with the Department of Planning and Environment (DPE) on a structure of an AHCS that would apply to the whole LGA.</p> <p>The DPE requested that Council develop different options for an AHCS and for DPE to review and provide guidance on Council's next steps. Council officers developed a number of different options and forwarded them to DPE in March 2023. A response and a direction on AHCS has not been received from the Department.</p> |
| DP Action 4.2.1B: Provide affordable housing in one of Council's redevelopments. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Select a Council owned site for the provision of affordable housing. |  | Potential development sites and options remain under investigation. |




Goal 4.3: There are a range of transport options and increased walkability and cycling to connect people, goods and businesses.

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

DP Action 4.3.1A: Pursue State Government priority for express trains on the T4 line stop at Kogarah. and T8 line to the CBD, the River Rail and Hurstville (or Kogarah) to Macquarie Park via Rhodes.

Status Ongoing

| Action Name | Status | Comments |
|--|---|--|
| Continue to lobby Transport for NSW and the Minister for Transport for improved public transport options. |  | Transport connectivity was a central component on the Greater Cities Commission's Six Cities Region Discussion Paper. Transport connectivity will be a key focus in the forthcoming Advocacy Action Plan 2023-2025. |
| Produce a River Rail business case (first stage) for Infrastructure Australia and conduct modelling to explore the viability of reinstating services to Kogarah in peak periods. |  | Infrastructure Australia process has changed - local councils are no longer able to submit infrastructure projects. Business case process is being reconsidered in respect to this change. |


| Strategy 4.3.2: Plan for, improve and maintain safe and connected footpaths and cycleways. | | |
|--|---|--|
| DP Action 4.3.2A: Maintain Council's footpath network to be functional and safe. | | |
| Status Ongoing | | |
| Action Name | Status | Comments |
| Undertake programmed and reactive maintenance works of Council's footpath assets. |  | As of the end of Q4 there was 423 footpath requests allocated to the civil team that will be carried over and require replacement or grinding to rectify the defects. |
| 4.3.2B: Continue to maintain Council's walkways and cycleways to be functional and safe. | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Continue to lobby Transport for NSW and the Minister for Transport to seek funding for the upgrade of the Oatley-Como walkway/cycleway. |  | Council officers continue to work with Transport for NSW to upgrade the Oatley to Como walkway. In Q4 Council officers were advised on a successful grant application to complete a concept and detailed design of the site. |
| Continue to lobby Transport for NSW and the Minister for Transport to investigate and design a recreational and commuter cycle network in the LGA. |  | <p>Council officers successfully advocated to include critical strategic cycle routes within the Greater Sydney Strategic Cycleway plan. We are now working with Transport to identify the key links within Georges River Council.</p> <p>Council officers received confirmation of four successful active transport grants which will be worked on through 2023/24 and 2024/25. These are:</p> <ul style="list-style-type: none"> • Design of Recreational commuter network • Hurstville CBD active transport connections • Two new pedestrian crossings on Hilcrest Ave and Ellen Subway • Oatley to Como design |

Goal 4.4: Everyone has access to quality parks and open space and active and passive recreation facilities.

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


DP Action 4.4.1A: Maintain Council's buildings and open space to be functional and safe.

Status Completed

| Action Name | Status | Comments |
|--|---|--|
| Undertake programmed and reactive maintenance works of Council's buildings, open spaces. |  | <p>The programmed maintenance contracts have performed well.</p> <p>There has been some plant at the HALC, Civic Center and 2 Belgrave St Kogarah identified as at the end-of-life and capital replacement will be required. There is a number of open space solar light locations notably Olds Park and Gnarbo Lane Carss Park that are beyond economic repair and looking to be replaced in FY2024/25.</p> |



DP Action 4.4.1B: Incorporate design principles for parks and open spaces that promote resilience.

Status Ongoing

| Action Name | Status | Comments |
|---|--|---|
| Ensure that design principles that promote resilience are incorporated into plans for open space. |  | All new design and construction projects utilise environmental and resilience-based principles. |

DP Action 4.4.1C: Implement the GRC Open Space, Recreation and Community Facilities Strategy.



Status Progressing

| Action Name | Status | Comments |
|---|---|---|
| Identify open space and recreation priorities based on the findings of the GRC Open Space, Recreation and Community Facilities Strategy. |  | Negotiations with SGS Economics have been ongoing throughout the year. Further work still required in order to complete the strategy to ensure the findings and recommendations provide the level of detail and information that assists Council in the identification of open space and recreation priorities. |
| Accelerate the feasibility study, concept plans and business case for a new aquatic centre in the LGA to allow Council to pursue funding sources. |  | Council continues to accelerate the feasibility study, concept plans and business case for a new aquatic centre in the LGA to allow Council to pursue funding sources as part of this multi-year project. |

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




DP Action 4.4.2A: Research and plan for active and passive recreation opportunities within the Georges River Local Government Area.




Status Progressing

| Action Name | Status | Comments |
|--|---|---|
| Undertake detailed design for a skate and BMX facility at Olds Park. |  | City Technical Services is currently constructing the Olds Park skate facility. It will be completed by December 2023. |
| Plan for increased cycling opportunities across the Georges River Local Government Area. |  | <p>Council officers successfully advocated to include critical strategic cycle routes within the Greater Sydney Strategic Cycleway plan. We are now working with Transport to identify the key links within Georges River Council. Council Officers received confirmation of four successful active transport grants which will be worked on through 2023/24 and 2024/25.</p> <p>These are:</p> <ul style="list-style-type: none"> • Design of Recreational commuter network • Hurstville CBD active transport connections • Two new pedestrian crossings on Hilcrest Ave and Ellen Subway Oatley to Como design |

DP Action 4.4.2B: Progress construction of a new aquatic facility in the LGA.

Status Ongoing


| Action Name | Status | Comments |
|--|---|---|
| Select a suitable site for construction of a new aquatic facility in the LGA. |  | Council continues to investigate the construction of a new aquatic facility in the LGA including site suitability. |
| Seek funding to progress construction of a new aquatic facility in the LGA. |  | When the business case is complete and Council resolves on the direction of a new aquatic facility, no funding can be sought. Council continues to identify potential future funding sources. |
| Undertake feasibility study for construction of a new aquatic facility in the LGA. |  | Council continues to investigate the construction of a new aquatic facility in the LGA including site suitability. |

| Strategy 4.4.3: Review Plans of Management for all open space in the local government area. | | |
|---|--|--|
| DP Action 4.4.3A: Ensure our parks and reserves have updated Plans of Management and Master Plans. | | |
| Status On Track | | |
| Action Name | Status | Comments |
| Continue the Plans of Management for Crown Lands in accordance with the Crown Land Management Act. |  | This action is ongoing. Plans of Management adopted in 2022/23 include the Generic Plans of Management, Moore Reserve Plan of Management and Masterplan, Penshurst Park Plan of Management and Sans Souci Plan of Management and Masterplan. |
| Place the Plan of Management for Sans Souci Park on community consultation. |  | The draft Plan of Management and Master Plan for Sans Souci was lodged with the Department of Planning and Environment - Crown Lands on 26 November 2021. The DPE issued their approval as landowners following the request for additional information for the masterplan and POM in September 2022. The draft Plan of Management and Master Plan for Sans Souci Park was placed on public exhibition during November 2022, with submissions accepted until mid-December 2022. A report to council in May 2023 considered the issues raised in the submission and resolved to adopt the plans. |
| Place the Master Plan for Sans Souci Park on community consultation. |  | The draft Plan of Management and Master Plan for Sans Souci was lodged with the Department of Planning and Environment - Crown Lands on 26 November 2021. The DPE issued their approval as landowners following the request for additional information for the masterplan and POM in September 2022. The draft Plan of Management and Master Plan for Sans Souci Park was placed on public exhibition during November 2022, with submissions accepted until mid-December 2022. A report to council in May 2023 considered the issues raised in the submission and resolved to adopt the plans. |




4.5: Council-led development and assets provide quality, long term benefits to everyone.

Strategy 4.5.1: Provide new and upgraded community assets and services to the LGA.


DP Action 4.5.1A: Plan for and implement a purchasing program for property requiring compulsory acquisition in the comprehensive LEP.

| Status | On Track | | |
|---|---|---|--|
| Action Name | Status | Comments | |
| Acquire land for open space purposes as identified in the Local Environmental Plan. |  | Land identified as future public open space continues to be targeted for acquisition. | |


DP Action 4.5.1B: Achieve service delivery outcomes through a 10 year Capital Works Program driven by Council Strategies.

| Status | Completed | | |
|---|---|--|--|
| Action Name | Status | Comments | |
| Implement the 2022/23 Sportsfield Renovation Program. |  | In Q4, Council has completed the sports field renovation program for 2022/23. Continued maintenance throughout the cooler seasons, monitoring turf patching and broadleaf spraying applications accordingly at each individual site. Prepping for the start of the 2023/24 renovation program and the changeover from winter sport to summer sports. | |
| Deliver the 2022/23 Drainage Upgrade Program including new and replacement works. |  | Council continues to deliver drainage upgrade programs to provide new and upgraded community assets and services to the LGA | |
| Deliver the 2022/23 Footpath Program. |  | Council continues to provide new and upgraded community assets and services to the LGA | |

DP Action 4.5.1C: Deliver Asset Management Plans for each Asset Class (Roads, Buildings, Open Space and Stormwater) which plan for the long term sustainability of Council's Infrastructure assets.

| Status | Behind Schedule | | |
|---|---|--|--|
| Action Name | Status | Comments | |
| Develop asset class based Asset Management Plans. |  | These plans are currently in draft. Strategic Asset Management modeling will be undertaken in 2023/24 to verify data before published for the community. | |

DP Action 4.5.1D: Provide new and upgraded community assets such as new library services to the western part of our LGA.

| Status | On Hold | | |
|--|---|--|--|
| Action Name | Status | Comments | |
| Review options to provide new library services to the western part of our LGA. |  | The project is on hold until funding sources for new services are secured. | |

Statutory information

Voluntary Planning Agreements (VPAs) – s7.5(5) of the EP&A Act

The following agreements were in force in 2022/23:

| Planning Agreement (VPA) | Parties to the Agreement | Executed | Description of Public Benefits | Particulars of compliance with and the effect of the planning agreement in 2022-23 |
|---|---|------------------|--|---|
| East Quarter – Stages 1,2,3 93 Forest Road, Hurstville | Georges River Council East Quarter Hurstville Pty Limited | 21 December 2011 | Landscaping works outside the lands (\$400,000) Landscaping works at Kempt Field (\$350,000) Monetary contribution to Hurstville Public School (\$185,198) Public access to plaza, Wedge Park & link to Kempt field | No compliance matters relating to VPA during 2022-23. VPA Status: <ul style="list-style-type: none"> Stage 1 & 2 landscaping works outside the land completed and contributions paid. Stage 3 obligations transferred to VPA for East Quarter Stage 3. |
| 1-5 Treacy Street, Hurstville (relates to DA2014/1083) | Georges River Council GR Capital Group Pty Limited | 14 March 2016 | Land dedication for footpath & road widening on The Avenue & relocation services Dedicate and fitout of commercial area (81m ²) & car space Public Domain Works surrounding the site | Dedication of commercial space to Council remains outstanding 2022-23. Ongoing action by Council to resolve breach in 2022-23. Deed of Variation to the VPA proposed to require monetary contribution to release obligation for dedication of commercial space. VPA status: <ul style="list-style-type: none"> Land dedicated for footpath and future road widening completed. Public domain works completed. |
| 12-22 Woniara Road, Hurstville (former ATO site) (1 st VPA) (relates to DA191/15) | Georges River Council Combined Projects (Hurstville) Pty Ltd | 16 June 2016 | Monetary contribution (\$4,587,500) Land Dedication (223m ²) and construction for road widening Greenbank Street Transfer of 200sqm commercial space with frontage to Greenbank Street Transfer stratum lot for 79 public car spaces. | No compliance matters relating to VPA during 2022-23. VPA status: <ul style="list-style-type: none"> VPA obligations fully satisfied by Developer. Portion of VPA funds allocated to public domain upgrades in Hurstville City Centre. |

| | | | | |
|--|---|--|---|---|
| East Quarter Stage 3 93 Forest Rd Hurstville and First Deed of Variation to VPA East Quarter Stage 3 (relates to PP2014/0002 & DA2016/0218) | Georges River Council Hville FCP Pty Ltd (Fridcorp) East Quarter Hurstville Pty Ltd | VPA: 15 June 2017 Deed of Variation: 1 October 2021 | Monetary contribution for public domain works at Kempt Field (\$1.096M) Construction of road works at Forest Road/Durham Street by the Developer (\$1.76M) Landscaping works by Developer on Forest Road frontage to Stage 3 (\$46,000) Contribution to Hurstville Public School (\$131,000) Easement for public access through the site to Kempt Field | No compliance matters relating to VPA during 2022-23. VPA/Deed of Variation status: <ul style="list-style-type: none"> VPA obligations fully satisfied. Council commenced construction of road works 2022-23. |
| Catholic Club Site 6 Cross Street Hurstville (DA2017/191) Deed of Variation (amendment) to the VPA (DA2018/182) | Georges River Council Illawarra Catholic Club | 20 March 2018 22 August 2019 | Monetary contribution (\$976,147) for embellishment Central Plaza & upgrade road network in Hurstville City Centre. Monetary contribution (\$142,605.19) for embellishment of public infrastructure and upgrade of road network in Hurstville City Centre. | No compliance matters relating to VPA during 2022-23. VPA status: <ul style="list-style-type: none"> VPA obligations fully satisfied. Portion of VPA funds allocated to embellishment of Central Plaza and road works. |
| Bing Lee Site 108, 112, 124 Forest Road & 1-3 Wright St, Hurstville (relates to Planning Proposal P2014/0004) Deed of Variation (amendment) to the VPA | Georges River Council Shanghai Lihua Hurstville Pty Ltd SLH 108 Pty Ltd | 26 March 2018 | Monetary contribution (\$3,775,750) for public facilities & infrastructure Land dedication (196sqm) along Forest Road for road widening | No compliance matters relating to VPA during 2022-23. VPA/Deed of Variation status: <ul style="list-style-type: none"> Council Meeting of 22 August 2022 endorsed amendments to VPA to defer timeframe for dedication of land from 28 February 2024 to 28 February 2026. Deed of Variation executed 13 February 2023. Monetary contribution paid to Council. Land dedication yet to be provided. |
| 12-22 Woniora Road, Hurstville | Georges River Council | 18 April 2018 | Monetary contribution \$1 million for public infrastructure improvements within the City Centre or a public purpose | No compliance matters relating to VPA during 2022-23. |

| | | | | |
|--|---|-------------------|--|---|
| (former ATO site) – 2nd VPA (relates to DA2016/154) | Combined Projects (Hurstville) Pty Ltd | | that Council reasonably considers in the public interest. | VPA status: - VPA obligations fully satisfied. |
| Part of the Landmark Square Precinct, Hurstville 61-69, 71A, 73 & 75 Forest Road, 126 Durham Street, Hurstville (relates to Planning Proposal PP2015/0001) | Georges River Council Prime Hurstville Pty Limited | 19 August 2019 | Monetary contribution of \$7,375,878 to be paid to Council in three instalments. Developer to carry out and complete works to widen a section of Roberts Lane by 3 metres. Dedication to Council free of cost of the 3 metre wide strip of Land along Robert's Lane. Easements for public access to and from and across and through the Land connecting Forest Road, Robert's Lane and Durham Street. | No compliance matters relating to VPA during 2022-23. VPA Status: <ul style="list-style-type: none"> • Monetary contribution of \$1million (first instalment) paid to Council. • Two instalments remaining to be paid and other public benefits to be provided. |
| 9 Gloucester Road, Hurstville (relates to Planning Proposal PP2015/0005) | Council GTB Hurstville Pty Ltd | 25 September 2020 | Monetary contribution of \$3,619,308 to be paid within 28 days after the date the LEP Amendment takes effect. | No compliance matters relating to VPA during 2022-23. VPA Status: <ul style="list-style-type: none"> • VPA obligations fully satisfied by Developer. Portion of VPA funds allocated to open space project |

Work carried out on Private Land

We did not carry out any works on private land during 2022/23.

External Bodies that exercised functions delegated by Council

South Sydney Planning Panel (SSPP)

Planning panels work under the Environmental Planning and Assessment Act 1979 to strengthen decision-making on regionally significant DAs and other planning matters.

The SSPP:

- determines regionally significant DAs, certain other DAs and s4.55(2) and s4.56 modification applications
- acts as the Planning Proposal Authority (PPA) when directed
- undertakes rezoning reviews
- provides advice on other planning and development matters when requested
- determines site compatibility certificates under State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004.

Regionally significant DAs are those based on Schedule 6 of the State Environmental Planning Policy (Planning Systems) 2021 – essentially development with a capital investment value (CIV) of more than \$30 million, or development with a CIV over \$5 million which is:

- council related
- lodged by or on behalf of the Crown (State of NSW)
- private infrastructure and community facilities
- eco-tourist facilities
- extractive industries, waste facilities and marinas that are designated development,
- certain coastal subdivisions
- development with a CIV* between \$10 million and \$30 million which is referred to the SSPP by the applicant after 120 days.

For the purpose of determining whether an application should go to a planning panel, CIV is calculated at when the DA is lodged – refer to Planning Circular PS 21-020.

Rezoning reviews

The rezoning review process allows a proponent to request that an independent planning panel (i.e. the Sydney South Planning Panel) evaluates if the planning proposal should progress to a Gateway Determination. A proponent can only request a rezoning review once the planning proposal has been lodged with Council and Council has:

- notified the proponent in writing that it does not support the proposal; or
- failed to indicate its support for the proposal within 90 or 115 calendar days (depending on the planning proposal category) of the proponent lodging it; or
- failed to submit the proposal for a Gateway Determination within 28 calendar days of indicating support.

The Panel's decision is based on the strategic and site-specific merits of a proposal. The review and determination should be in accordance with the Planning Circular PS 22-003 (or as updated).

Georges River Local Planning Panel (LPP)

Local planning panels (LPPs) were formerly known as Independent Hearing and Assessment Panels or IHAPS. They are panels of independent experts that determine DAs on behalf of Council and provide advice on other planning matters, including planning proposals.

LPPs became mandatory in 2018 and help to ensure the process of assessment and determination of DAs with a high corruption risk, sensitivity or strategic importance is transparent and accountable.

The Georges River Council LPP:

- determines DAs or modification of consent applications and reviews determinations that are within the relevant delegations and from the Council
- provides advice on planning proposals as relevant under legislation
- acts as the planning proposal authority for specific planning proposals identified by Council
- provides an independent and open forum for people to make submissions relevant to the applications before it
- increases transparency around significant DAs and planning proposals made to the Council
- aims to achieve good urban design and development outcomes consistent with the relevant legislation and planning controls.

Development contribution arrangements

Contributions for local infrastructure, also known as development contributions, are required from new development to fund infrastructure which supports a future population including open space, parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.

There are two forms of local infrastructure contributions:

- Section 7.11 contributions: required where there is a demonstrated link between the development and the infrastructure to be funded.
- Section 7.12 levies: charged as a percentage of the estimated cost of the development.

The *Georges River Council Local Infrastructure Contributions Plan – Section 7.11 and 7.12* authorises consent authorities (including Council) and accredited certifiers to impose conditions of consent on Development Applications (DAs) and complying development certificates (CDCs) that require the payment of development contributions.

The *Environmental Planning and Assessment Regulation 2021* requires Council to maintain a contributions register which is published on Council's website. The register is required to be up-to-date and contain elements as established in the Regulations. Council must also maintain accounting records that allow monetary Section 7.11 contributions and Section 7.12 levies to be distinguished from all other money held by the council. The accounting records must also identify and detail all contributions received by council under each local contributions plan.

The accounting records must show:

- all Section 7.11 contributions or Section 7.12 levies received and the public amenities or services for which they have been received and for which expenditure is authorised.
- for contributions paid for different purposes, the pooling or progressive application of the contributions or levies for those purposes.

We also publish annual statements for our contribution plans, such as:

- the opening and closing balances of account.
- the total amounts of monetary contributions received and the public amenities or services for which they have been received.
- the total amount spent and the public amenities or services for which they have been spent.
- any outstanding obligations of Council to provide public amenities or services, by reference to the public amenities or services for contributions have been received.



Rates and charges written off (2022/23)

| Description | Amount (\$) |
|---|------------------|
| Mandatory Pensioner Rebate – Rates & Domestic Waste Charges | 1,706,087 |
| Georges River Council Voluntary Pensioner Rebate – Rates & Domestic Waste Charges | NIL |
| Rateable to Non Rateable | 13,550 |
| General Abandonments | 623 |
| Postponed Rates | 2045 |
| Postponed Rates Interest Charges | 550 |
| TOTAL | 1,722,855 |

* The net cost of the mandatory rebate to Council is \$760,393. An amount of \$929,369, representing 55% of the mandatory pensioner rebate, is subsidised by the NSW Government.

Former Hurstville Council SRV Infrastructure Plus

The former Hurstville Council's rate path included an expiring Special Rate Variation (SRV). The Special Rate Variation – Infrastructure Plus had been in place since 2006/07 and expired on 30 June 2021. Funds from Infrastructure Plus have been used to fund costs associated with infrastructure maintenance and renewal. The funds raised from the former Hurstville Council SRV – Infrastructure Plus are committed against items in the Capital Works Program that are still in progress.

Since its commencement, the total Infrastructure Plus income collected is \$29,198,508 and the expenditure up to 2022/23 is \$28,816,935.

| 2022/23 Programs | Expenditure (\$) |
|----------------------|------------------|
| Parks | 137,768 |
| Town Centre upgrades | 0 |
| Total | 137,768 |

Georges River Council SRV – Securing Our Future

Following an application from Council, the Minister for Local Government determined on 14 May 2021, that in pursuance of Section 508A of the *Local Government Act 1993*, the percentage by which Georges River Council may increase its general income for the period from Year 2021/22 to Year 2025/26 (inclusive) is 32.56 per cent, consisting of annual increases:

| Year | Annual increase in general income | Cumulative increase in general income |
|---------|-----------------------------------|---------------------------------------|
| 2021/22 | 5.80% | 5.80% |
| 2022/23 | 5.80% | 11.94% |
| 2023/24 | 5.80% | 18.43% |
| 2024/25 | 5.80% | 25.30% |
| 2025/26 | 5.80% | 32.56% |

As per the conditions of the approval, Council is required to report in its annual report for each year from 2021/22 to 2025/26 on the following:

- i. The program of expenditure that was actually funded by the additional income
- ii. Any significant differences between the Proposed Program and the program of expenditure that was actually funded by additional income and the reasons for those differences
- iii. The outcomes achieved as a result of the additional income
- iv. Council's actual revenues, expenses and operating balance against projected revenues, expenses and operating balance as outlined in the Long Term Financial Plan
- v. Any significant differences between Council's actuals 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 income from the SRV partially addresses Council's financial sustainability and is required to maintain current services and deliver community projects and programs in the Community Strategic Plan and Delivery Program. The purpose of the application is for Council to:

- improve its financial sustainability
- deliver key priorities in the Community Strategic Plan and Delivery Program
- maintain its existing levels of service
- increase equity in the rates burden between ratepayers.

As per the reporting requirements for the Georges River Council's SRV, the following is applicable for 2022/23:

- i. The 2022/23 SRV replaced the expiring former Hurstville Council SRV. It enabled Council to retain \$2.5 million in additional rate income that sustained operating expenditure such as employee costs, events, community grants, donations and asset maintenance for the 2022/23 financial year. The budgeted operating result was a surplus of \$1.2 million.
- ii. There were no significant differences between the Proposed Program and the program of expenditure that was funded by additional income as it continued to sustain operations as per the proposed program.
- iii. The outcomes achieved as a result of the additional income were that Council continued to sustain operations, maintain current services and deliver community projects and programs from the adopted Community Strategic Plan and Delivery Program.
- iv. The adopted budget was aligned to the Long-Term Financial Plan and variance to adopted budget is outlined within the Audited Financial Statements for 2022/23.



SECTION 7.11 CONTRIBUTIONS AND SECTION 7.12 LEVIES USED OR EXPENDED – s218A of the EP&A Regulation

The following section 7.11 contributions and section 7.12 levies were used and expended under each of Council's contributions plans during 2022-23.

| Contributions Plan | Project No. in Plan* | Project Description | Kind of Public Amenity or Service | Monetary amount Expended from Development Contributions 22/23 (\$) | Value of Land Dedications 22/23 | Value of Material Public Benefit provided 22/23 | Contributions Expended to date (\$) | Temporary Borrowing | Project Status | % Cost funded by Contributions |
|---|----------------------|---|-----------------------------------|--|---------------------------------|---|-------------------------------------|---------------------|----------------|--------------------------------|
| Kogarah Contributions Plan No. 5 – Open Space (repealed) | 7.11.1 | Land Acquisition – 247 Princes Highway, Kogarah | Open Space | 21,471 | N/A | N/A | 21,471 | N/A | Under way | 100% |
| | 7.11.1 | Land Acquisition – 25 Joffre Street, South Hurstville | Open Space | 1,743,025 | N/A | N/A | 1,743,025 | N/A | Completed | 100% |
| Kogarah Contributions Plan No. 9 – Kogarah Libraries (repealed) | N/A | Library Asset – book stock, junior fiction | Library Service | 100,000 | N/A | N/A | 150,000 | N/A | Underway | 100% |
| Hurstville Contributions Plan No.2 – Open Space (repealed) | N/A | Hurstville Oval Electrical upgrade | Open Space | 22,964 | N/A | N/A | 38,252 | N/A | Under way | 100% |
| Hurstville Contributions Plan No.6 – Library Services (repealed) | N/A | Library – Sensory Garden | Library Service | 3,225 | N/A | N/A | 54,755 | N/A | Under way | 18% |
| Hurstville Contributions Plan (2012) (repealed) | M2 | Open Space Expansion & Acquisition Plan | Open Space | 12,564 | N/A | N/A | 12,564 | N/A | Under way | 100% |
| | C14 | Mortdale Shopping Centre – public domain upgrade | Public Domain | 778,800 | N/A | N/A | 778,800 | N/A | Under way | 70% |
| | 7.11.13 | Olds Park Skate Park and Netball Court upgrade | Open Space | 17,101 | N/A | N/A | 66,773 | N/A | Under way | 70% |
| | PR6 | Central Plaza retore interface with Forest Rd | Public Domain | 30,860 | N/A | N/A | 121,741 | N/A | Completed | 76% |
| Georges River s94A Contributions Plan (2017) (Repealed) | s7.11.36 | Playground replacement program | Open Space | 75,446 | N/A | N/A | 75,446 | N/A | Under way | 100% |
| | S94A-001 | Carss Park Pool Site remediation works | Open Space | 127,889 | N/A | N/A | 909,132 | N/A | Under way | 2% |
| | s7.11.36 | Playground replacement – Oleander Reserve | Open Space | 70,000 | N/A | N/A | 70,000 | N/A | Under way | 27% |
| Georges River Local Infrastructure Contributions Plan (2021) – s7.12 levies | 7.12.4 | Riverwood Reconnected – Streetscape works | Public Domain | 60,000 | N/A | N/A | 60,000 | N/A | Under way | 100% |
| \$3,063,345.00 (Total contributions expended 2022-23) | | | | | | | | | | |
| \$17,872,283.66 (Total contributions received 2022-23) | | | | | | | | | | |
| * GRC Local Infrastructure Contributions Plan 2021 (Section 7.11 and Section 7.12) or repealed Contributions Plan | | | | | | | | | | |

Pillar 5: Our place in Sydney

Commitment to collaboration, partnerships and sharing resources

This pillar is about leading for change by identifying and promoting priorities and opportunities on behalf of our community.

The goals in this pillar include:

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

Achievements

- Council has strengthened partnerships with key partners and stakeholders including the Committee for Sydney, Business Western Sydney, neighbouring Councils, ANSTO and state government representatives.
- Hurstville Revitalisation is on track based on new timing and will see public domain upgrades of MacMahon Courtyard and Memorial Square 100% grant funded.

Challenges

- Council reestablished the Kogarah Collaboration Area Leadership Group in 2022. However, due to resourcing, these meetings have not continued. Leadership Group concept to be reconsidered with a whole of LGA lens.

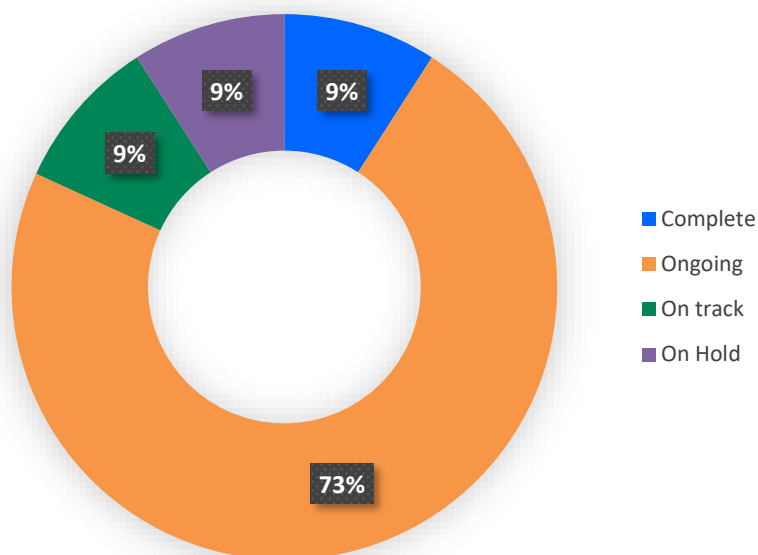
In 2023/24 we will....

- Continue to develop and build a brand and identity for the Georges River Local Government Area.
- Deliver an engagement program for city and council advocacy.
- Implement grant projects that improve place, especially in key employment centres.
- Continue with shared and join use program with Department of Education.





Summary of performance against indicators


| Description | Annual Target | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|---------------|---------|---------|---------|---------|---------|
| Customer satisfaction with face-to-face interaction at Council operated facilities. | 80% | 80% | 90% | 95% | 87% | 85% |
| Percentage of customers satisfied with the overall experience with their customer requests to Council. | 80% | 81% | 74% | 66% | 68% | 72% |

Progress against one-year Operational Plan items



One-year Operational Plan projects

| Goal 5.1: Leadership focuses on innovation and improving the customer experience. | | |
|---|---|---|
| Strategy 5.1.1: Promote Georges River as a place for innovation and collaboration and a desirable location for government and private investment. | | |
| DP Action 5.1.1A: Explore the viability of a university precinct in Georges River Local Government Area and new investment from government and private enterprise to increase the region's competitiveness as a place for investment and innovation. | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Develop an investment prospectus for the whole Georges River Local Government Area. |  | Development of an investment prospectus (or equivalent approach) will be a key priority for the incoming Senior Economic Development Officer. |
| Continue to support medtech startups establishing in Kogarah. |  | Council sought to raise the profile of the Kogarah Health and Research Hub Collaboration Area across the year through meetings / presentations to the Greater Cities Commission. |
| Drive the Kogarah Collaboration Area Leadership group comprised of key health and education stakeholders. |  | Council reestablished the Kogarah Collaboration Area Leadership Group in 2022. However, due to resourcing, these meetings have not continued. Leadership Group concept to be reconsidered with a whole of LGA lens. |
| Implement grant projects that improve place, especially in key employment centres. |  | Riverwood reconnected was completed. Hurstville Revitalization is on track based on new timing and will see public domain upgrades of MacMahon Courtyard and Memorial Square 100% grant funded. |


| Strategy 5.1.2: Provide positive experiences across all customer interactions for our community and visitors. | | |
|--|---|--|
| DP Action 5.1.2A: Improve consistency and reliability of service across all customer contact channels. | | |
| Status On Track | | |
| Action Name | Status | Comments |
| Develop and implement the Georges River Council Customer Experience Strategy 2022 - 2027. |  | Georges River Council Customer Experience Strategy 2022 - 2027 adopted by Council in September 2022. Implementation will be over several years. Actions have been allocated to relevant business units across Council to ensure ownership and progress will be reported in line with Operational Plan reporting and Business Planning reporting. |

Goal 5.2: The three spheres of government work together to improve services and facilities in our area.

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



DP Action 5.2.1A: Develop an advocacy strategy that identifies how Georges River Council can influence government policy and secure government investment in the local government area.

Status Ongoing

| Action Name | Status | Comments |
|---|---|---|
| Implement an Advocacy Program to raise Council's reputation/ profile and ultimately influence government policy to secure government investment in the Georges River Local Government Area. |  | Council developed an Advocacy Priorities program in 2021 and a subsequent Southern Aerotropolis report in 2022. These priorities and report have continued to be communicated throughout 2022/23. |

DP Action 5.2.1B: Work with neighbouring councils to facilitate major projects with long-term delivery timeframes.


Status Ongoing

| Action Name | Status | Comments |
|--|---|--|
| Develop strategic partnerships to influence key government policy and bring investment to the Georges Local Government Area. |  | Council has strengthened partnerships with key partners and stakeholders including the Committee for Sydney, Business Western Sydney, neighbouring Councils, ANSTO and state government representatives. These relationships will build a platform for the delivery of coordinated and aligned advocacy into the future. |
| Deliver an engagement program for city and council advocacy. |  | Deliverables included a Greater Cities Commission submission and ongoing relationship development with key stakeholders. |

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

DP Action 5.2.2A: Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy.

Status Ongoing

| Action Name | Status | Comments |
|--|---|--|
| Continue with shared and joint use program with Department of Education. |  | Council initiated contact with School Infrastructure NSW. Limited engagement and no outcomes achieved. |

Goal 5.3: Georges River is known for being environmentally and culturally rich and enhances its metropolitan position as a destination for people and business.

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

DP Action 5.3.1A: Develop and build a brand and identity for the local government area.

Status Ongoing

| Action Name | Status | Comments |
|---|---|--|
| Continue to develop and build a brand and identity for the Georges River Local Government Area. |  | New supporting collateral and marketing programs were developed to showcase Sydney's Connected Community branding across the year. |

Delivery Program Outcome: Establish Council's reputation as a leading local government organisation.

Status Ongoing

| Action Name | Status | Comments |
|--|--|--|
| Develop strategic partnerships and influence key government policy to bring investment into the Georges River Local Government Area. |  | Council has strengthened partnerships with key partners and stakeholders including the Committee for Sydney, Business Western Sydney, neighbouring Councils, ANSTO and state government representatives. These relationships will build a platform for the delivery of coordinated and aligned advocacy into the future. |

Statutory information

Compliance with the Companion Animals Act, 1998 and Companion Animals Regulation, 2008

Council's statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation. (C 217(1) (f))

Lodgement of pound data returns with the Department of Local Government

| COUNCIL SEIZURE ACTIVITY | Cats | Dogs | Total |
|--|-------------|-------------|--------------|
| Seized | 20 | 359 | 379 |
| Returned to owner | 0 | 189 | 189 |
| Transferred to Council's Facility | 20 | 170 | 190 |
| COUNCIL ANIMAL CARE FACILITY ACTIVITY | | | |
| Animals in and arriving at Council's facility | Cats | Dogs | Total |
| Animals in Council's facility | 2 | 10 | 12 |
| From seizures | 20 | 170 | 190 |
| Dumped | 0 | 0 | 0 |
| Animal leaving Council's facility | Cats | Dogs | Total |
| Released to owners | 1 | 118 | 119 |
| Euthanised | 12 | 12 | 24 |
| Sold | 13 | 29 | 42 |
| Released to organisation to re-home | 0 | 4 | 4 |
| Died at Council facility | 7 | 0 | 7 |
| Stolen from Council facility | 0 | 0 | 0 |
| Escaped from Council facility | 0 | 0 | 0 |

Lodgement of data relating to dog attacks with the Department of Local Government

| Status | Incidents entered | Attacking dogs | Victims (human and animal) |
|---------------------|--------------------------|-----------------------|-----------------------------------|
| Commenced | 5 | 6 | 7 |
| Finalised | 12 | 13 | 13 |
| Under investigation | 3 | 4 | 5 |
| Total | 20 | 23 | 25 |

Funding of Companion animal Management Activities

During the reporting period, Council spent a combined total of \$418,923 on two Companion Animal Management contracts with St George Animal Rescue, which impounds companion animals on behalf of Council and the impounding facility, Sydney Dogs and Cats Home. An amendment to the Companion Animals Act in late 2021 and Sydney Dogs and Cats Home relocating to Strathfield resulted in an increase in costs related to the seizure and holding of animals. Council's regulatory functions in relation to Companion Animal Management are conducted by Council's Rangers who also perform a range of other public safety functions. Consequently, direct costs attributable to Companion Animal Management regulatory functions cannot be provided, however costs are estimated at approximately \$280,000.

Companion Animal Community Education Programs

Council provides community education relating to legislative requirements and responsible pet ownership through Council's website and social media. The website has been updated with improved information to promote responsible cat ownership as there is no legislative requirement to prevent cats from roaming. The information includes a link to documentation released by the RSPCA promoting cat containment. Council's Rangers also educate members of the community at various leash free areas as part of their regular patrols of the City.

Council's Strategies to Seek Alternatives to Euthanasia of Unclaimed Animals

In March 2023 a part-time position of Companion Animal administration officer commenced to help increase the number of animals correctly identified and registered in the area. This vital role will assist in improving the accuracy of owner's information to ensure lost animals can be returned. Council has made submissions to the state government to help address the ongoing requests lodged with Council relating to cat attacks on native and other animals or reports of cats being found deceased on roads, by amending the Companion animals Act to make it an offence for cats to be allowed to roam. Unfortunately the proposal to legislate responsible cat ownership laws, similar to those that apply to all dog owners, was not supported. Sydney Dogs and Cats Home (SDCH) also maintain an up-to-date website with details of all impounded animals to assist in returning or re-homing these animals. Wherever possible, animals that are not claimed or sold may be fostered to carers to help socialise them and improve their ability to be rehomed and are also made available to Rehoming Organisations approved by the Office of Local Government.

Off Leash Areas

Dog owners have access to eleven off-leash dog parks in the Georges River area, where dogs can run, exercise and socialise leash-free with other dogs and visitors. All off-leash areas are open all year round. Our off leash areas are located in the following parks and reserves:

- Arrowsmith Park, Hurstville
- Carss Bush Park, Carss Park
- Gannons Park, Peakhurst
- H.V. Evatt Park, Lugarno
- Hogben Park, Kogarah
- Hurstville Park, Hurstville
- Kogarah Park, Carlton
- Merv Lynch Reserve, Beverly Hills
- Moore Park, Hurstville Grove
- Moore Reserve, Hurstville Grove
- Riverwood Park, Riverwood

Inspection of private swimming pools

| Requirement | Inspections Held | Notes |
|--|------------------|--|
| Number of inspections of tourist and visitor accommodation. | N/A | There are no swimming pools located within tourist and visitor accommodation within the Georges River LGA. |
| Number of inspections of premises with more than two dwellings. | 4 | Council inspected Four (4) premises with more than two dwellings. |
| Number of inspections resulting in issuance of a certificate of compliance under S22D of the <i>Swimming Pools Act 1992</i> . | 30 | Thirty (30) inspections undertaken by Council resulted in issuance of a certificate of compliance. |
| Number of inspections resulting in issuance of a certificate of non-compliance under cl21 of the <i>Swimming Pools Regulation 2008</i> . | 4 | Four (4) inspections undertaken by Council resulted in issuance of a certificate of non-compliance. |

6: Our governance

Leadership and transparency

The pillar is about fostering a culture of professionalism, transparency, accountability and financial responsibility where the community is actively listened to and a part of the decision-making process.

The goals in this pillar include:

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

Achievements

- All statutory reporting requirements have been complied with.
- Procurement team has a continued focus on adherence to policy and best practices. Purchase order training has commenced.
- Waste service structure review completed, and waste collection tender issued.
- Consolidated the use of all communication platforms to engage the community in consultation on key projects.
- Stage 1 of the Enterprise System Review has been completed in FY2022/23. approval has been granted to transition to Technology One SaaS project planning is underway. Phase 2 of the Enterprise System review will continue at the completion of the Migration to SaaS.

Challenges

- Conduct a service delivery review of Venues and Facilities Management is on hold until the approach for the service review and the final scope for review can be established.
- Develop an intranet suite of resources to support all Council staff to create more opportunities for community engagement is behind schedule.

In 2023/24 we will...

- Provide a Meet Your Ward Councillor session for each ward annually.
- Create and implement Engagement and Communications Plans for major projects where Council is seeking community engagement utilising Council's communications channels.
- Use a broad range of tools in community engagement.
- Align the annual budget strategy to incorporate proposed new projects and programs and to facilitate financially sustainable decisions.
- Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee.

Summary of performance against indicators

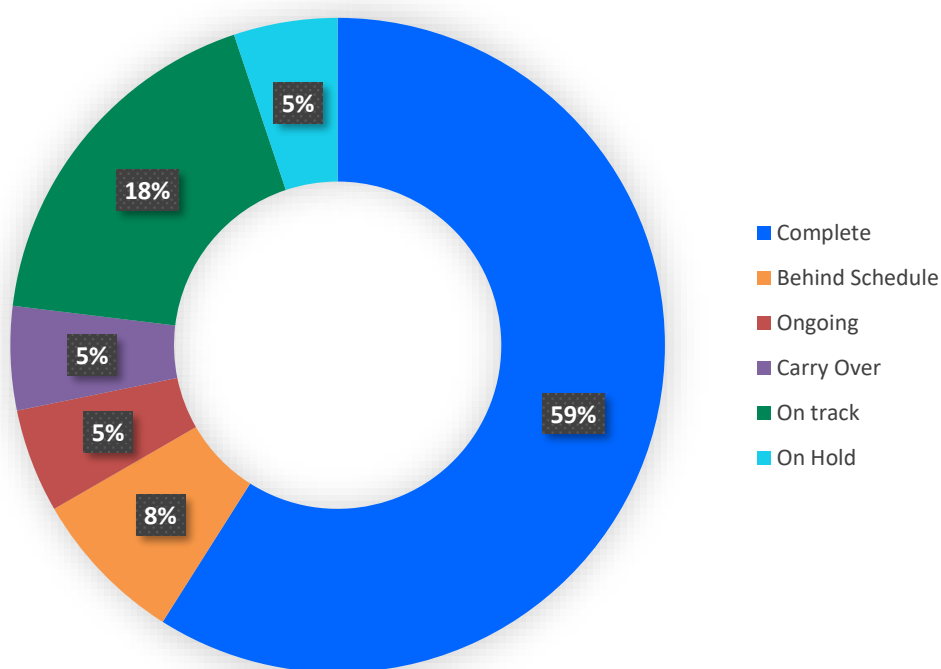
| Description | Annual Target | Results To Date | Status | YTD Comments |
|---|---------------|-----------------|----------|---|
| Actual year-to date income is no more than +/- 5% from the year-to-date approved budget. | < 5% | 15 | On Track | Result is \$25 million above budget. Higher than expected income in Capital Grants (\$12 million above budget), mainly for S94 Developer Contributions, and also Local Roads and Stronger Communities Capital Grants. Council also received an early payment of 100% of the 2023/24 Financial Assistance Grant, which was \$5 million. Investment income was above budget by \$6 million. Carparking and Regulatory Fines income was \$1 million above budget. Insurance Claim received for roof repairs \$1 million (offset by an increase in materials and services shown in expenditure). |
| Actual year-to-date expenditure is no more than +/- 5% from the year-to-date approved budget. | < 5% | 2% | On Track | Result is \$3.6 million above budget. Employee costs under budget by 4% (\$2.5 million). Materials and Services above budget by \$4.8 million mainly due to expenditure on roof repairs (\$1.2 million, and offset by Insurance Income); and A&I Contractor and Materials costs (\$1.2 million and offset by Operating Grants income); Legal Expenses in Class 1 and 4 appeals were above budget (\$1.1 million) and IT Licensing and Maintenance costs also above budget (\$1 million). |

| Description | Annual Target | Results To Date | Status | YTD Comments |
|--|--------------------|-----------------|-----------|---|
| Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate. | = 100% | | On Track | In 2022/23 Council received 74 Class 1 Appeals of which 51 have been run in-house. Council resolved nine appeals by S34 Agreement and five appeals were discontinued. |
| Committee Meeting business papers to be publicly available on Council's website at least three days prior to each meeting. | = 100% | 100% | On Track | 100% of business papers were available on Council's website within the target timeframe. |
| Council decisions made at meetings closed to the public. | < 10% | 4.75% | On Track | 17 out of 370 Resolutions were made in closed session for the 2022/23 year. |
| Council Meeting business papers to be publicly available on Council's website at least three days prior to each meeting. | = 100% | 100% | On Track | 100% of business papers were available on Council's website within the target timeframe. |
| Cyber Threat Preparedness | > 85% | 85% | On Track | Continuing remaining work on DMARC and MFA. |
| Investment portfolio returns for the financial year to date exceeding industry benchmark as disclosed by CPG. | Benchmark exceeded | 2.85% | Off Track | For quarter 4, the financial year to date performance return in Council's investment portfolio was 2.85%. It is -0.04% below the Bloomberg Ausbond Bank Bill Index of 2.89%. Council still holds investments with low rates from prior rate hike, which will gradually run off during the FY24. This will be improved by investing higher interest TDs and FRNs in the new financial year. Given RBA slowed down on its aggressive rate hike, rapidly rising of Ausbond Bank Bill will slow down as well. Prioritising on investing in FRNs with better margin and TDs with higher interest will help Council's return outperform the Bank Bill Index over the next quarter and financial year. |
| Number of registered speakers at Committee Meetings. | > 0 | 43 | On Track | 43 registered speakers at Committee Meetings for 2022/23. |

| Description | Annual Target | Results To Date | Status | YTD Comments |
|---|---------------|-----------------|-----------|---|
| Number of registered speakers at Council Meetings. | > 5 | 85 | On Track | 85 registered speakers for Council Meetings during 2022/23. |
| Percentage compliance with statutory and legislative reporting requirements (Office of Local Government Compliance Calendar). | = 100% | 100 | On Track | All statutory reporting requirements have been complied with. |
| Percentage of complaints completed within agreed times. | ≥ 90% | 98% | On Track | Consistently exceeding target for complaints handling. |
| Percentage of correspondence responded to within 14 days. | > 80% | 92.5% | On Track | City Life regularly exceeds target. |
| Percentage of Critical devices on Council's network fully patched | ≥ 80% | 100 | On Track | Monthly sever patching is occurring as planned. |
| Percentage of customer requests completed within agreed times. | ≥ 90% | 62% | Off Track | The annual figure is distorted the Q2 bulk closure of service requests. |
| Percentage of Cyber Threats blocked | = 100% | 100% | On Track | Q4 2022/23 We were able to block all identified cyber threats through different measures. Broadcom Web Security Service blocked access to 394,427 Requests regarding web sites related to "Phishing", "Malicious Sources/Malnets", "Potentially Unwanted Software", "Remote Access", "Scam/Questionable Legality", "Spam", "Suspicious", or "Software Downloads" category. Broadcom email Security Gateway blocked 541 malwares, 1726 phishing email, 296,920 spam email and 149,832 Newsletter and Marketing emails. Edge firewall blocked 177,870 + intrusion attacks in the top 20 range and a few viruses from entering in our network. |
| Percentage of legal cases determined in accordance with Council's corporate and strategic objectives | > 75% | 100% | On Track | In 2022/23 Council closed five local court prosecutions and one supreme court prosecution. |

| Description | Annual Target | Results To Date | Status | YTD Comments |
|---|---------------|-----------------|----------|--|
| including successful prosecutions (convictions) and/ or fines for major environment offences, including tree breaches | | | | |
| Percentage of WHS Incident Management Corrective Actions finalised within agreed times | ≥ 60% | 91% | On Track | MY SAFETY continues to drive compliance with actions being signed off within timeframes due to reminder and escalation emails. Of 133 incidents, injuries and near misses 11 were outside the timeframe. |

Progress against one-year Operational Plan items




One-year Operational Plan projects

Goal 6.1: Our community's voice is considered in planning the area's future.

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



DP Action 6.1.1A: Embed a culture of continuous improvement where we use the feedback provided by the community to improve our programs and services.

Status Completed

| Action Name | Status | Comments |
|---|---|---|
| Undertake the biannual community satisfaction survey and provide results to managers and the Executive team for action. |  | The Community Satisfaction and Wellbeing Survey was undertaken this year and the results were shared across Council to ensure staff know what the community values most and how we are performing against those expectations. This survey provides valuable insight for Council as it is a robust sample of the community being surveyed and therefore provides a more impartial perspective as it is not issue, policy or project based. |



DP Action 6.1.1B: Develop a service delivery review program of Council's services.

Status Progressing


| Action Name | Status | Comments |
|--|---|--|
| Conduct a service delivery review of Waste Services. |  | Waste service structure review completed, and waste collection tender issued. |
| Conduct a service delivery review of Venues and Facilities Management. |  | Action is on hold until the approach for the service review and the final scope for review can be established. |

DP Action 6.1.1C: Embed Council's Engagement Strategy as an overarching process for all Council engagement activity.



Status Behind Schedule



| Action Name | Status | Comments |
|---|---|--|
| Re-establish the Your Say panel and undertake an ongoing survey to continue to improve the Your Say platform and Council's approach to engaging with the community. |  | The Your Say Panel has received a fortnightly newsletter throughout this year notifying them of all new consultations open, ones extended and updates on the outcomes of consultations after they closed. The Panel registrations have continued to grow as we aim to broaden the community representation on the Your Say Panel. The Community Engagement Strategy was revised and updated to go to Council in July 2023. |
| Develop an intranet suite of resources to support all Council staff to create more opportunities for community engagement. |  | During the year we have improved the resources available for staff across Council to support them in engaging the community in their projects, policies and programs. |

DP Action 6.1.1D: Refer a broad range of Council and community issues for engagement to Council's Your Say platform.


| Action Name | Status | Comments |
|--|---|---|
| Status Completed | | |
| Use a broad range of tools in community engagements. |  | Throughout the year we have employed a broad range of engagement tools in the Your Say platform to provide more options for the community. We have supported the Your Say platform with opportunities in the community like on-site consultations in our parks and online and face to face workshops for the community to share ideas and workshop solutions. |




DP Action 6.1.1E: Develop comprehensive engagement and communication plans for Council's community engagements.

| Status Completed | | |
|--|---|--|
| Action Name | Status | Comments |
| Create and implement Engagement and Communications Plans for major projects where Council is seeking community engagement utilising Council's communications channels. |  | During this year we have consolidated the use of all communication platforms to engage the community in consultation on key projects. We have a standing inclusion in the Community E-news notifying of all new projects open for consultation. We continue to use Council's social media channels to make the community aware of opportunities and to promote discussion about issues projects are addressing. We have created face to face opportunities at the major events for the community to ask questions and learn about projects open for community engagement. |
| Maintain on Your Say a community facing dashboard on engagement activity. |  | With the end of this reporting period we will now have three years of data displayed in interactive dashboards. This is an important part of ensuring we report back to our community on the consultations undertaken and the data shares insight into who contributes to the consultations. |

| DP Action 6.1.1F: Develop an Annual Community Consultation Progress report. | | |
|---|---|--|
| Status Completed | | |
| Action Name | Status | Comments |
| Develop a comprehensive community engagement report for Council's annual report |  | An important part of our commitment to the Georges River community is to close the loop on the feedback and input they provide us with. Our annual report is an opportunity to share, not just the data of the consultation undertaken, but share the stories of the importance of the community being a part of the decisions that affect them. |
| DP Action 6.1.1G: Provide opportunities for the community to engage with their ward Councillors. | | |
| Status On Hold | | |
| Provide a Meet Your Ward Councillor session for each ward annually. |  | Meet Your Ward Councillor sessions have been put on hold pending future budget allocation. |




Strategy 6.1.2: Ensure Council's financial assistance and grants programs are managed effectively.**DP Action 6.1.2A: Deliver and report on Council's financial assistance program.****Status** Ongoing

| Action Name | Status | Comments |
|--|---|---|
| Provide reports on Council's financial assistance program, including community grants, microgrants, venue hire program, heritage grants, heritage publication grants, and donations program. |  | <p>Council's financial assistance program delivered financial and in-kind support to non-profit organisations, community groups, small businesses and residents this financial year.</p> <ul style="list-style-type: none">• Venue Hire Grants - Council granted \$80,632.86 in in-kind support to the community, across nine rounds.• Community Grants - Council granted 40 projects a total of \$332,685 in Community Grants across two rounds.• Micro Grants - Council granted eight projects a total of \$6,377 in Micro Grants. Heritage Publication Grants - Council granted one project \$950 in Heritage Publication Grants.• Donations - \$0 paid in this period as there was no donations budget for the 2022/23 financial year.• Council continued to build the capacity of grant applicants in the community. This year:• 42 applicants registered for an individual Council-run Question and Answer Session• 179 applicants registered for a workshop with external facilitator The Grants Guy, Keith Whelan• 48 applicants registered for a Council-run How to Apply for a Georges River Council Grant Workshops• Council's Grants, Donations and Sponsorship Policy was due for review in April. Community engagement was conducted on Council's Your Say platform and the Strategic Planning, Community Capacity Building, Programs and Operations, and Events and Sponsorship teams consulted and collaborated to ensure feedback was incorporated into two separate policies, the Grants and Donations Policy and the Sponsorship Policy, which will go to Council in the 2023/24 financial year. |

| Goal 6.2: Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations. | | |
|--|---|--|
| Strategy 6.2.1: Ensure the behaviour and decisions of councillors and staff is professional and ethical. | | |
| DP Action 6.2.1A: Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and ARIC Charter. | | |
| Status | Completed | |
| Action Name | Status | Comments |
| Facilitate ARIC reports to Council on activities and functions, including an Annual Report from the ARIC Chair. |  | <p>ARIC held four normal meetings and one Special Meeting for the Financial Statements in 2022/23.</p> <p>The following Minutes have been confirmed by ARIC and adopted by the Finance & Governance Committee and Council Meeting:</p> <p>Q1- ARIC meeting held on 25 August 2022</p> <p>Q2 - ARIC Special Financial Statements Meeting held on 17 November 2022</p> <p>Q2 - ARIC Meeting held on 9 December 2022</p> <p>Q3- ARIC Meeting held on 2 March 2023</p> <p>The Minutes of the Q4 ARIC meeting held on 18 May (confirmed by ARIC) will be submitted to the 11 September 2023 Finance & Governance Committee. In the intervening period the Minutes have been uploaded to the ARIC HUB to which the councillors have access.</p> <p>The ARIC and Internal Audit Annual Report for the period 1 July 2022 to 30 June 2023 was adopted by Council at their meeting on 28 August 2023.</p> |
| Facilitate replacement of ARIC Chair in June 2022. Recruit 1 new ARIC member to the Committee to replace outgoing/retiring Chair. |  | <p>The three independent ARIC members have the following tenures:</p> <p>Cliff Haynes: 22 March 2021 to 22 March 2024. Cliff has held the position of Chair from 1 July 2022.</p> <p>Michael Seery: 22 March 2021 to 22 March 2024.</p> <p>Barry Husking: 1 July 2022 to 1 July 2025</p> <p>Council understands the necessity to stagger turnover of ARIC members and will be applying a better method of staggering from March 2024 in line with the OLG Guidelines on Internal Audit.</p> <p>Council will also have an option to appoint a non-councillor voting member to ARIC at their Extraordinary General Meeting on 25 September 2024 after expressions of interest and councillor briefings in 2023.</p> |
| Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Charter requirements to be completed throughout the year. |  | <p>The 18-month ARIC Responsibility Calendar was adopted by ARIC on 25 November 2021 which covered all ARIC meetings for Q1-Q4 in 2022/23. This has been complied with.</p> <p>The Calendar assigns review of all ARIC responsibility areas across a 12-month period in accordance with the ARIC Charter & compliance with the Local Government Act-Section 428A which sets out ARIC responsibilities.</p> |



DP Action 6.2.1B: Promote and assist in creating an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance.

Status Progressing

| Action Name | Status | Comments |
|--|---|--|
| Complete the 2022/23 Audit Program. |  | <p>The Audit Program 2022/23 was slightly behind schedule in an effort to allow a catch up period for the implementation of audit recommendations from prior audits due to the extensive Audit Plans 2018-2021 & 2021-2024, comprising 650 recommendations. The following audit were completed or commenced in 2022/23:</p> <ul style="list-style-type: none"> • TfNSW DRIVES 24 Annual Compliance audit 2022 • Cash Management • Exception Reporting: Procurement and Payroll • IM&T Internal Network Penetration Testing • IM&T Microsoft 365 Assessment • Community Leases • Consultants, Contrators & Labour Hire • TfNSW DRIVES 24 Annual Compliance audit 2023 • Fleet Mnagement to be carried over to 2023/24 <p>Internal Audits not completed or commenced will be re-assessed in terms of risk in the 2024-2028 Audit Plan.</p> |
| Implement any mandatory internal audit guidelines issued by the OLG. |  | <p>The OLG released the Draft Risk Management & Internal Audit Guidelines in December 2022. The Guidelines will be finalised once the Local Government Regulations supporting them have been amended.</p> <p>The CAE has prepared a gap-analysis on the status of implementation of the Guidelines, including the phasing in of items up to 30 June 2025 as per the timetable requirements. This gap-analysis was presented to the ARIC meeting on 2 March 2023 for consideration. At this meeting the Risk Management Policy was endorsed by ARIC. The Model ARIC Terms of Reference was submitted with a final submission endorsed by ARIC on 18 May 2023. Council adopted the ARIC Terms of Reference on the 28 August 2023 subsequent to a Councillor Briefing on the Guidelines in August 2023. The final Internal Audit Charter will be submitted for ARIC endorsement in November 2023 and Council thereafter. The ARIC members are now listed as Designated Persons as required. ARIC member Superannuation Guarantee Levy has commenced and backdated to 1 July 2022. At the Extraordinary Council meeting on 25 September 2023, Council will have the opportunity to elect a non-voting councillor to ARIC. Council has already met the compulsory item timeline requirements and most of the requirements that are not due until 1 July 2024.</p> |
| Provide advice, mentoring, education and assistance to the organisation on internal controls, implementation of audit recommendations, ethical behaviours and good governance. |  | <p>The Governance Team have provided introduction to Code of Conduct training within each induction program in addition to the Code of Conduct Training organised by People and Culture. Furthermore, the Governance team has provided ad-hoc advice regarding gifts and benefits, and conflicts of interest throughout the quarter and year.</p> |

DP Action 6.2.1C: Implement and deliver a Councillor induction and professional development program to ensure the Mayor and Councillors are aware of the knowledge, skills and personal attributes expected of them in their civic roles under the *Local Government Act 1993*, and of the support Council should be providing to ensure they are able to effectively fulfil their roles.

Status Completed


| Action Name | Status | Comments |
|---|---|---|
| Provide ample training and development opportunities (offered both externally and internally) to ensure diversity of choice and availability. |  | Training and development opportunities are continually being offered to Councillors, utilising their training and conference budget allocation within the Mayor and Councillors Expenses Policy. |
| Provide opportunities for a recommended minimum of 12 hours of skill and/or development training to be achieved by each Councillor annually. |  | All Councillors are encouraged to complete minimum 12 hours of skill and/or development training. Training opportunities are provided within Council and externally through LGNSW and other agencies. |




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

DP Action 6.2.2A: Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future.

Status Completed


| Action Name | Status | Comments |
|--|---|--|
| Align the annual budget strategy to incorporate proposed new projects and programs and to facilitate financially sustainable decisions |  | Q4 Results indicating surplus of \$4.5m will be achieved |

DP Action 6.2.2B: Ensure the Long-Term Financial Plan incorporates strategic priorities and risks.

| Action Name | Status | Comments |
|---|---|---|
| Incorporate the review of Council's Asset Management Plan, including asset life, depreciation and maintenance costs, into Council's Long-Term Financial Plan. |  | Maintenance and renewal schedule provided by Assets and Infrastructure has been incorporated into the LTFP. |

DP Action 6.2.2C: Ensure financial policy and process improvements focus on the integrity of controls, improved data for business decisions and customer experience.



Status Behind Schedule

| Action Name | Status | Comments |
|---|---|--|
| Expand payment channels and self-service online access for financial processes. |  | On hold until the Enterprise System Review is finalised. |

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

DP Action 6.2.3A: Annually review Council's enterprise and operational risks.



Status Completed

| Action Name | Status | Comments |
|--|---|---|
| Maintain the focus on education, awareness and mitigation with respect to risk management and fraud control. |  | Continuing education to raise awareness in risk management and fraud mitigation strategies will continue in the new financial year. |
| Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee. |  | All requirements to report to ARIC on the development and maintenance of the risk management framework have been adhered to. |

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

DP Action 6.2.4A: Review procurement policy and practice through the Local Government Procurement Program.





Status Progressing

| Action Name | Status | Comments |
|--|---|---|
| Continue to implement recommendations from the Procurement Audit and maintain a focus on education, training and risk mitigation. |  | Tighter controls around Procurement have been implemented. The Procurement Policy was reviewed and updated in August 2023. |
| Focus on procurement contracts governance strategies and enabling priorities and maintain an accurate online Government Information Public Access (GIPA) contracts register. |  | Procurement team has a continued focus on adherence to policy and best practices. Purchase order training has commenced. Review of Outstanding purchase orders and requisitions is conducted monthly. |

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

DP Action 6.2.5A: Implement the Digital Resourcing Management Plan.

Status Progressing


| Action Name | Status | Comments |
|--|---|--|
| Continue to implement digital transformation initiatives that improve our e-planning, regulatory and asset management services. |  | During the 2022/23 financial year there was a lot of progress in this space. The projects scoped and approved will drive the works for the next 18 months to implement improvements for residents, while increasing the capabilities of our online services to automate certificate processing without the need to visit council. |
| Engineering Trust through the implementation of the independent information security audit program, to build business resilience and safeguard Council's information. |  | The 2022/23 Audit program has been completed and the 2023/24 Audit schedule has been finalised and awarded. All recommendations from all audits have been included in councils corporate reporting system to ensure tracking and closure of all items is monitored. Audits Finalised and reported in 2022/23 were: - Records and information management policy - Information Security Policy - Internal Penetration Test - Microsoft 365 best practice audit In 2022/23 a total of 50 Audit items have been completed in accordance with the recommendations made by the auditors. |
| Implement Annual program of funded initiatives for organisational plans of Council: - Customer and Digital Experience Program - Cultural Program - 2030 Library Strategy - 2021-2031 Early Learning Services Strategy. |  | During the 2022/23 an expansion of digital services such as increased capacity of online certificates, Integration of council's systems with the online planning portal and the inclusion of a customer contact category, the community benefits from expansion of these services as they are more convenient and readily available. The projects scoped and approved throughout the year will drive the works for the next 18 months to provide the platforms for improvements. |
| Review Council's Enterprise architecture to future proof and enable secure, scalable information services. |  | Stage 1 of the Enterprise System Review has been completed in FY2022/23. approval has been granted to transition to Technology One SaaS project planning is underway. Phase 2 of the Enterprise System review will continue at the completion of the Migration to SaaS. |

Goal 6.3: Our community knows why and how decisions are made.

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


DP Action

Status Completed

| Action Name | Status | Comments |
|---|---|--|
| Continue to maintain online public registers as required including gifts and benefits and Councillor disclosures of interest returns. |  | All registers have been updated or published in accordance with legislation. |


DP Action 6.3.1B: Report to the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.



Status Completed





| Action Name | Status | Comments |
|--|--|--|
| Continue reporting statistics to the Office of Local Government, NSW Ombudsman and the Information Privacy Commission under provisions of related Acts and Council's Procedures for the Administration of the Code of Conduct in accordance with statutory reporting requirements. |  | All annual requirements have been complied with. |

DP Action 6.3.1C: Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan , Delivery Program and Operational Plan.

Status Completed

| Action Name | Status | Comments |
|--|---|---|
| Communicate Council's progress against the Community Strategic Plan , Delivery Program and Operational Plan. |  | Yearly Progress Report will be provided at the October 2023 Council Meeting and a link provided to the OLG in accordance with legislative requirements. |

| DP Action 6.3.1D : Provide live webcasting of all Council and Committee meetings. | | |
|---|---|--|
| Status Completed | | |
| Action Name | Status | Comments |
| Recordings of all Council and Committee meetings to be available on Council's website for a period of four years (from 2021 onwards). |  | This has now become a Council process. |
| DP Action 6.3.1E : Maintain online records of Council and Committee papers and minutes. | | |
| Status Completed | | |
| Action Name | Status | Comments |
| Ensure the unconfirmed minutes of each meeting of Council are published on Council's website within five business days. |  | Unconfirmed minutes of meetings held during 2022/23 have all been published on Council's website within five business days of the meeting occurring. |

| Goal 6.4: The workforce is inspiring, diverse and engaged. | | |
|---|---|---|
| Strategy 6.4.1: Implement leading people practices to create a high performing, capable and resilient workforce. | | |
| DP Action 6.4.1A: Implement a Workplace Health and Safety System to support a well and safe workplace. | | |
| Status Carry Over | | |
| Action Name | Status | Comments |
| Evaluate Work, Health and Safety (WH&S) procedures and implement effective controls to manage WH&S risks |  | The review and drafting of WHS documentation have continued to put in place a robust system to meet the needs of Council. The completion of the three target areas of the self-audit improvement plan have benefitted Council and its workers. It has also made Council eligible for 30% the StateCover incentive payment. |
| DP Action 6.4.1B: Implement the 2022-2026 Workforce Management Plan. | | |
| Status Progressing | | |
| Action Name | Status | Comments |
| Design and Implement Council's Performance Excellence Program to achieve leading practices in reviewing, managing and recognising performance, fostering an environment where employees are engaged, aligned and motivated to excel in their roles. |  | The Performance Excellence Program (PEP) will continue to be reviewed and further improvement strategies implemented based on feedback and business needs. Implementation of the PEP has refocused clarification of performance and conduct expectations aligned with delivery of Council's Community Strategic Plan and Operational and Delivery Plans, while building 'A Values Driven Culture', 'A Proactive Safety Culture', and 'A Customer Centric Culture'. Implementation of the review in ePM21 has provided administrative and functional benefits. |
| Deliver a Leadership Program to unite leaders of the organisation and drive a thriving culture where leaders inspire staff and teams to achieve our operational and strategic goals to provide quality outcomes for our community |  | LeaderLIFT will conclude in Q2 2023/24 and will undergo a review to ensure it is a fit for purpose program that uplifts leadership capability at Georges River Council. Launching into Leadership review has been finalised and a new cohort will undertake the program in Q1 2023/24. A review of AMC will be completed, and recommendations were presented to the Executive team in Q2 2023/24. |
| Implement Council's wellness and belonging program to drive a healthier, happier and more productive and engaged workforce, and promote Council as an employer of choice. |  | The continued work on mental fitness has had a strong presence across Council with a number of M-FIT champions active across the organisation. This is evidenced in the large number of applications we received when a call-out for more champions was sent out in Q3. Our champions remain engaged in further initiatives focused on mental health including R U OK? Day and Safety month which is coming up in Q1 2023/24. |

Statutory information

Statement of Activities to Implement Council's EEO Management Plan

Council remains committed to building and valuing a diverse and supportive workforce that represents the Georges River community. Speaking to this commitment and our existing footprint, significant initiatives and achievements for 2022/23 include:

- The Equal Employment Opportunity (EEO) Policy was updated in 2022, which supports a fair and harmonious workplace, valuing diversity as integral.
- The community Disability and Inclusion Action Plan (DIAP) 2022-2026, includes required internal actions across multiple business units across Council. We report on these actions in December of every year to the Disability Council NSW.
- Important memberships and public initiatives:
 - Welcome Here Project, welcoming the LGBTQI community
 - Welcoming Cities
 - Zero Barriers – business supporting disability
 - #racismnotwelcome campaign. Georges River Council is one of 17 Council's who support the campaign. This campaign also ties into Council's anti-racism campaign, 'Better Together'.
- Continuing review and promotion of our BENE-FIT 360 program; including our Flex-Fit Policy, working on the principles of providing flexibility within our flexible work practices, and recognising the diversity of our workforce.
- Continuing to celebrate cultural days and events of significance such as R U OK Day?, mental health month, NAIDOC week, Reconciliation Week, Mardi Gras and Pride Month.
- Launch of Council's FutureGEN Program, actively employing apprentice, trainee and graduate positions.
- Continuing to promote and engage women in our workforce, our current ratio of women being 52 per cent.

For 2022-2026, through our Workforce Management Plan 'Our People Plan', we have prioritised continuation of our commitment to building and valuing a diverse workforce that represents the community we serve; a workforce with an inclusive and thriving workplace culture, that champions bringing your true self to work, celebrates difference in all its forms and fosters a sense of belonging.

Overseas visits representation Council

There were no overseas visits representing Council during 2022/23.

Bodies in which Council had controlling interest

Georges River Council had no controlling interest in any corporations, companies, partnerships, syndicates, ventures or other bodies in 2022/23.

Bodies in which the Council participated

Georges River Council representatives participated in the following external organisations during 2022/23:

- Business Western Sydney
- Committee for Sydney
- Central City Alliance
- Economic Development Australia
- Georges River Keeper (GRCCC)
- Greater Sydney Commission (Kogarah Collaboration Area)
- International Economic Development Committee
- Local Government Professionals NSW
- NSW Public Sector Network
- Planning Institute of Australia
- Realise Business (former Business Enterprise Centre)
- Resilient Sydney
- Service NSW
- Southern Sydney Regional Organisation of Councils (SSROC)
- St George Business Chamber
- St George Police Area Command
- Public Works Engineering Australasia (IPWEA)
- Advance Diversity Services
- NSW Public Libraries Association
- State Library of NSW
- Australian Library and Information Association
- Museums and Galleries NSW
- Western Sydney University
- South East Sydney Local Health District Board Community Partnerships Committee
- National Australia Day Council
- Multicultural NSW
- Create NSW
- TAFE NSW
- 2Connect
- 3Bridges
- NSW Police – Engagement and Hate Crime Unit
- St George Domestic Violence Committee
- Bayside Council
- Sutherland Shire Council
- NSW Food Authority
- NSW South East Sydney Local Health District - Public Health Unit
- NSW Environment Protection Authority
- Local Emergency Management Committee (LEMC)
- Regional Emergency Management Committee (REMC)
- LGNSW IT Professionals Network

Contracts awarded more than \$150,000 (inclusive of GST)

From 1 July 2022 to 30 June 2023

| Description | Name of Contractor | Contract Award (incl GST) | Contract Type |
|---|--|------------------------------|---|
| T22/003 Construction of the Olds Park Skatepark and Netball Court Hardscape | Glascott Landscape and Civil Pty Ltd | \$4,705,029.07 | Lump Sum (Public Tender) |
| Q22/129 Hurstville Revitalisation - Memorial Square Upgrade | KK Consultants Pty Ltd | \$2,096,737.50 | Local Government Procurement (LGP) |
| Q22/135 2022/23 Road Re-Sheeting Program - Package 1 | Downer EDI Works Pty Ltd | \$1,889,276.19 | Southern Sydney Regional Organisation of Councils (SSROC) |
| Q22/135 2022/23 Road Re-Sheeting Program - Package 2 | Bitupave Ltd T/A Boral Asphalt | \$2,178,750.45 | Southern Sydney Regional Organisation of Councils (SSROC) |
| Q22/135 2022/23 Road Re-Sheeting Program - Package 3 | State Asphalt Services Pty Ltd | \$3,125,592.00 | Southern Sydney Regional Organisation of Councils (SSROC) |
| Q21/215 Forest Rd, Durham St & Wright St, Hurstville - Intersection Upgrade | Mack Civil Pty Ltd | \$1,514,542.70 | Local Government Procurement (LGP) |
| Hurstville Civic Centre Road Storm Damage Project (Insurance Claim) | D & M Built Pty Ltd | \$1,056,355.56 | Insurance Claim |
| Q23/028 Hurstville House – Lift Replacement | KONE Elevators Pty Ltd | \$526,213.60 | NSW State Government Contract |
| Sans Souci Leisure Centre – Major Renovation Works | Bluefit Pty Ltd | \$523,650.91 | Lump Sum (Exemption) |
| Q22/081 Disaster Recovery Heavy Asphalt Patching | KK Consultants Pty Ltd | \$481,814.30 | Lump Sum (GRC Preferred Supplier) |
| Q23/011 2022/23 Pipe Relining Projects | Interflow Pty Limited | \$ 423,514.50 | Local Government Procurement (LGP) |
| Q22/047 Moore Reserve Environmental Investigation | Reditus Consulting Pty Ltd | \$417,208.00 | Local Government Procurement (LGP) |
| T21/022 Gannons Park Stage 4 Stormwater Treatment Construction | Optimal Stormwater Pty Ltd | \$417,175.00 | Lump Sum (Public Tender) |
| GRC Sweeper Waste and GPT Cleaning | Total Drain Cleaning Pty Ltd | \$350,000 | Local Government Procurement (LGP) |
| T22/004 Jubilee Stadium Turf Replacement Project | Evergreen Turf Australia Pty Ltd | \$276,001.00 | Lump Sum (Public Tender) |
| T21/017 Electrical Supply Upgrade at Hurstville Oval | Sullivans Constructions (Aust) Pty Ltd | \$347,996.00 | Lump Sum (Direct Negotiation) |

| | | | |
|---|---|---------------------|---|
| Q22/080 Riverwood Town Centre Upgrade | Ally Property Services Pty Ltd | \$313,016.00 | Local Government Procurement (LGP) |
| Q21/132 Cross St Hurstville Raised Pedestrian Crossing Construction | Ally Property Services Pty Ltd | \$296,898.80 | Lump Sum (GRC Preferred Supplier) |
| Q22/114 Chiller Replacement at Hurstville Aquatic and Leisure Centre | Inter-Chillers Pty Ltd | \$276,000.00 | Southern Sydney Regional Organisation of Councils (SSROC) |
| Q22/021 Design and Construction of Oleander Playground | Moduplay Group Pty Ltd | \$231,000.00 | Local Government Procurement (LGP) |
| Q22/050 Kerb Maintenance Works Package 2 | Awada Civil Engineering Pty Ltd | \$266,829.05 | Lump Sum (GRC Preferred Supplier) |
| Q23/013 Footpath Package 2 - Footpath Construction 2022/23 | Ezy-Pave Pty Ltd | \$196,277.40 | Lump Sum (GRC Preferred Supplier) |
| Q22/143 Footpath Package 1 - Footpath Construction 2022/23 | KK Consultants Pty Ltd | \$177,897.50 | Lump Sum (GRC Preferred Supplier) |
| Provision of Animal Facilities and Services | Sydney Dogs and Cats Home Inc | \$172,524.00 | Lump Sum |
| Q22/069 Footpath Grinding S1 Trip Hazards | The Australian grinding Company Pty Ltd | \$156,750.00 | Lump Sum |
| Q22/120 Kerb and Gutter Program 2022/23 – Package 1 | Awada Civil Engineering Pty Ltd | \$166,755.60 | Lump Sum (GRC Preferred Supplier) |
| Q23/026 NearMap Aerial Image | Nearmap Australia Pty Ltd | \$165,000 | Lump Sum (GM Exempt) |
| Q23/058 SSROC Peers 3 - Gas Large Sites - Hurstville Aquatic and Leisure Centre | Alinta Energy Pty Ltd | Schedule of Rates | Southern Sydney Regional Organisation of Councils (SSROC) |
| T22/005 Jubilee Stadium Naming Rights | Network Strata Services Pty Ltd | \$495,000 (revenue) | Lump Sum (Public Tender) |

Information requests under Government Information (Public Access) Act 2009

In accordance with Section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA Act), Council is required to prepare an annual report of our compliance with obligations under the GIPA Act. Schedule 2 (Clause 8) of the Government Information (Public Access) Regulation 2018 outlines the annual reporting requirements for capturing statistical information and is to be used as the framework for this report.

Review of proactive release program – Clause 7(a)

Under section 7(3) of the GIPA Act, NSW agencies must annually review their programs for the proactive release of government information. Council officers reviewed information that is currently available to the public on Council's website as well as information requested under both informal and formal applications.

To facilitate proactive release of Council information, a Proactive Release Strategy has been implemented. The Strategy details how Council manages its commitment to opening government information to the public by incorporating regular consultation with business units, and monitoring trends in requests for information that could be more efficiently disclosed proactively.

Council information that has already been publicly released in response to an access request can be made available to other members of the public on Council's disclosure log if the agency considers the information to be of wider public interest. Section 25 of the GIPA Act requires agencies to keep a disclosure log as part of their mandatory open access information.

Our website continues to provide timely reporting on current matters. The website also includes information on the status of development applications with details about new applications and those that have recently been determined via council's DA tracking system.

Number of access applications received – GIPA Regulation – Clause 8(b)

During the reporting period, Georges River Council received a total of 12 formal access applications (including withdrawn applications but not including invalid applications).

Number of refused applications for Schedule 1 information – GIPA Regulation – Clause 8(c)

During the reporting period, Georges River Council refused two formal access applications in part because the application was for the disclosure of information referred to in Schedule 1 of the GIPA Act.

Table A: Number of applications by type of applicant and outcome

| | Access Granted in Full | Access Granted in Part | Access Refused in Full | Information not Held | Information Already Available | Refuse to Deal with Application | Refuse to Confirm/Deny whether information is | Application Withdrawn | Total | % of Total |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|---|-----------------------|------------|------------|
| Media | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Private sector business | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Not for profit organisations or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of the public (by legal representative) | 2 | 6 | 0 | 1 | 0 | 0 | 0 | 0 | 9 | 53% |
| Members of the public (other) | 2 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 47% |
| Total | 4 | 12 | 0 | 1 | 0 | 0 | 0 | 0 | 17* | |
| | 24% | 71% | 0% | 6% | 0% | 0% | 0% | 0% | | |

*more than one decision can be made of a particular access application.

Public interest disclosures

Council has fulfilled the statutory reporting requirements as stipulated by the *Public Interest Disclosures Act 1994*.

There has been one Public Interest Disclosure made to Council in 2022/23.

| | Made by public official performing their day-to-day functions | Under a statutory or other legal obligation | All other PIDs |
|---|--|---|----------------|
| Number of public officials who made public interest disclosures to Council | 1 | 0 | 0 |
| Number of public interest disclosures received by your Council | 1 | 0 | 0 |
| Of the public interest disclosures received, how many were primarily about: | | | |
| Corrupt conduct | 1 | 0 | 0 |
| Maladministration | 0 | 0 | 0 |
| Serious and substantial waste | 0 | 0 | 0 |
| Government information contravention | 0 | 0 | 0 |
| Local government pecuniary interest contravention | 0 | 0 | 0 |
| Number of public interest disclosures that have been finalised in this reporting period | 0 | 0 | 0 |
| Have you established an internal reporting policy? | YES – Public Interest Disclosures Reporting Policy – May 2020 – under review to accord with the <i>Public Interest Disclosures Act 2022</i> . | | |
| Has the head of Council met their staff awareness obligations? | YES – Code of Conduct Training for new staff, including PIDs – completed in 2022/23. Awareness training and new obligations in accordance with the <i>Public Interest Disclosures Act 2022</i> is planned for the coming financial year. | | |

Summary of amounts incurred by Council in relation to legal proceedings

The table provides in summary, amounts incurred by Council in relation to legal proceedings taken by or against Council (including amounts, costs and expenses paid or received by way of out-of-Court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.

Legal Costs 2022-2023

The Legal Costs indicated below exclude staff time:

| | |
|---|-------------------|
| Development and Building | 1,335,085 |
| Proceedings and Advice | |
| | |
| Environmental, Regulatory, Waste and Compliance | 493,719 |
| Proceedings and Advice | |
| | |
| Property | 160,645 |
| Relates to property Acquisitions, Commercial and Venue Hire Lease Arrangements and Strategic Property | |
| (individual cases not disclosed) | |
| | |
| Governance | 7,264 |
| Advice (including Code of Conduct) | |
| | |
| Other Legal Costs | 438,386 |
| Related to general legal costs not covered in the above | |
| (including HR, Executive Services, Project Delivery) | |
| Total | 2,435,099 |
| Legal Costs Recovered | |
| | |
| Rates | -307,293 |
| | |
| Development and Building | -748,498 |
| | |
| Total | -1,005,791 |

State of Progress

Pursuant to clause 217 (1) (a3) Local Government (General) Regulation 2021

| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
|---|--|--|---------------|
| 88 – 92 Botany Street, Carlton Applicant: Hurstville Community Centre Incorporated Proceedings: 2021/360407 | Class 1 Appeal against refusal of DA2019/0644 for demolition works, alterations to existing building and change of use from nursing home to place of public workshop, community facilities and associated works. | Matter listed for hearing on 17 – 19 August 2022. Following amendment of application. Appeal upheld subject to conditions. Date of grant 6 September 2022. | Completed |
| 47 Boronia Street, Kyle Bay Applicant: Harry Myliotis Proceedings: 2022/16300 | Class 1 Appeal against deemed refusal of modification application MOD 2021/0142 for various modifications at basement level including increase in basement footprint along with relocation of external vents, inclusion of plant room, and inclusion of storage area. The modifications also include conversion of car space adjacent to lift into store and plant room; and lowering of pool coping level on 47 Boronia, removal of pool at 34 Cross Street, and relocation of alfresco and additional fill to north-western corner and demolition of fencing and new timber, fencing boundary. | Matter listed for S34AA Conference on 3 and 4 May 2022. Mediation terminated. Further S34AA Conciliation Conference listed on 1 September 2022. Section 34 Agreement entered into, following amended plans. Date of grant 27 September 2022. | Completed |
| 6 – 10 Torrens Street, Blakehurst Applicant: Lioncrest Capital Holdings Pty Limited Proceedings: 2022/25659 | Class 1 Appeal against deemed refusal of DA2021/0478 which seeks consent for the demolition of existing dwellings and ancillary structures and construction of a five-storey residential flat building over basement parking. | Matter listed for hearing 20 and 21 September 2022. | Not Completed |
| 36 Chamberlain Street, Narwee Parties: Commitment Pty Limited Proceedings: 2022/44228 | Class 1 Appeal against deemed refusal of DA2021/0415 for demolition works and construction of a child care centre. | Matter discontinued by Applicant on 20 September 2022 | Completed |

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| 26 Bowden Street, Connells Point Applicant: Yasser Elgammal Proceedings: 2022/45831 | Class 1 Appeal against Stop Work Order dated 11 February 2022. | Matter discontinued by Applicant on 20 October 2022 | Completed |
| 12-14 Bembridge Street, Carlton Applicant: Michel Murr Proceedings: 2022/65497 | Class 1 Appeal against deemed refusal of DA2021/0400 for demolition of existing structures and construction of five storey residential flat building comprising of 16 apartments with rooftop communal space and 2 levels of basement parking. | Matter was discontinued by Applicant on 7 October 2022. | Completed |
| 55 Park Road, Carlton Applicant: Mamdouh Salem Proceedings: 2022/71021 | Class 1 Appeal against deemed refusal of DA2021/0295 for demolition of existing structures on the site, tree removal and the construction of a 6 storey mixed use development comprising a ground floor commercial tenancy, a 44 room boarding house including a communal room, managers room and associated amenities above two levels of basement car parking and associated landscaping and site works. | S34 Agreement filed following amended plans. Appeal was upheld and development consent granted on 3 August 2022. | Completed |
| 26 Martin Place, Mortdale Applicant: JAMG Holdings Pty Ltd as Trustee for the JAMG Property Trust Proceedings: 2022/83335 | Class 1 Appeal against demolition of existing structures, removal of trees, erection of a 4 storey residential flat building containing 5 units, parking on grade. | Appeal upheld and development application DA2021/0048 was granted 16 May 2023. | Completed |
| 49 Johnstone Street, Peakhurst Applicant: Moussa Choker Proceedings: 2022/88489 | Class 1 Appeal against demolition of existing buildings on the subject site and construction of a new dual occupancy development (each dwelling with a swimming pool and cabana). Removal / replacement of two trees. | Appeal upheld and Development application DA2021/0324 was granted on 4 August 2022. | Completed |
| 40 Oxford Street, Mortdale Applicant: Pyramid Consulting Pty Limited Proceedings: 2022/96931 | Class 1 Appeal against deemed refusal of DA2022/0041 for demolition of existing structures and construction of a part 3, part 4 storey, 27 room boarding | Matter discontinued by Applicant on 17 April 2023 | Completed |

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| | house over two basement levels of carparking. | | |
| 30 – 32 The Avenue, Hurstville Applicant: 32 The Avenue Hurstville Pty Ltd ATF 32 The Avenue Hurstville Trust Proceedings: 2022/122081 | Class 1 Appeal against deemed refusal of DA2021/0399 for demolition of existing structures, amalgamation of two existing lots and construction of a 4 storey mixed use residential flat building containing ground floor retail space, basement carparking and associated landscaping. | Appeal upheld, development application DA2021/0399 granted on 24 March 2023 | Completed |
| 49 Jersey Avenue, Mortdale Applicant: Sharobem Holdings Pty Limited Proceedings: 2022/164067 | Class 1 Appeal against refusal of DA2020/0354 for demolition works and the construction of a child care centre. | A S34 Agreement was entered into following amended plans on 7 March 2023. | Completed |
| 5A The Strand, Penshurst Applicant: Winphil Pty Limited Proceedings: 2022/174905 | Class 1 Appeal against deemed refusal of DA2021/0244 for demolition and construction of a mixed use development comprising basement car parking, ground floor commercial and residential apartments above (12 x studios used as affordable housing, 8 x 2 bedroom units and 5 x 3 bedroom units. | Matter discontinued on 27 January 2023. | Completed |
| 15 Dalcassia Street, Hurstville Applicant: Wang Zhang Lin & Bao Zhen Qiu Proceedings: 2022/189574 | Class 1 Appeal against refusal of DA2020/0261 for demolition of existing structures and construction of a 12 room boarding house (one being a caretakers room), landscaping and site works. | A S34 Agreement was entered into and granted on 21 February 2023. With Awaiting payment of costs of \$12,000. | Completed |
| 14 Gardinia Street, Narwee Applicant: Bobby Anevski and Kathy Anevski Proceedings: 2022/214927 | Class 1 Appeal against refusal of building information certificate number 149D2016/0025 on 27 January 2022 for alterations and additions to the existing dwelling comprising of rear addition to dining room and new laundry, new decking with stairs, alterations to front patio, front façade reconstruction with additional columns, demolish existing garage with extended garage slab for car space and replacement carport. | Matter listed for S34 Conference on 21 November 2022. S34 Conference was terminated. Applicant discontinued these proceedings on 22 December 2022. | Completed |

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| <p>4 The Esplanade, South Hurstville</p> <p>Applicant: Ekon Pty Limited</p> <p>Proceedings: 2019/296629</p> | <p>Class 1 Appeal against refusal of DA2017/0659 for demolition of existing structures and construction of 68 place childcare centre at 4 The Esplanade, South Hurstville.</p> | <p>Appeal dismissed Development application DA2017/0659 refused on 20 August 2022</p> | <p>Completed</p> |
| <p>Lot 11, 29 Laycock Road, Penshurst</p> <p>Applicant: Penshurst Laycock Pty Ltd ats Trustee of Penshurst Laycock Unit</p> <p>Proceedings: 20/208036</p> | <p>Class 1 Appeal against deemed refusal of DA2020/0160 for construction of a two-storey boarding house development containing 7 boarding rooms, excavation and construction of a basement containing two car parking spaces.</p> | <p>Matter listed for contested hearing on 29 to 31 March 2021. Appeal refused.</p> <p>Costs awarded as agreed or assessed on 30 June 2021.</p> <p>Applicant has failed to agree on an amount.</p> <p>Negotiations taking place with Applicant's solicitors.</p> | <p>Completed</p> |
| <p>Lot 9, 29 Laycock Road, Penshurst</p> <p>Applicant: Penshurst Laycock Pty Ltd ats Trustee of Penshurst Laycock Unit</p> <p>Proceedings: 20/208037</p> | <p>Class 1 Appeal against deemed refusal of DA2020/0160 for construction of a two-storey boarding house development containing 7 boarding rooms, excavation and construction of a basement containing two car parking spaces.</p> | <p>Matter listed for contested hearing on 29 to 31 March 2021. Appeal refused.</p> <p>Costs awarded as agreed or assessed on 30 June 2021.</p> <p>Applicant has failed to agree on an amount.</p> <p>Negotiations taking place with Applicant's solicitors.</p> | <p>Completed</p> |
| <p>Lot 10, 29 Laycock Road, Penshurst</p> <p>Applicant: Penshurst Laycock Pty Ltd ats Trustee of Penshurst Laycock Unit</p> <p>Proceedings: 20/208038</p> | <p>Class 1 Appeal against deemed refusal of DA2020/0-0 for construction of a two-storey boarding house development containing 7 boarding rooms, excavation and construction of a basement containing two car parking spaces.</p> | <p>Matter listed for contested hearing on 29 to 31 March 2021. Appeal refused.</p> <p>Costs awarded as agreed or assessed on 30 June 2021.</p> <p>Applicant has failed to agree on an amount.</p> | <p>Completed</p> |

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| | | Negotiations taking place with Applicant's solicitors. | |
| 46 Annette Street, Oatley Applicant: Anna and John Arcidiacono Proceedings: 2022/229777 | Class 1 Appeal against deemed refusal of DA2022/0008 for demolition of existing structures and construction of a dual occupancy with Torrens Title subdivision. | Applicant amended to Elie Slieman and S34 Agreement was entered into. Date of Grant 14 December 2022. | Completed |
| 2 – 6 Lacey Street, Kogarah Bay Applicant: Truland Development Pty Limited Proceedings: 2022/241040 | Class 1 Appeal against deemed refusal of Modification Application Portal Reference PAN-209172 being an application to modify the development consent Council reference DA2021/0211. | A S34 Agreement was entered into following amended plans. Development consent granted on 17 March 2023. | Completed |
| 41 – 47 Princes Highway, Kogarah Bay Applicant: Skyton Developments No 2 Pty Ltd Proceedings: 2022/252723 | Class 1 Appeal against deemed refusal of MOD2022/0052 (seeking modification to conditions of DA183.20.2016) for minor modifications to address structural engineering requirements, reduction of units from 52 to 45 residential apartments to comply with ADG, increase in the total height from 10 storeys to 12 storeys and an increase in parking in basement area. | Matter listed for first directions hearing on 22 September 2022. | Not Completed |
| 15 Greenbank Street, Hurstville Applicant: Carol Li Ma and De Yong Chen Proceedings: 2022/254306 | Class 1 Appeal against actual refusal of DA2021/0401 for demolition works, subdivision of land into three lots, construction of 3 x 2 storey detached dwellings with a basement and a swimming pool on each proposed lot and associated works. | S34 Agreement entered into and granted on 28 February 2023. | Completed |
| 21 Hogben Street, Kogarah Applicant: Michel Murr trading as Michel Proceedings: 2022/273362 | Class 1 Appeal against actual refusal of DA2020/0190 for demolition works, site preparation and construction of a twelve (12) storey mixed use development in elevation comprising ground floor retail/commercial floor space, 51 residential apartments above five (5) levels of basement containing 76 car | Matter listed for first directions hearing on 13 October 2022. | Not Completed |

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| | spaces, roof top communal open space, landscaping, site works and stratum subdivision. | | |
| 426 – 428 Princes Highway, Blakehurst Applicant: Julie McInnes Proceedings: 2022/282069 | Class 1 Appeal against actual refusal of DA2021/0388 for demolition works of existing structures and the construction of a residential flat building. | Applicant discontinued these proceedings on 1 March 2023. | Completed |
| 42 Treacy Street, Hurstville Applicant: Vi Phong Chau Proceedings: 2022/284572 | Class 1 Appeal against deemed refusal of DA2021/0448 for demolition of existing single storey brick building, construction of seven storey boarding house with two commercial units on ground floor over three levels of basement car parking. | Matter listed for first directions hearing on 25 October 2022. | Not Completed |
| 46A Llewellyn Street, Oatley Applicant: Lovro Smoljo Proceedings: 2022/182295 | Class 1 Appeal against refusal of DA2021/0437 for demolition of existing double storey building and construction of a new two storey dwelling. | Section 34 Agreement entered into. Date of grant was 28 September 2022 | Completed |
| 44 Park Avenue, Oatley Applicant: Bryan & Holly Hallinan Proceedings: 2022/305763 | Class 1 Appeal against refusal of DA REV2022/0011 for construction of a new two storey dwelling house, landscaping and site works. | S34 Agreement was entered into and granted on 31 March 2023. | Completed |
| 36 – 38 Waterview Street, Carlton Applicant: Fardous & Saab Pty Limited Proceedings: 2022/295282 | Class 1 Appeal against order made under Division 9.3 and Schedule 5, Part 2 (Order 1) of the Environmental Planning and Assessment Act 1979 dated 5 September 2022. | Matter listed for S34 Conference on 19 December 2022. | Not Completed |
| 68 Morshead Drive, Connells Point Applicant: Budmars Pty Limited Proceedings: 2022/333320 | Class 1 Appeal against deemed refusal of Modification Application 202210167 lodged pursuant to s4.56 of the Environmental Planning and Assessment Act to modify Development Consent DA2020/0192 granted by the Land and Environment Court in proceedings 2021/0031949. | Applicant discontinued the proceedings on 31 March 2023. | Completed |
| 40 Algernon Street, Oatley Applicant: Ross Green Proceedings: 2022/335956 | Class 1 Appeal against refusal of DA2021/0273 for subdivision of two Torrens title lots and driveway and landscaping works. | Matter listed for S34AA Conference on 29 and 30 March 2023. | Not Completed |

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| 36 – 40 Anderson Road, Mortdale Applicant: John Hatch Proceedings: 2022/335956 | Class 1 Appeal against refusal of Modification Application 2021/0193 for the increase in capacity from 68 children to 90, construction of new car park and play area, and other landscaping and building alterations. | Matter listed for hearing on 4 & 5 December 2023. | Not Completed |
| 95 – 99 Railway Parade, Mortdale Applicant: NXT Developments Pty Limited Proceedings: 2022/369251 | Class 1 Appeal against deemed refusal of DA2022/0113 for a seven storey shop top housing development. | Matter listed for hearing on 18 & 19 December 2023. | Not Completed |
| 348 – 352 Railway Parade & 2 – 2A Garfield Street, Carlton Applicant: Vortex Construction Pty Limited Proceedings: 2022/383670 | Class 1 Appeal against deemed refusal of DA2022/0431 for demolition of existing structures and construction of a multi-storey shop top housing development comprising of one commercial tenancy and 39 residential apartments and three level basement parking. | Matter listed for hearing on 12 & 13 February 2024. | Not Completed |
| 37 Inverness Avenue, Penshurst Applicant: Beaini Corp Pty Limited Proceedings: 2023/7575 | Class 1 Appeal against deemed refusal of Modification Application MOD2022/0168 relating to DA2021/0227 which relate to the demolition works and construction of a detached dual occupancy. | S34 Agreement entered into and approval granted 21 June 2023 | Completed |
| 10 Spalding Crescent, Hurstville Grove Applicant: Wageeh Ayoubi Proceedings: 2023/26519 | Class 1 Appeal against refusal of DA2022/0826 for demolition works and construction of a dual occupancy development. | Listed for S34AA Conciliation hearing 7& 8 November 2023. | Not Completed |
| 26 Bowden Crescent, Connells Point Applicant: Yasser Elgammal Proceedings: 2023/67101 | Class 1 Appeal against an order issued under Division 9.3 and Schedule 5, Part 5 (Order 2) of the Environmental Planning and Assessment Act by Council dated 1 February 2023 in respect of the above property. | Listed for hearing 27 March 2024 | Not Completed |
| 1 Butler Road, Hurstville Applicant: W H Project Management Pty Ltd Proceedings: 2023/68786 | Class 1 application direct to Land and Environment Court to modify development consent DA2017/0402 granted by the LEC in W H Project Management Pty Ltd v Georges River Council [2020] NSWLEC 1508 on 23 October 2020 for | Matter listed for S34 Conference on 18 July 2023. | Not Completed |

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| | demolition of existing structures on the site; construction of new mixed use buildings and ground floor commercial/retail. 11 levels of apartments and 3 levels of basement car parking and strata subdivision. The modification application seeks to modify condition B.1 of the consent to modify the southern fire stair egress and consequential amendments to the approved plans. | | |
| 2A Woodlands Avenue, Lugarno Applicant: Russell Winston Green Proceedings: 2023/78761 | Class 1 Appeal against refusal of Development Application DA2020/0460 for boundary adjustment and re-subdivision of two lots, including construction of driveway and partial demolition of dwelling and garage. | Matter listed for S34AA Conference on 16 and 17 August 2023. | Not Completed |
| 202 – 206 Princes Highway, Kogarah Bay Applicant: Bentayga Pty Limited Proceedings: 2023/80478 | Class 1 Appeal against deemed refusal of DA2022/0379 for demolition of the existing commercial buildings and construction of a 6 storey residential flat building containing 39 units over basement parking. | Matter listed for S34 Conference on 10 July 2023. | Not Completed |
| 12 Ogilvy Street, Peakhurst Applicant: Shady Eskander Proceedings: 2023/91345 | Class 1 Appeal against deemed refusal of DA2022/0387 seeking consent for the demolition and construction of a detached two storey dual occupancy development with two levels of basement, in-ground swimming pool, landscaping and fencing. | Matter listed for hearing 20 & 21 November 2023. | Not Completed |
| 14 Targo Road, Beverley Park Applicant: Patrick Yazbeck Proceedings: 2023/96759 | Class 1 Appeal against refusal of application for a Building Information Certificate in relation to a retaining wall at the rear with back fill and additional hardstand area. | Matter listed for S34 Conference on 19 July 2023. | Not Completed |
| 50 Lily Street, Hurstville Applicant: Carmelina Lombardi Proceedings: 2023/86674 | Class 1 Appeal against actual refusal of DA2021/0361 for demolition of alterations and additions to existing dwelling house and change of use to a boarding house. | Matter listed for S34 Conference on 5 June 2023. | Not Completed |

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| 18 Victoria Street, Kogarah Applicant: Kai Tian Group Kogarah Pty Limited Proceedings: 2023/103213 | Class 1 Appeal against deemed refusal of DA2023/0015 for alterations and additions to the upper level of an approved residential flat building (DA2017/0597) and the construction of two additional residential units. | Matter listed for hearing on 18-20 March 2024. | Not Completed |
| 13-19 Hogben Street, Kogarah Applicant: Adam Rennie Proceedings: 2023/144342 | Appeal against the refusal for two storey addition to an existing mixed -use building comprising of 5 residential units. | Matter listed for hearing on 15-16 February 2024. | Not Completed |
| 169 Penshurst Street, Beverly Hills BT Development Group Pty Ltd Proceedings: 2023/144818 | Appeal against actual refusal of DA2022/0098 for demolition and construction of new industrial building with 17 Units | S34 Agreement entered into and granted 29 June 2023. | Completed |
| 152 Stoney Creek Road, Beverly Hills Outdoor Systems Pty Ltd Proceedings: 2023/00152711 | Appeal against deemed refusal of MOD2023/0026 for modification of an existing static advertising sign to a digital sign and removal of the existing sign. | S34AA Conciliation Conference 10 November 2023. | Not Completed |
| 26 Whitegates Avenue, Peakhurst Heights Applicant: Mustapha El Mir Proceedings: 2023/18099 | Appeal against refusal of DA2022/0400 for demolition of dwelling and construction of dual occupancy | S34AA Conciliation Conference 10 November 2023. | Not Completed |
| 9 Gloucester Road, Hurstville NSW 2220 GTB Hurstville Pty Ltd Proceedings: 2023/18099 | Appeal against the deemed refusal of DA2022/0061 for demolition and construction of a part 6 part 18 storey mixed used development across 4 buildings containing 349 residential apartments, retail, and office floor space above 3 basement levels containing 455 parking spaces and tree removal. | S34 Conciliation Conference 1 December 2023 | Not Completed |
| 28 Carlton Crescent, Beverly Park Applicant: Mona Kayrouz Proceedings: 2023/20030 | Appeal against the Interim Heritage Order that was resolved by Council on 22 June 2023 and gazetted on 26 May 2023. | Medication scheduled for 11 January 2024 | Not Completed |
| 28 Carlton Crescent, Beverly Park Applicant: Mona Kayrouz | Appeal against deemed refusal of DA2023/0025 for subdivision, demolition works and construction of new dwellings, | Medication scheduled for 11 January 2024 | Not Completed |

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| Proceedings: 2023/19988 | outbuildings, and ancillary works at 28 Carlton Crescent, Kogarah Bay. | | |
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Class 4

| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
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| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
| 244 Connells Point Road, Connells Point Parties: Habib Hamade, Zeinab Hammoud, Carole Li and Winson Li Proceedings: 2020/72897 | Civil Enforcement Proceedings Contempt for non-compliance with Orders 2 & 3 made by the Land and Environment Court at NSW on 19 October 2020. | Listed for hearing on 14 and 15 March 2024 | Not Completed |
| 977 Forest Road, Lugarno Parties: The Congregational Christian Church in Samoa, Parish of Sydney Incorporated and Taeipo Malifa Proceedings: 2018/23816 2019/43432 | Proceedings commenced against Respondents for a declaration that the First and Second Respondents have each breached the <i>Protection of the Environment (Operations) Act 1997</i> by failing to comply with prevention notices given to each of them under section 96 of that Act by Council. | Costs awarded following hearing on 12 and 13 December 2018 and on 31 May 2019. Costs assessment finalised and Certificates of Judgment registered. Bankruptcy proceedings now commenced against Taeipo Malifa. A Creditor's Petition is being prepared to be filed with the Court. A Writ of Execution has been recorded on the Certificate of Title for the property owned by the Church. Property is now to be sold. | Completed |
| 297 Rocky Point Road, Sans Souci Parties: | Proceedings commenced for accumulation of items resulting in premises being in an unsafe or unhealthy condition under | On 24 September 2019 the Court held that the premises | Completed |

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| <p>Allan Frederick Goddard</p> <p>Proceedings: 2018/366019</p> | <p>the <i>Local Government Act</i>, 1993.</p> | <p>were unsafe or unhealthy and made Orders for de-accumulation of items in accordance with a schedule provided by Council. Costs awarded in favour of Council.</p> <p>Council awarded costs as agreed or as assessed.</p> <p>Bill of costs prepared. Awaiting determination by costs assessor.</p> | |
| <p>2 – 4 Vaughan Street, Blakehurst</p> <p>Applicant: Gianni Georges</p> <p>Proceedings: 2019/282526</p> | <p>Class 1 Appeal against refusal of DA2018/0517 for demolition of existing dwellings and improvements and the erection of a strata residential flat building development comprising 24 units being 4 x 1 bed, 18 x 2 bed and 2 x 3 bed apartments above basement parking for 38 cars.</p> | <p>Judgment handed down on 18 January 2021. Appeal dismissed.</p> <p>Costs awarded on 20 February 2023.</p> | Completed |
| <p>34 Milsop & 47 Jersey Avenue, Mortdale</p> <p>Parties: Robert Stojanovski & Steven Stojanovski</p> <p>Proceedings: 2018/99739</p> | <p>Proceedings commenced for unauthorised erection of structures and slabs, including habitation of structure at the premises.</p> | <p>Judgement handed down that he demolish the unauthorised structures.</p> | Completed |
| <p>5 Maclaurin Street, Penshurst</p> <p>Parties: Emanuel Mifsud</p> <p>Proceedings: 2019/323436</p> | <p>Proceedings commenced requiring Respondent to remove articles and items from the Premises (hoarding).</p> | <p>Final orders made on 2 December 2022. Orders made the First Respondent carry out works within 60 days and costs of \$4,093.00 to be paid.</p> | Completed |
| <p>977 Forest Road, Lugarno</p> <p>Parties: The Congregational Christian Church in Samoa, Parish of Sydney Inc</p> | <p>Class 4 interlocutory proceedings seeking the Respondents be restrained from using the land for the purposes of a place of public worship unless in accordance with the conditions of</p> | <p>Matter listed for hearing on 24 and 25 June 2021. Consent orders entered into to carry out acoustic</p> | Completed |

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| Proceedings:: 2020/304249 | Development Consent 2006/DA0372. | measures at the site. Council awarded costs as agreed or as assessed. Payment made. | |
| 36 – 38 Waterview Street, Carlton Parties: Tyre Nation Pty Ltd and Fardous & Saab Pty Limited Proceedings: 2020/170606 | Statement of Charge for Contempt of Court filed following failure to comply with Court orders regarding fire safety. | Matter listed for hearing on 22 and 23 July 2021. Consent orders entered into on 22 July 2021 with orders made for payment of \$220,000 by instalments. | Completed |
| 247 Princes Highway, Carlton Parties: Perry Properties Pty Ltd Proceedings: 2022/237344 & 2022/289534 | Class 4 Application in relation to discovery of documents in relation to the compulsory acquisition of 247 Princes Highway, Carlton. | Matter listed for hearing on 23 and 24 March 2023. Judgement received on 11 May 2023, dismissing the summons with costs to be paid to Council. | Completed |
| 26 Bowden Crescent, Connells Point Parties: Yasser Elgammal & Abdul Hammoud Proceedings: 2023/35778 | Class 4 Application in relation to unauthorised works. | Matter listed for directions hearing on 17 March 2023. | |

Class 5 -

| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
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| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
| 9 Nellella Street, Blakehurst Parties: SAF Developments Pty Limited | Class 5 Summons for carrying out development on land which was prohibited. | Matter withdrawn. | Completed |

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| Proceedings: 2021/244132 | | | |
| 9 Nellella Street, Blakehurst Parties: SAF Developments Pty Limited Proceedings: 2021/244133 | Class 5 Summons for carrying out development not in accordance with consent. | Charged with s4.2(1)(b) of the Environmental Planning and Assessment Act 1979 and fined \$16,000.00. | Completed |
| 9 Nellella Street, Blakehurst Parties: SAF Developments Pty Limited Proceedings: 2021/244134 | Class 5 Summons for polluting land. | Matter withdrawn. | Completed |
| 9 Nellella Street, Blakehurst Parties: SAF Developments Pty Limited Proceedings: 2021/244135 | Class 5 Summons for unlawful transport of waste. | Charged with s143 of the Protection of the Environment Act 1997 and fined \$10,000.00. Court also order | Completed |
| 9 Nellella Street, Blakehurst Parties: Mohammad Safwan Abdul-Rahman Proceedings: 2021/244136 | Class 5 Summons for polluting land. | Matter withdrawn. | Completed |
| 9 Nellella Street, Blakehurst Parties: Mohammad Safwan Abdul-Rahman Proceedings: 2021/244137 | Class 5 Summons for unlawful transport of waste. | Matter withdrawn. | Completed |

Local Court

| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates |
|---|-----------------------|-------------------------|
| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates |

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| 72A Ogilvy Street, Peakhurst Parties: Faoud Haifa | Court Attendance Notice in relation to offence under <i>Companion Animals Act</i> 1988. | Matter listed for hearing on 1 November 2022. Magistrate dismissed the charge conditionally. | Completed |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |
| 532 King Georges Road, Beverly Hills Parties: N & N Khan Investments Pty Limited | Court Attendance Notices in relation to offences under Food Act 2003 (NSW) of Phillies, 532 King Georges Road, Beverly Hills. | Matters listed for directions hearing on 14 March 2023. | |

| | | | |
|---|--|---|-----------|
| 75 Boundary Road, Mortdale Parties: Macchina Espresso Pty Limited | Court Attendance Notice in relation to development without development consent. | Matter listed for hearing on 30 March 2023. Defendant entered guilty plea and was convicted, fined \$1,000 and ordered to pay professional costs of \$600.. | Completed |
| 26 Regent Street, Kogarah Parties: Panlasang Pinoy | Court Attendance Notice in relation to offences under Food Act 2003 (NSW). | Matter listed for mention on 16 May 2023. Guilty plea entered and Defendant was convicted and fined \$9,400 and ordered to pay professional cost of \$1,800 | Completed |
| 301 Homer Street, Earlwood Parties: The Baked Bakers Kitchen Pty Limited | Court Attendance Notice in relation to development without consent. | Matter listed for mention on 23 May 2023. Guilty plea entered and Defendant was convicted and fined \$1,500 and ordered to pay professional | Completed |
| 17 Raymond Street, Oatley Parties: Tarek Hassan | Court Attendance Notice in relation to tree removal. | Matter listed for hearing on 22 May 2023. | |
| 1 Ellen Subway, Mortdale Parties: Marritt Projects Pty Ltd | Construction work and Road Closure without a valid permit at 1 Ellen Subway Mortdale on 11 March 2023 PIN: 3246230020 | Matter listed for mention 27 July 2023. | |
| 1 Ellen Subway Mortdale Parties: Marritt Projects Pty Ltd | Construction work that was in breach of development consent for DA2017/0570 on 29 March 2023 PIN: 3246228307 | Matter listed for mention 27 July 2023. | |
| 1 Ellen Subway Mortdale Parties: Marritt Projects Pty Ltd | No Consent for Road Closure or occupation of the road. Breach of Development Consent for DA2017/0570. PIN: 32462289316 | Matter listed for mention 27 July 2023. | |

District Court & Supreme Court

| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
|--|---|--|-----------|
| Property Address / Applicant / Proceedings Number | Description of Matter | Status / Critical Dates | |
| Parties: Stanley Xie | Appeal against Local Court decision of parking fine. | Matter listed for hearing on 11 April 2022 and 2 September 2022. Court found Applicant guilty and fined \$400. | Completed |
| 117 Stuart Street, Blakehurst Parties: Peter John El Khouri, Goumana Therese El Khouri and Effi Theodorakopoulos v Gemaveld Pty Limited Proceedings: 2022/197368 | Supreme Court Summons (Judicial Review) of decision of Commissioner Horton of the Land and Environment Court on 7 April 2022 to grant development consent to DA202/0247 for demolition works, construction of a multi-level dwelling house, swimming pool, front fence, landscaping and site works. | Court of Appeal handed down judgment dismissing application. | Completed |

Capital works program

We completed or progressed capital projects and programs such as upgrades to roads, footpaths and pedestrian facilities; improvements to parks and sporting facilities; and improvements to buildings and upgraded amenities.

The selection of key capital projects and programs noted below were part of our \$25.4 million capital works program for 2022/23.

| | |
|---|---|
| Community Buildings and Facilities \$3,964,000 | Upgrade and construction of community and sporting/leisure facilities amenities buildings throughout the LGA. Major projects included: <ul style="list-style-type: none"> \$2,334,000 Hurstville Oval Community Pavilion \$1,534,000 Hurstville Golf Course new Clubhouse |
| Drainage and Stormwater \$900,000 | New and upgraded stormwater infrastructure to negate flooding and improve stormwater function across the LGA. Major works undertaken at: <ul style="list-style-type: none"> The Promenade, Sans Souci Princes Street, Mortdale Connells Point Road, South Hurstville Seaforth Avenue, Oatley East Crescent, Hurstville Grove |

| | |
|---|---|
| Footpaths \$ 703,000 | Upgrades and repairs to various footpaths throughout the LGA to improve accessibility and minimise community risk. Work sites included: <ul style="list-style-type: none"> • Bunyala Street, Carss Park • Merri Avenue, Peakhurst • Lyle Avenue, Kingsgrove • Hugh Avenue, Peakhurst |
| Library Services \$524,000 | Includes the replacement of library resources and collections and work conducted on the new reading and sensory garden at Hurstville Library. |
| Neighbourhood Centre Improvements \$4,437,000 | Includes \$1,911,000 Hurstville Revitalisation and \$1,664,000 Mortdale Town Centre upgrade, which is focused on improving community amenity and pedestrian safety in two town centres. |
| Parks \$995,000 | Upgrades and new facilities installed to improve passive and recreational use of highly valued open space across the LGA, as well as land acquisition for open space. Major projects included: <ul style="list-style-type: none"> • \$380,000 Gannons Park • \$239,000 Former Oatley Bowling Club site transformation |
| Plant & Equipment \$2,029,000 | <ul style="list-style-type: none"> • \$1,474,000 Replacement of plant and vehicles • \$371,000 Equipment at Hurstville Aquatic Leisure Centre • \$97,000 Information technology equipment |
| Roads \$7,275,000 | Upgrade and re-sheeting of roads at various locations across the LGA to ensure better condition and road safety. Major works included: <ul style="list-style-type: none"> • Railway Parade, Garfield Street to Gray Street, Allawah • Durham Street, Roberts Lane to Xenia Avenue, Hurstville • Hugh Avenue, Forest Road to Trafalgar Street, Peakhurst • Vista Street, Nelson Street to Wellington Street, Sans Souci • Weemala Avenue, Shenstone Road to Short Road, Riverwood |
| Sports fields and Facilities \$1,144,000 | Upgrades to improve passive and recreational use of highly valued sporting/community facilities across the LGA. Major projects included: <ul style="list-style-type: none"> • \$744,000 Netstrata Jubilee Oval improvements • \$153,000 Hurstville Golf Course reconstruction |
| Environmental Sustainability and Initiatives \$111,000 | Design and Construction of environmental and foreshore naturalisation projects focused on improving ecological resilience and biodiversity. Projects included: <ul style="list-style-type: none"> • \$78,000 Donnelly Park foreshore protection |

| | |
|--|--|
| | <ul style="list-style-type: none"> • \$32,000 Completion of Poulton Park naturalisation and car park upgrade |
| Traffic and Pedestrian facilities \$1,562,000 | Upgrade and construction of facilities at various locations across the LGA to improve traffic and pedestrian safety. Major projects included: <ul style="list-style-type: none"> • \$985,000 Intersection upgrade at Forest Road and Durham Street • \$349,000 Raised pedestrian crossing at Cross Street Hurstville |

Hurstville Golf Course Clubhouse Construction

Construction of a two-storey golf course clubhouse including pro-shop, club rooms, public amenities, storage shed and community/function space overlooking the course.



Former Oatley Bowling Club Remediation

Remediation of the contaminated site, including the construction of gabion walls, prior to construction of Arthur Hardiman Reserve Master Plan work.



Annual Road Resheeting Program

Number of newly resheeted roads: 36

Length of roads: 11.3 km



Annual Footpath Program

Number of footpaths reconstructed: 11

Length of reconstructed footpaths: 964m

Number of new footpaths constructed: 8

Length of new footpaths constructed: 1.95 km



Annual Drainage Program

Number of projects completed: 17





Additional statutory information

Grant success

Community grants program

Micro grants

Venue hire grants

Community facilities rental subsidy

Donations

Sponsorship

Heritage building grants

Heritage publication grants

Community Grants Program

Community Grants are designed to enable not-for-profit community organisations and charities to partner with Council to meet identified community needs. The purpose of these grants is to assist in the delivery of projects which encourage community participation and inclusion by offering alternative approaches to meeting community needs.

Section 356 Grants

| | |
|---|-----------------------|
| Community Grants Program (including Micro Grants) | \$339,062.00 |
| Venue Hire Grants Program | \$80,632.86 |
| Community Facilities Rental Subsidy | \$1,065,379.00 |
| Donations | \$0 |
| Outgoing Sponsorship (Financial & In Kind) | \$69,116.20 |
| Heritage Building Grants (Unfunded) | \$0 |
| Heritage Publication Grants | \$950.00 |
| TOTAL | \$1,555,140.06 |



Community Grants Program 2022/23

The Community Grants Program had two categories: Reconnecting Communities provided grants of up to \$25,000 for projects implemented over two years and Capacity Building provided grants of up to \$10,000 for projects implemented within 12 months.

A total of \$332,685.00 was awarded in grant funding over two rounds.

| Organisation | Category | Purpose | Amount |
|--|------------------------------------|--|-------------|
| Enough is Enough Anti-violence Movement Inc. | Reconnecting Communities – Round 1 | ADAPT – Holistic Support Community Intervention Program | \$2,750.00 |
| Project Youth Inc. | Reconnecting Communities – Round 1 | Cultural Educate | \$10,000.00 |
| Dance for Parkinson's Australia Ltd | Reconnecting Communities – Round 1 | Active Elders and Connected Communities - Performance Proud | \$13,952.00 |
| Georges River Life Care Ltd | Reconnecting Communities – Round 1 | Artslife Access | \$5,000.00 |
| Bus Stop Films Ltd | Reconnecting Communities – Round 1 | Accessible Film Studies Program at Shopfront Arts | \$25,000.00 |
| 3Bridges Community Ltd | Reconnecting Communities – Round 1 | Cultural Calendar | \$8,500.00 |
| Advance Diversity Services Ltd | Reconnecting Communities – Round 1 | Promoting Inclusion During Sydney WorldPride 2023 | \$20,880.00 |
| ADventure Out Ltd | Capacity Building – Round 1 | Project Enable - Wheelchair Accessible Bus | \$10,000.00 |
| St George Concert Band Inc. | Capacity Building – Round 1 | St George Concert Band - Post Covid Renewal | \$4,885.00 |
| Endeavour Harmony Chorus Inc. | Capacity Building – Round 1 | EHC Building On Its Professional Development and Education | \$2,320.00 |
| Kogarah Historical Society Inc. | Capacity Building – Round 1 | Two New Display Cases for Historic and Educational Museum Items | \$5,000.00 |
| St George Brass Band Inc. | Capacity Building – Round 1 | National Band Championships | \$1,500.00 |
| Project Youth Inc. | Capacity Building – Round 1 | Project Educate Heating | \$10,000.00 |
| CanRevive Inc. | Capacity Building – Round 1 | 'Living in the Moment' Mindfulness Project for Chinese Cancer Patients | \$7,625.00 |

| | | | |
|---|------------------------------------|--|-------------|
| Aus-Mon Community Services & Development Inc. | Capacity Building – Round 1 | Mongolian Women and Children's Wellbeing Group | \$6,000.00 |
| The Uniting Church in Australia - The Kogarah Storehouse | Reconnecting Communities – Round 1 | Multi-Purpose Vehicle | \$10,000.00 |
| The John G Ridley Memorial Baptist Church Blakehurst | Capacity Building – Round 1 | Accessibility Equals Inclusivity - Reshaping Blakehurst Baptist Church Public Spaces | \$4,688.00 |
| Learning Links | Capacity Building – Round 1 | Resources to Support Local Children with Learning Difficulties and Disabilities | \$9,786.00 |
| Shopfront Arts Co-Op Ltd | Capacity Building – Round 1 | MediaLab Workshops Program | \$2,800.00 |
| Chinese Australian Services Society Ltd | Capacity Building – Round 1 | CASS Volunteer Leadership Training | \$2,700.00 |
| Illawarra Retirement Trust - Peakhurst Retirement Village Residents and Friends Association | Capacity Building – Round 1 | Expansion of Village Hub to be Fit for Purpose | \$5,500.00 |
| Cerebral Palsy Alliance | Capacity Building – Round 1 | Eye-gaze Technology to Support Communication for People with Disability | \$10,000.00 |
| St George Art Society Inc. | Capacity Building – Round 1 | St George Art Society 2023 Art Show and Student Program | \$1,400.00 |
| St George Little Athletics Centre Inc. | Capacity Building – Round 1 | Line Marking of Athletics Track & Field | \$8,000.00 |
| The Uniting Church in Australia - The Kogarah Storehouse | Reconnecting Communities – Round 2 | Community Reconnection Festival & Workshop Events | \$23,950.00 |
| The St George & Sutherland Medical Research Foundation | Reconnecting Communities– Round 2 | Beachside Dash | \$2,500.00 |
| 3Bridges Community Ltd | Reconnecting Communities– Round 2 | SAY - Social Arts of the Youth | \$16,400.00 |
| Kogarah Community Services Inc. | Reconnecting Communities– Round 2 | Be Well, Always, In All Ways | \$11,000.00 |
| Children's Discovery Museum Ltd | Reconnecting Communities– Round 2 | Maker Workshops for Georges River Libraries | \$11,900.00 |

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|---|-----------------------------------|---|---------------------|
| Advance Diversity Services Ltd | Reconnecting Communities– Round 2 | Multicultural Women's Hub | \$16,050.00 |
| Learning Links | Capacity Building – Round 2 | Ready to Read - Empowering Parents to Teach Their Children to Read | \$7,320.00 |
| Shopfront Arts Co-op Ltd | Capacity Building – Round 2 | A Jumpstart with Art | \$7,500.00 |
| Narwee Baptist Community Broadcasters | Capacity Building – Round 2 | Broadcast Transmitter | \$7,846.00 |
| Church of Christ Hurstville | Capacity Building – Round 2 | Soul Food | \$6,834.00 |
| Stride Mental Health Ltd - headspace Hurstville | Capacity Building – Round 2 | Quietspace | \$2,172.00 |
| Kogarah Community Services Inc. | Capacity Building – Round 2 | Stay Safe Kogarah | \$1,960.00 |
| Janaranjani Inc. | Capacity Building – Round 2 | Asset to Provide Practical Exposure | \$3,500.00 |
| Illawarra Retirement Trust - Peakhurst Retirement Village Residents and Friends Association | Capacity Building – Round 2 | Enhancement of Village Hub by Installing an Insulated Ceiling | \$7,000.00 |
| The Shepherd Centre - For Deaf Children | Capacity Building – Round 2 | Acoustic Skills: Supporting Children with Hearing Loss and Their Families | \$9,481.00 |
| St George Men's Shed Inc. | Capacity Building – Round 2 | Improve Dust Control | \$8,986.00 |
| Total | | | \$332,685.00 |

Micro Grants 2022/23

The Georges River Council Micro Grants Program is a grant funding program that aims to provide local solutions to improve community wellbeing, including social enterprises or co-ops; small business development; training opportunities; healthy living or social cohesion through the provision of funding up to \$1,000. Applicants may be granted full or partial funding for their program.

| Organisation | Purpose | Amount |
|---|---|-------------------|
| Anita Rochaniasih | R U OK - Reach Us | \$995.00 |
| Fiestaville Multicultural Arts Inc. | COVID Affected Music Resources for Fiestaville Choir | \$1,000.00 |
| Kate Ko | The Makeup Empowerment Project | \$500.00 |
| Illawarra Retirement Trust Peakhurst - Residents & Friends Association | Improvements to our COBBERS (Men's Group) Addressing Social Isolation | \$733.00 |
| St George (Kogarah) Greek Senior Citizens Group | Health and Wellness Program | \$1,000.00 |
| All Saints Anglican Church Oatley West | All Saints Pumpkin Patch Project | \$899.00 |
| Bibby Street Neighbourhood | Bibby Street Neighbourhood | \$250.00 |
| Dushan Ristevski | Edit the Publication "Archive of the Macedonian Literary Association" | \$1,000.00 |
| TOTAL | | \$6,377.00 |

Venue Hire Grants 2022/23

Through the Venue Hire Grant Funding Program, Georges River Council provides equitable access to Council facilities in order to enable community participation, neighbourhood activation and a sense of belonging in the LGA. This program provides not-for-profit organisations with subsidised venue hire fees for Council-managed facilities.

| Organisation | Purpose | Amount |
|--|---|------------|
| Fiestaville Multicultural Arts Inc. | Fiestaville Multicultural Choir - Civic Theatre and Kogarah School of Arts | \$3,636.00 |
| St George Family Support Services Inc. | Parent Groups - Carss Park Lifesaving Hall | \$6,972.00 |
| Stride Mental Health Ltd - headspace Miranda | Etts Come Together Benefit Show – Marana Auditorium and Hurstville Senior Citizens Centre | \$1,240.31 |
| Senior Italian Australian Community | Long Life Living - St George Community Centre | \$5,076.00 |
| Chinese Australian Services Society Ltd | CASS Settlement Services - Grevillea Room, Hurstville Library and Service Centre | \$3,143.60 |
| Chinese Australian Services Society Ltd | Tax Help - Grevillea Room, Hurstville Library and Service Centre | \$603.20 |
| Permaculture Sydney South Inc. | Permaculture - Oatley Community Hall | \$670.00 |
| Zonta Club of Botany Bay Inc. | Hurstville Vintage and Collectables Fair - Marana Auditorium | \$5,280.00 |
| Recreation Sports and Aquatics Club Inc. | Side by Side - Marana Auditorium | \$1,276.00 |
| St John Ambulance Australia (NSW) - St George Division | St John Ambulance Event Health Services Volunteering - Kogarah School of Arts | \$5,400.00 |
| MCC Dance Group of NSW Inc. | Chinese Traditional Dance - Hurstville Senior Citizens Centre | \$7,869.00 |
| Georges River Dancing Group Inc. | Dance Group - Hurstville Senior Citizens Centre | \$5,412.00 |
| Sydney U3A Inc. - Endeavour Region | Learning Course for Seniors - Oatley Library Hall | \$1,716.00 |
| Australia Harmonic Choir Inc. | Choir - Kingsgrove Community Centre | \$2,470.00 |
| Indonesian Community Council of NSW Inc. - Foundation of Islamic Studies and Information | Ied Fitr & Ied Adha 2023 - Marana Auditorium | \$1,608.00 |
| Australia Harmonic Choir Inc. | Choir Singing - Kingsgrove Community Centre | \$2,300.00 |

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|--|---|--------------------|
| St George Art Society Inc. | Art Programs – Demonstrations, Workshops, Critiques, Life Drawing, Classes - Kogarah School of Arts | \$5,553.50 |
| CASS Care Ltd | CASS Multicultural Performance - A Journey in New Land - Marana Auditorium | \$1,196.25 |
| Fiestaville Multicultural Arts Inc. | Fiestaville Multicultural Choir - Civic Theatre | \$3,740.00 |
| Mental Health Association NSW Ltd (WayAhead - Mental Health Association NSW) | Let's Talk About Anxiety in Southern Sydney - Civic Theatre | \$679.00 |
| Sea Snow Arts Group Inc. | Local Seniors' Spring Festival and New Year's Celebration - Civic Theatre | \$660.00 |
| Indonesian Community Council Inc. NSW | Harmony Day - Marana Auditorium | \$2,008.00 |
| Abc (GR Senior Dance Group) | GR Senior Dance Group - Senior Citizens Centre | \$1,610.00 |
| CASS Care Ltd | Celebrating Cultural Diversity and Inclusion - Marana Auditorium | \$1,190.00 |
| The Film Seen Inc. | The Film Seen (Film Society) - Civic Theatre | \$1,978.00 |
| Playgroup Association of NSW Inc. - St George Zone | Toy Library for St George Zone of Playgroups - Oatley Meeting Rooms | \$720.00 |
| Recreation Sports and Aquatics Club Inc. | Hip Hop Dance Class - PJ Ferry Community Hall | \$891.00 |
| Zonta Club of Botany Bay Inc. | Hurstville Vintage and Collectables Fair - Marana Auditorium & Marana Kitchen | \$3,720.00 |
| St Merkorious Charity Association Inc. | Community Concerts for Georges River - Marana Auditorium | \$850.00 |
| St. George Power Boat Club Inc. | Power Boat Racing - Anderson Park | \$480.00 |
| Bangladesh Society of Sydney Inc. (BDSS) and Bangladesh Cultural School | Communication Hub: Mental Wellbeing by Networking - St George Community Centre | \$35.00 |
| Chinese Australian Services Society Ltd | CASS Volunteer Leadership Training - Kogarah School of Arts | \$650.00 |
| TOTAL | | \$80,632.86 |

Community Facilities Rental Subsidy

In accordance with Georges River Council's Community Lease Policy, Council aims to ensure that a wide range of community groups and individuals are given equal opportunity to occupy community land and buildings to support identified community needs.

| Facility | Lessee/Licencee | Annual Subsidy \$ (excl. GST) |
|---|---|-------------------------------|
| 1st Kyle Bay Sea Scouts 161 Kyle Parade, Connells Point | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| Oatley Sea Scouts Hall 16 Annette Street, Oatley | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| Glen Road Scout Hall 2A Glen Road, Oatley | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| Kingsway Scout Hall 74 Barnard Avenue, Hurstville | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| 30 Kooemba Road, Beverly Hills | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| 117D Woronora Parade, Oatley | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| 18a Lime Kiln Road, Lugarno | The Scout Association of Australia New South Wales Branch Inc. | TBA |
| Girl Guides Hall, Oatley Embankment, Neville Street, Oatley | Girl Guides Association (New South Wales) | TBA |
| Prairievale Reserve, Terry Street, Blakehurst | Girl Guides Association (New South Wales) and The Scout Association of Australia New South Wales Branch Inc. | TBA |
| 7a Hedley Street, Peakhurst Park | Vacant | N/A |
| 2B-2C Boundary Road, Mortdale | Jubilee Community Services Inc. | \$95,685.00 |
| 30 Morgan Street, Kingsgrove | Kingsgrove Community Aid Centre Inc. | \$46,680.00 |
| 49 English Street, Kogarah | Kogarah Community Services Inc. | \$22,652.00 |
| 31 Thurlow Street, Riverwood | Riverwood Community Centre Ltd | \$11,527.00 |
| Pole Depot, Part 23 St Georges Road, Penshurst | 3Bridges Community Ltd | \$104,999.00 |
| Norm and Beryl Butters Senior Citizens Centre, 161 Hurstville Road, Oatley | 3Bridges Community Ltd | \$11,600.00 |
| 163 Kyle Parade, Connells Point | Connells Point Sailing Club Inc. | \$32,339.00 |
| 12 Merriman Street, Kyle Bay | Blakehurst Men's Bowling Club | \$4,622.00 |
| Hurstville Oval, Dora Street, Hurstville | St George Cricket Club Inc. | \$12,083.00 |

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|---|---|--------------|
| 1 Olds Park Lane, Beverly Hills | Olds Park Sports Club Ltd | \$8,580.00 |
| | | |
| 25 Cook Street, Mortdale | 3Bridges Community Ltd/Mortdale Men's Shed Inc. | \$35,917.00 |
| Carss Cottage, 80 Carwar Avenue, Carss Park | Kogarah Historical Society Inc. | \$22,907.00 |
| 16 Gray Street, Kogarah | The Uniting Church in Australia Property Trust | \$39,000.00 |
| 5 Bryant Street, Narwee | Narwee Pre-School Kindergarten Inc. | \$131,186.00 |
| Pole Depot, Part 23 St Georges Road, Penshurst | St George Creative Arts Society | \$24,898.00 |
| 76 Carwar Avenue, Carss Park | St George Men's Shed Inc. | \$14,679.00 |
| Kogarah School of Arts, 10 Bowns Road, Kogarah | St George Concert Band Inc. | N/A |
| Undisclosed location – crisis accommodation | Kingsway Community Care Inc. | \$45,455.00 |
| Penshurst Park Youth Facility 643-643A King Georges Road, Penshurst Level 1, 84 Railway Parade, Kogarah | 3Bridges Community Ltd | \$210,708.00 |
| | Narwee Baptist Community Broadcasters Ltd - Radio 2NBC | N/A |
| 27 Railway Lands, Kogarah (Opposite 134 Railway Parade) | Vacant | N/A |
| Office space, 1a Allen Street, South Hurstville | Vacant | N/A |
| Hurstville Community Gardens, 63 Wright Street, Hurstville | Hurstville Community Garden Association | N/A |
| Kempt Field, 75 Durham Street, Hurstville | Vacant | N/A |
| Shop 18 Treacy Street and Suites 1-6 inclusive at 143 Forest Road (Formerly Youth Zone) | Vacant | N/A |
| Tech Hub – Youth Space, Cnr Crofts St and Cross St, Hurstville | Vacant | N/A |
| Oatley Baby Health Centre, 26 Letitia Street, Oatley | NSW Department of Health | \$45,000.00 |
| Riverwood Baby Health Centre, Cnr Keppel Avenue and Short Street, Riverwood | NSW Department of Health | \$16,500.00 |
| Kingsgrove Baby Health Centre - 30 Morgan St, Kingsgrove | NSW Department of Health | \$5,000.00 |
| South Hurstville Baby Health Centre, 1a Allen St, South Hurstville | NSW Department of Health | \$28,000.00 |
| Olds Park, 630 Forest Road, Penshurst, Storeroom no. 3 (Holley Rd) | Penshurst RSL Panthers Junior Australian Football Club Inc. | Under review |
| Olds Park, 630 Forest Road, Penshurst, Storeroom 2 | Penshurst West Youth Cricket Club | Under review |
| Poulton Park, 9 Morshead Drive, Connells Point, Eastern amenities block | Connells Point Netball Club Inc. | \$277.00 |
| Harold Fraser Oval, Princes Highway, Kogarah Bay, Storeroom no. 1 (Club store 1) and shared use of canteen | Sub-licence St George-Sutherland Women's Cricket Club Inc. Head licence - St George District Cricket Club Inc. | \$2,167.00 |

| | | |
|--|--|--------------|
| Olds Park, 630 Forest Road, Penshurst, Storeroom and canteen | St George Little Athletics Inc. | Under review |
| Olds Park 630 Forest Road, Penshurst, Change Room No.3 | Vacant | N/A |
| Gannons Park Reserve (Closest Street entry Vale Lane Peakhurst Heights) | Hurstville All Breed Dog Training Club Inc. | \$2,250.00 |
| Beverly Hills Park, 199 Vanessa Street, Beverly Hills, Amenities Block | Sub-licence Kingsgrove Colts Head licence - St George Junior Rugby League Inc. | \$3,277.00 |
| Beverly Hills Park, 199 Vanessa Street, Beverly Hills, Ex Ground Storeroom | Vacant | N/A |
| Renown Reserve, 28 Mountbatten Street, Oatley | Sub-licence Renown United Football Club Head licence - St George Junior Rugby League Inc. | \$5,077.00 |
| Riverwood Park – Building B, Amenities and Storeroom, 79 Coleridge Street, Riverwood (between Union and Hunter St) | Sub-licence Riverwood Legion Junior Rugby League Football Club (JRLFC) Head licence - St George Junior Rugby League Inc. | \$6,477.00 |
| Charles Pirie Reserve (formerly Parkside Drive Reserve), 15r Parkside Drive, Kogarah Bay | Sub-licence Carss Park Football Club Inc. Head licence - Football St George Association Inc. | \$3,077.00 |
| Claydon Reserve, 49 Ramsgate Road, Sans Souci | Sub-licence Sans Souci Football Club Head licence - Football St George Association Inc. | \$2,088.00 |
| Gannons Park Reserve, 11p Kara Lane, Peakhurst | Sub-licence Forest Rangers Football Club Inc. Head licence - Football St George Association Inc. | \$3,077.00 |
| Gannons Park Reserve, 11p Kara Lane, Peakhurst | Sub-licence Lugarno Football Club Inc. Head licence - Football St George Association Inc. | \$2,077.00 |
| Harold Fraser Oval, 276 Princess Highway, Kogarah Bay, Storeroom no. 2 (Club store 2) | Sub-licence Carlton Rovers Football Club Head licence - Football St George Association Inc. | \$2,185.00 |
| Olds Park, 630 Forest Road, Penshurst | Sub-licence Penshurst West Football Club Head licence - Football St George Association Inc. | \$266.00 |
| Peakhurst Park, 5A Hedley Street Riverwood, Public Amenities block (closest to Trafalgar and Gover St) | Sub-licence Peakhurst United Football Club Head licence - Football St George Association Inc. | \$3,052.00 |
| Peakhurst Park, 5A Hedley Street Riverwood, Synthetic 5 Amenities Block (Trafalgar St) | Football St George Association Inc. | \$2,557.00 |
| Renown Reserve, 28 Mountbatten Street, Oatley | Sub-licence Oatley Football Club Inc. Head licence - Football St George Association Inc. | \$2,131.00 |

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|---|--|-----------------------|
| Riverwood Park, 79 Coleridge Street, Riverwood | Sub-licence Hurstville Glory Football Club Head licence - Football St George Association Inc. | \$4,597.00 |
| Poulton Park, 9 Morshead Drive, Connells Point | Sub-licence Connells Point Rovers Football Club Head licence - Football St George Association Inc. | \$3,097.00 |
| Oatley Park Oval, 1 Dame Mary Gilmore Drive, Oatley | Sub-licence Oatley West All Saints Football Club Head licence - Football St George Association Inc. | \$1,404.00 |
| Vanessa Street Multi-Sports Courts facility, 70 Vanessa Street, Beverly Hills | Football de Brazil Pty Limited | N/A |
| Peakhurst Park, 5a Hedley Street, Peakhurst | Football St George Association Inc. | N/A |
| Poulton Park, 9 Morshead Drive, Connells Point | Football St George Association Inc. | N/A |
| TOTAL | | \$1,065,379.00 |

Donations

No Donations were granted this financial year.

Sponsorship

| Name of Recipient | Purpose | Financial | In-Kind |
|--|---|--------------------|--------------------|
| Precedent Productions | St George Local Business Awards | \$10,000.00 | \$0.00 |
| Australian Yau Kung Mun Association | A Moon Festival in Hurstville | \$0.00 | \$697.84 |
| St George Football Association | Peakhurst United Woman in Football - Pink Ribbon Gala Day | \$0.00 | \$1,903.80 |
| Holy Apostolic Catholic Assyrian Church of the East | Saint Hurmizd Picnic Day | \$0.00 | \$1,095.00 |
| Oatley Lions Club | Oatley Lions Annual Charity Golf Day | \$700.00 | \$0.00 |
| St George and Sutherland Medical Research | Beachside Dash | \$1,000.00 | \$0.00 |
| The Greek Orthodox Parish and Community of Kogarah and District Resurrection of Christ Ltd | Kogarah Greek Orthodox Parish and Community Annual Fete | \$3,282.80 | \$1,121.76 |
| Lugarno Lions Club | Lugarno Spring Festival | \$15,151.10 | \$4,848.90 |
| Salvation Army | Anti-Poverty Week - St George Community Open Day | \$500.00 | \$0.00 |
| The Greek Orthodox Parish and Community of Kogarah and District Resurrection of Christ Ltd | Greek Orthodox Church Walk-a-thon | \$680.00 | \$0.00 |
| Ilinden Macedonian Cultural and Artistic Association | Macedonian Festival | \$680.00 | \$0.00 |
| St Basil's NSW/ACT | Summer Greek Festival | \$17,760.00 | \$2,240.00 |
| The Greek Orthodox Parish and Community of Kogarah and District Resurrection of Christ Ltd | Greek Kogarah Church Christmas Carols | \$0.00 | \$680.00 |
| Mortdale RSL Sub - Branch | ANZAC Commemoration Services | \$0.00 | \$160.00 |
| Australian Yau Kung Mun Association | A New Moon Festival at Hurstville | \$0.00 | \$680.00 |
| Oatley RSL Sub-Branch | ANZAC Commemoration Service | \$0.00 | \$160.00 |
| Kogarah Bay Progress Association | Centenary Celebrations | \$2,000.00 | \$0.00 |
| Hurstville RSL | ANZAC Day Dawn Service | \$0.00 | \$680.00 |
| Life Centre International Ltd | Easter Celebration | \$2,000.00 | \$0.00 |
| Lugarno Progress Association | Tree Planting - Evatt Park | \$0.00 | \$1,095.00 |
| TOTAL | | \$53,753.90 | \$15,362.30 |

Heritage Grants

The Heritage Grants Program provides financial support to help conserve heritage listed buildings or initiate a heritage project.

Heritage Building Grants

The Heritage Building Grants program aims to encourage the retention and maintenance of properties that have heritage significance and promote and celebrate our community's local heritage.

When the program is funded, owners of heritage listed buildings in the *Georges River LEP 2021* are invited to apply for financial assistance for specific restoration or conservation works on their property.

In the first half of the 2022-23 financial year, works from the 2021-22 round were still being completed, with successful applicants granted an extension to 1 December 2022 to complete the works and submit their receipts for Council's review.

Council did not fund the program in the 2022-23 or 2023-24 financial years due to budget. A budget bid will be made to fund the program in the 2024-25 financial year.

Heritage Publication Grants 2022-2023

The Heritage Publication Grants program supports the promotion of publications relevant to the history and development of the local area.

| Organisation | Purpose | Amount |
|-------------------------------------|--|-----------------|
| Knitters Guild NSW - Southern Group | Knitters Guild NSW: A History of the Southern Group Celebrating 35 Years | \$950.00 |
| TOTAL | | \$950.00 |



Additional statutory information

Overview

Annual Financial Statements

Overview

Council continues to work towards the long-term outlook of continued financial sustainability. Our 2022/23 results highlight that the forecast of the Long-Term Financial Plan and overall budget strategy was successful in sustaining operations whilst Council continues to aim for positive results in future years.

The 2022/23 Budget was the first year Council was forecast to achieve a surplus and difficult prioritisation of valued services, projects and programs will continue to be essential in achieving financial sustainability and compliance with Council's legislative obligations.

2022/23 also had several significant events that had positive and negative impacts on the results. These events have either directly, or indirectly, impacted Council's financial results.

- Rain events leading into the early months of the financial year caused significant delays in the capital works program.
- A high turnover of staff and vacancy rates led to savings in employee costs.
- Cash rate changes led to a higher than anticipated return on Council's investment portfolio.

Further the results highlight the requirement to prioritise capital expenditure to items that will contribute to improving Council's infrastructure performance ratios. Strategic Asset Management continues to be a fundamental topic in the 2024/25 Budget and the LongTerm Financial Plan.

Continued diligence in applying strict budget management strategies and prioritisation will be critical in the continuous improvement and strengthening of Council's financial position.

Income Statement

The 2022/23 operating result before capital grants and contributions is a surplus of \$12.1 million. This is a \$500,000 improvement from the 2021/22 result and a \$11 million improvement to the adopted budgeted result of \$1.2 million surplus.

The improvement is materially attributed to:

- Other Revenues (\$2.5 million) largely due to car parking fines and insurance claim recoveries.
- Interest income on Council's investment portfolio (\$5.6 million)
- Fair value increment on investment properties (\$1.1 million).
- Employee costs down (\$2.5 million) due to greater than expected vacancy rates and recruitment holds

These favourable variances are partially offset by the increase in materials and services (\$6.3 million) which is largely due to changes in the economy impacting the cost of materials and utilities.

The total income performance was sustained by interest, other revenue, and rates and annual charges. Fees and charges income was slightly under the adopted budget with an unfavourable variance of \$1.3 million.

There was also \$4 million of operating grants that council received in 2022/23 which was taken up as income even though the works have not yet been completed. It should be noted that this favourable variance is purely due to the accounting treatment of these specific grants. This creates a timing difference for Council whereby the revenue is recognised in one financial year and the expenditure will be recognised in a future financial year.

Capital grant income was considerably higher than budget (\$12.5 million) as long running capital works projects were completed resulting in the recognition of the grant income in the current financial year.

There were also significant developer contributions in 2022/23 (\$17 million), \$7 million higher than the previous financial year.

Statement of Financial Position

Council equity increased from 2021/22 by \$88 million. The increase is materially attributed to increases to Infrastructure, property, plant and equipment (IPPE), and investment properties. There was a minimal movement in Council liabilities. Council is now debt free having made the final payment for the Mortdale Community Centre loan.

Council's total assets continues to increase, up \$87 million in 2022/23. This is largely due to the cost of materials improving the value of Councils asset portfolio.

Total cash assets, cash equivalents and investments increased by \$40 million, which was a positive result, though materially attributed to the service disruptions in 2022/23 delaying expenditure on capital works. Unrestricted cash was a positive \$17.7 million, comparative to \$10 million in 2021/22.

Receivables have increased by \$2.8 million, largely due to income accruals for interest income on investments and a reduction in the provision for impairment from 2021/22.

Payables have slightly increased by \$2.4 million in 2022/23.

Statement of Performance Measures

The operating performance ratio has made a significant improvement on 2021/22. A 7.60% positive result in 2022/23, well above the benchmark of a breakeven and a 9.1% increase on the prior year. Further financial decisions and strict financial management will still be required in future years to continue to achieve a positive surplus operating ratio. The operating performance ratio is a key indicator of financially sustainable operations.

All other ratios, including unrestricted current ratio and rates and annual charges outstanding, improved, or stayed above the benchmark indicators in 2022/23.

Strategic Asset Management

Council continues to develop its asset management maturity with a dedicated team focusing on the accuracy of asset data and using this information to build sustainable programs of work.

Council officers will continue to undertake comprehensive reviews of critical assets which will allow for more accurate and dynamic planning to meet benchmarks.

Asset Management is a critical function of Council and the overall sector. The Local Government Sector manages over \$160 billion community assets in New South Wales (NSW). With Georges River Council managing \$1.6 billion.

Asset categories are large and can be complex, broadly covering roads, community land, building, open space, recreational facilities, footpaths, bridges, stormwater, plant, office equipment, IT software, etc. These assets are critical in providing services and are required to be maintained to a functional standard.

Georges River Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2023

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



Georges River Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2023

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



General Purpose Financial Statements

for the year ended 30 June 2023

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Overview

Georges River Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

Corner MacMahon and Dora Streets
Hurstville NSW 2220

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.georgesriver.nsw.gov.au

Georges River Council

General Purpose Financial Statements

for the year ended 30 June 2023

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Georges River Council

General Purpose Financial Statements

for the year ended 30 June 2023

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

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

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

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

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 25 September 2023.



Sam Elmir

Mayor

30 October 2023



Elise Borg

Deputy Mayor

30 October 2023



Danielle Parker

Acting General Manager

30 October 2023



Scott Henwood

Responsible Accounting Officer

30 October 2023

Georges River Council

Income Statement

for the year ended 30 June 2023

| Original unaudited budget 2023 | \$ '000 | Notes | Actual 2023 | Restated Actual 2022 |
|---|--|-------|----------------|----------------------------|
| | Income from continuing operations | | | |
| 107,698 | Rates and annual charges | B2-1 | 109,484 | 103,990 |
| 15,843 | User charges and fees | B2-2 | 14,507 | 12,759 |
| 13,447 | Other revenues | B2-3 | 15,998 | 12,898 |
| 13,801 | Grants and contributions provided for operating purposes | B2-4 | 21,519 | 14,230 |
| 16,372 | Grants and contributions provided for capital purposes | B2-4 | 28,933 | 14,836 |
| 1,761 | Interest and investment income | B2-5 | 7,331 | 1,596 |
| – | Other income | B2-6 | 1,174 | 7,961 |
| 241 | Net gain from the disposal of assets | B4-1 | – | 7,550 |
| 169,163 | Total income from continuing operations | | 198,946 | 175,820 |
| | Expenses from continuing operations | | | |
| 62,631 | Employee benefits and on-costs | B3-1 | 60,074 | 59,661 |
| 59,209 | Materials and services | B3-2 | 65,518 | 61,427 |
| 5 | Borrowing costs | B3-3 | 2 | 11 |
| 25,692 | Depreciation, amortisation and impairment of non-financial assets | B3-4 | 26,605 | 23,688 |
| 4,042 | Other expenses | B3-5 | 2,836 | 4,617 |
| – | Net loss from the disposal of assets | B4-1 | 2,853 | – |
| 151,579 | Total expenses from continuing operations | | 157,888 | 149,404 |
| 17,584 | Operating result from continuing operations | | 41,058 | 26,416 |
| 17,584 | Net operating result for the year attributable to Council | | 41,058 | 26,416 |
| 1,212 | Net operating result for the year before grants and contributions provided for capital purposes | | 12,125 | 11,580 |

The above Income Statement should be read in conjunction with the accompanying notes.

Georges River Council

Statement of Comprehensive Income

for the year ended 30 June 2023

| \$ '000 | Notes | 2023 | 2022 |
|--|-------|---------------|---------|
| Net operating result for the year – from Income Statement | | 41,058 | 26,416 |
| Other comprehensive income: | | | |
| Amounts which will not be reclassified subsequently to the operating result | | | |
| Gain (loss) on revaluation of infrastructure, property, plant and equipment | C1-6 | 47,086 | 180,899 |
| Total items which will not be reclassified subsequently to the operating result | | 47,086 | 180,899 |
| Total other comprehensive income for the period | | 47,086 | 180,899 |
| Total comprehensive income for the year attributable to Council | | 88,144 | 207,315 |

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Georges River Council

Statement of Financial Position

as at 30 June 2023

| \$ '000 | Notes | 2023 | Restated 2022 | 1 July 2021 |
|--|-------|------------------|------------------|------------------|
| ASSETS | | | | |
| Current assets | | | | |
| Cash and cash equivalents | C1-1 | 26,625 | 24,533 | 24,744 |
| Investments | C1-2 | 67,000 | 112,261 | 94,534 |
| Receivables | C1-4 | 12,389 | 9,517 | 10,636 |
| Inventories | C1-5 | 82 | 98 | 84 |
| Other | C1-9 | 1,605 | 951 | 956 |
| Total current assets | | 107,701 | 147,360 | 130,954 |
| Non-current assets | | | | |
| Investments | C1-2 | 133,445 | 51,000 | 41,013 |
| Infrastructure, property, plant and equipment (IPPE) | C1-6 | 1,596,751 | 1,553,229 | 1,379,025 |
| Investment property | C1-7 | 29,026 | 27,953 | 20,000 |
| Intangible assets | C1-8 | – | 262 | 901 |
| Right of use assets | C2-1 | 68 | 98 | 119 |
| Total non-current assets | | 1,759,290 | 1,632,542 | 1,441,058 |
| Total assets | | 1,866,991 | 1,779,902 | 1,572,012 |
| LIABILITIES | | | | |
| Current liabilities | | | | |
| Payables | C3-1 | 28,487 | 26,012 | 25,942 |
| Contract liabilities | C3-2 | 8,303 | 11,487 | 7,663 |
| Lease liabilities | C2-1 | 38 | 44 | 42 |
| Borrowings | C3-3 | – | 125 | 500 |
| Employee benefit provisions | C3-4 | 12,041 | 12,171 | 14,382 |
| Provisions | C3-5 | 267 | 264 | 770 |
| Total current liabilities | | 49,136 | 50,103 | 49,299 |
| Non-current liabilities | | | | |
| Lease liabilities | C2-1 | 28 | 53 | 76 |
| Borrowings | C3-3 | – | – | 125 |
| Employee benefit provisions | C3-4 | 468 | 531 | 609 |
| Provisions | C3-5 | 10 | 10 | 13 |
| Total non-current liabilities | | 506 | 594 | 823 |
| Total liabilities | | 49,642 | 50,697 | 50,122 |
| Net assets | | 1,817,349 | 1,729,205 | 1,521,890 |
| EQUITY | | | | |
| Accumulated surplus | C4-1 | 1,480,288 | 1,439,230 | 1,412,814 |
| IPPE revaluation reserve | C4-1 | 337,061 | 289,975 | 109,076 |
| Council equity interest | | 1,817,349 | 1,729,205 | 1,521,890 |
| Total equity | | 1,817,349 | 1,729,205 | 1,521,890 |

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Georges River Council

Statement of Changes in Equity

for the year ended 30 June 2023

| | Notes | 2023 | | | 2022 | | |
|---|-------|---------------------|--------------------------|------------------|---------------------|--------------------------|------------------|
| | | Accumulated surplus | IPPE revaluation reserve | Total equity | Accumulated surplus | IPPE revaluation reserve | Total equity |
| \$ '000 | | | | | Restated | Restated | Restated |
| Opening balance at 1 July | | 1,420,666 | 289,975 | 1,710,641 | 1,394,601 | 109,076 | 1,503,677 |
| Correction of prior period errors | F4-1 | 18,564 | – | 18,564 | 18,213 | – | 18,213 |
| Restated opening balance | | 1,439,230 | 289,975 | 1,729,205 | 1,412,814 | 109,076 | 1,521,890 |
| Net operating result for the year | | 41,058 | – | 41,058 | 26,065 | – | 26,065 |
| Correction of prior period errors | F4-1 | – | – | – | 351 | – | 351 |
| Net operating result for the period | | 41,058 | – | 41,058 | 26,416 | – | 26,416 |
| Other comprehensive income | | | | | | | |
| Gain (loss) on revaluation of infrastructure, property, plant and equipment | C1-6 | – | 47,086 | 47,086 | – | 180,899 | 180,899 |
| Other comprehensive income | | – | 47,086 | 47,086 | – | 180,899 | 180,899 |
| Total comprehensive income | | 41,058 | 47,086 | 88,144 | 26,416 | 180,899 | 207,315 |
| Closing balance at 30 June | | 1,480,288 | 337,061 | 1,817,349 | 1,439,230 | 289,975 | 1,729,205 |

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Georges River Council

Statement of Cash Flows

for the year ended 30 June 2023

| Original unaudited budget 2023 | \$ '000 | Notes | Actual 2023 | Actual 2022 |
|---|---|-------|-----------------|-----------------|
| Cash flows from operating activities | | | | |
| Receipts: | | | | |
| 110,115 | Rates and annual charges | | 109,345 | 104,248 |
| 15,767 | User charges and fees | | 17,122 | 11,267 |
| 1,625 | Interest received | | 5,882 | 1,189 |
| 30,378 | Grants and contributions | | 46,742 | 34,722 |
| – | Bonds, deposits and retentions received | | 777 | 809 |
| 13,447 | Other | | 20,033 | 12,441 |
| Payments: | | | | |
| (62,933) | Payments to employees | | (59,989) | (63,964) |
| (40,354) | Payments for materials and services | | (74,019) | (61,114) |
| (5) | Borrowing costs | | (2) | (11) |
| (21,612) | Other | | (2,445) | (935) |
| 46,428 | Net cash flows from operating activities | G1-1 | 63,446 | 38,652 |
| Cash flows from investing activities | | | | |
| Receipts: | | | | |
| – | Sale of investments | | 89,263 | 74,532 |
| 1,271 | Proceeds from sale of IPPE | | 634 | 12,452 |
| Payments: | | | | |
| – | Purchase of investments | | (107,363) | (66,516) |
| – | Acquisition of term deposits | | (18,987) | (36,000) |
| (40,670) | Payments for IPPE | | (24,731) | (22,785) |
| (39,399) | Net cash flows from investing activities | | (61,184) | (38,317) |
| Cash flows from financing activities | | | | |
| Payments: | | | | |
| (125) | Repayment of borrowings | | (125) | (500) |
| – | Principal component of lease payments | | (45) | (46) |
| (125) | Net cash flows from financing activities | | (170) | (546) |
| 6,904 | Net change in cash and cash equivalents | | 2,092 | (211) |
| 24,533 | Cash and cash equivalents at beginning of year | | 24,533 | 24,744 |
| 31,437 | Cash and cash equivalents at end of year | C1-1 | 26,625 | 24,533 |

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Georges River Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 30 October 2023. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Coronavirus (COVID-19) impact

The global health crisis from the COVID-19 virus has had a significant impact on Council's operations which has been reflected in the financial statements. A number of facilities, services and events were significantly affected during the period of pandemic restrictions which resulted in reduced revenues and put a strain on cash flow. The financial difficulty experienced by many ratepayers led to a higher than normal level of outstanding collections for the financial year.

Council has determined that COVID-19 does not create a material uncertainty to the extent that it casts significant doubt upon Council's ability to continue as a going concern.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-7;
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6;
- (iii) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

A1-1 Basis of preparation (continued)

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2022.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year, Council adopted all standards which were mandatorily effective for the first time at 30 June 2023. None of these standards had a significant impact on reported position or performance.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

| | Income | | Expenses | | Operating result | | Grants and contributions | | Carrying amount of assets | |
|---|----------------|----------------|----------------|------------------|------------------|------------------|--------------------------|---------------|---------------------------|------------------|
| | 2023 | 2022 | 2023 | 2022 Restated | 2023 | 2022 Restated | 2023 | 2022 | 2023 | 2022 Restated |
| \$ '000 | | | | | | | | | | |
| Functions or activities | | | | | | | | | | |
| A HARMONIOUS AND PROUD COMMUNITY WITH STRONG SOCIAL SERVICES AND INFRASTRUCTURE QUALITY, WELL PLANNED DEVELOPMENT | 17,812 | 29,042 | 26,547 | 25,649 | (8,735) | 3,393 | 5,915 | 5,804 | 1,824 | 3,614 |
| A DIVERSE AND PRODUCTIVE ECONOMY | 2,205 | 2,340 | 4,817 | 5,251 | (2,612) | (2,911) | 264 | 86 | 103,087 | 86,511 |
| A PROTECTED ENVIRONMENT AND GREEN OPEN SPACES | 27,255 | 17,810 | 6,497 | 7,669 | 20,758 | 10,141 | 17,136 | 10,263 | 59,295 | 49,145 |
| LEADERSHIP AND TRANSPARENCY ACTIVE AND ACCESSIBLE PLACES AND SPACES | 35,938 | 31,999 | 38,346 | 35,986 | (2,408) | (3,987) | 4,414 | 1,570 | 121,108 | 109,442 |
| | 93,254 | 82,382 | 34,570 | 51,025 | 58,684 | 31,357 | 8,793 | 6,016 | 56,128 | 51,848 |
| | 22,482 | 12,247 | 47,111 | 23,824 | (24,629) | (11,577) | 13,930 | 5,327 | 1,525,550 | 1,479,342 |
| Total functions and activities | 198,946 | 175,820 | 157,888 | 149,404 | 41,058 | 26,416 | 50,452 | 29,066 | 1,866,992 | 1,779,902 |

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

A HARMONIOUS AND PROUD COMMUNITY WITH STRONG SOCIAL SERVICES AND INFRASTRUCTURE

- We create and support events that celebrate community and cultural identity and benefit the economy.
- Affordable and quality housing options are available.
- The community is socially and culturally connected.
- Diverse, vibrant community facilities and spaces are connected, well maintained and accessible.
- The community is safe and healthy.

QUALITY, WELL PLANNED DEVELOPMENT

- Sustainable development delivers better amenity and liveability of the community and the environment.
- The community helps to plan the LGA's future.
- Council-led development and assets provide quality, long-term benefits to everyone.

A DIVERSE AND PRODUCTIVE ECONOMY

- Local businesses are supported to help protect jobs and create employment opportunities.
- Outcomes from an Employment Lands Study ensure sufficient land is available for future employment growth.
- The ambitions for Hurstville and Kogarah as strategic centres are realised.

A PROTECTED ENVIRONMENT AND GREEN OPEN SPACES

- Council's environmentally sustainable practices inspire everyone to protect and nurture the natural environment.
- The LGA's waterways are healthy and accessible.
- Everyone has access to beautiful parks and open spaces.
- Local heritage is protected and promoted.

LEADERSHIP AND TRANSPARENCY

- The community is involved and listened to.
- Open, informed and transparent decision-making supports the interests of the community.
- Leadership focuses on innovation and improving the customer experience.
- Council's assets and resources are managed responsibly and with accountability.
- The workforce is inspiring, diverse and engaged.
- Council has a regional-approach to service delivery and facilities.

ACTIVE AND ACCESSIBLE PLACES AND SPACES

- The LGA has a range of transport options to connect people, goods and businesses.
- Roads, footpaths and cycleways are safe, accessible and free of congestion.
- Everyone, including people with disability, navigates the LGA in safety.
- Everyone has access to a range of active and passive recreation facilities.

B2 Sources of income

B2-1 Rates and annual charges

| \$ '000 | 2023 | 2022 |
|---|----------------|----------------|
| Ordinary rates | | |
| Residential | 67,388 | 64,443 |
| Business | 12,111 | 9,929 |
| Less: pensioner rebates | (1,213) | (1,217) |
| Rates levied to ratepayers | 78,286 | 73,155 |
| Pensioner rate subsidies received | 622 | 636 |
| Total ordinary rates | 78,908 | 73,791 |
| Special rates | | |
| Town improvement | – | (26) |
| Rates levied to ratepayers | – | (26) |
| Total special rates | – | (26) |
| Annual charges (pursuant to s496, 496A, 496B, 501 & 611) | | |
| Domestic waste management services | 27,591 | 27,324 |
| Stormwater management services | 1,218 | 1,216 |
| Waste management services (non-domestic) | 1,880 | 1,803 |
| Section 611 charges | 73 | 76 |
| Less: pensioner rebates | (493) | (522) |
| Annual charges levied | 30,269 | 29,897 |
| Pensioner annual charges subsidies received: | | |
| – Domestic waste management | 307 | 328 |
| Total annual charges | 30,576 | 30,225 |
| Total rates and annual charges | 109,484 | 103,990 |

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

| \$ '000 | Timing | 2023 | 2022 |
|--|--------|---------------|---------------|
| Specific user charges (per s502 - specific 'actual use' charges) | | | |
| Waste management services (non-domestic) | 1 | – | 7 |
| Total specific user charges | | – | 7 |
| Other user charges and fees | | | |
| (i) Fees and charges – statutory and regulatory functions (per s608) | | | |
| Planning and building regulation | 2 | 4,004 | 3,541 |
| Regulatory fees | 2 | 614 | 559 |
| Section 10.7 certificates (EP&A Act) | 2 | 330 | 347 |
| Section 603 certificates | 2 | 229 | 245 |
| Total fees and charges – statutory/regulatory | | 5,177 | 4,692 |
| (ii) Fees and charges – other (incl. general user charges (per s608)) | | | |
| Child care | 1 | 3,149 | 2,702 |
| Leaseback fees – Council vehicles | 1 | 363 | 364 |
| Leisure centre | 1 | 1,450 | 1,042 |
| Restoration charges | 2 | 935 | 1,177 |
| Golf course | 1 | 358 | 507 |
| Library | 2 | 62 | 29 |
| Parks income | 1 | 602 | 599 |
| Public halls | 1 | 976 | 443 |
| Tennis courts | 1 | 91 | 108 |
| Premium Facility – Netstrata Jubilee Stadium | 2 | 1,167 | 960 |
| Other | 2 | 177 | 129 |
| Total fees and charges – other | | 9,330 | 8,060 |
| Total other user charges and fees | | 14,507 | 12,752 |
| Total user charges and fees | | 14,507 | 12,759 |
| Timing of revenue recognition for user charges and fees | | | |
| User charges and fees recognised over time (1) | | 6,989 | 5,772 |
| User charges and fees recognised at a point in time (2) | | 7,518 | 6,987 |
| Total user charges and fees | | 14,507 | 12,759 |

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

| \$ '000 | Timing | 2023 | 2022 |
|---|--------|---------------|---------------|
| Rental income – investment property | 1 | 1,787 | 1,762 |
| Rental income – other council properties | 1 | 3,723 | 3,153 |
| Fines | 2 | 321 | 439 |
| Fines – parking | 2 | 6,415 | 5,870 |
| Legal fees recovery – rates and charges (extra charges) | 2 | 307 | 267 |
| Legal fees recovery – other | 2 | 748 | 278 |
| Commissions and agency fees | 2 | 215 | 290 |
| Diesel rebate | 2 | 22 | 21 |
| Insurance claims recoveries | 2 | 1,370 | 163 |
| Energy savings certificates | 2 | 388 | – |
| Sponsorships | 1 | 153 | 152 |
| Credit card surcharge | 2 | 101 | 18 |
| Tree management income | 2 | 219 | 163 |
| Lease rental income | 2 | 49 | 89 |
| Other | 2 | 180 | 233 |
| Total other revenue | | 15,998 | 12,898 |

Timing of revenue recognition for other revenue

| | | |
|---|---------------|---------------|
| Other revenue recognised over time (1) | 5,663 | 5,067 |
| Other revenue recognised at a point in time (2) | 10,335 | 7,831 |
| Total other revenue | 15,998 | 12,898 |

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

| \$ '000 | Timing | Operating 2023 | Operating 2022 | Capital 2023 | Capital 2022 |
|--|--------|-------------------|-------------------|-----------------|-----------------|
| General purpose grants and non-developer contributions (untied) | | | | | |
| General purpose (untied) | | | | | |
| Current year allocation | | | | | |
| Financial assistance | 2 | 1,354 | 2,350 | — | — |
| Payment in advance - future year allocation | | | | | |
| Financial assistance | 2 | 5,309 | 3,614 | — | — |
| Amount recognised as income during current year | | 6,663 | 5,964 | — | — |
| Special purpose grants and non-developer contributions (tied) | | | | | |
| Cash contributions | | | | | |
| Child care | 1 | 4,640 | 4,511 | — | — |
| Environmental programs | 1 | 634 | 282 | 22 | 147 |
| Library | 1 | 548 | 481 | 158 | 52 |
| LIRS subsidy | 1 | 3 | 11 | — | — |
| Storm/flood damage | 1 | 2,000 | — | — | — |
| Waste management | 1 | 100 | 169 | — | — |
| Parks | 1 | — | — | 2,066 | 152 |
| Stronger communities fund | 1 | — | — | 3,044 | 628 |
| Community services | 1 | 360 | 628 | 2,350 | — |
| Street lighting | 1 | 349 | 456 | — | — |
| Transport (roads to recovery) | 1 | 703 | 706 | — | — |
| Transport (other roads and bridges funding) | 1 | 110 | 67 | — | — |
| COVID-19 Pandemic Support | 1 | — | 250 | — | — |
| Other specific grants | 1 | 74 | 24 | — | 10 |
| Kerb and gutter | 1 | — | — | 3 | — |
| Transport for NSW contributions (regional roads, block grant) | 1 | 469 | 462 | 1,197 | 767 |
| Other contributions | 1 | 109 | 163 | 377 | — |
| Parks – contribution by sporting club | 1 | — | — | — | 723 |
| DCP and LEP Strategic Planning | 1 | 27 | 56 | — | — |
| Local Road and Community Infrastructure Grant | 1 | — | — | 2,394 | 2,151 |
| Information Management Technology | 1 | 344 | — | — | — |
| Stormwater drainage | 1 | 80 | — | — | — |
| RLRRP transport grant | 1 | 4,306 | — | — | — |
| Total special purpose grants and non-developer contributions – cash | | 14,856 | 8,266 | 11,611 | 4,630 |
| Non-cash contributions | | | | | |
| Dedications | 2 | — | — | 230 | — |
| Total other contributions – non-cash | | — | — | 230 | — |
| Total special purpose grants and non-developer contributions (tied) | | 14,856 | 8,266 | 11,841 | 4,630 |
| Total grants and non-developer contributions | | 21,519 | 14,230 | 11,841 | 4,630 |
| Comprising: | | | | | |
| – Commonwealth funding | | 7,509 | 6,683 | 2,835 | 2,779 |
| – State funding | | 13,914 | 7,278 | 8,398 | 1,198 |
| – Other funding | | 96 | 269 | 608 | 653 |
| | | 21,519 | 14,230 | 11,841 | 4,630 |

B2-4 Grants and contributions (continued)

Developer contributions

| \$ '000 | Notes | Timing | Operating 2023 | Operating 2022 | Capital 2023 | Capital 2022 |
|---|-------|--------|-------------------|-------------------|-----------------|-----------------|
| Developer contributions: | | | | | | |
| (s7.4 & s7.11 - EP&A Act, s64 of the LGA): | | | | | | |
| Cash contributions | | | | | | |
| S 7.4 – contributions using planning agreements | | 2 | – | – | – | 1,640 |
| S 7.11 – contributions towards amenities/services | | 2 | – | – | 17,092 | 8,471 |
| Total developer contributions – cash | | | – | – | 17,092 | 10,111 |
| Non-cash contributions | | | | | | |
| S 7.11 – contributions towards amenities/services | | 2 | – | – | – | 95 |
| Total developer contributions non-cash | | | – | – | – | 95 |
| Total developer contributions | | | – | – | 17,092 | 10,206 |
| Total contributions | | | – | – | 17,092 | 10,206 |
| Total grants and contributions | | | 21,519 | 14,230 | 28,933 | 14,836 |
| Timing of revenue recognition for grants and contributions | | | | | | |
| Grants and contributions recognised over time (1) | | | 14,856 | 8,267 | 11,611 | 4,628 |
| Grants and contributions recognised at a point in time (2) | | | 6,663 | 5,963 | 17,322 | 10,208 |
| Total grants and contributions | | | 21,519 | 14,230 | 28,933 | 14,836 |

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

| \$ '000 | Operating 2023 | Operating 2022 | Capital 2023 | Capital 2022 |
|---|-------------------|-------------------|-----------------|-----------------|
| Unspent grants and contributions | | | | |
| Unspent funds at 1 July | 2,311 | 799 | 86,733 | 75,852 |
| Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions | 4,116 | – | 17,093 | 10,112 |
| Add: Funds received and not recognised as revenue in the current year | 94 | 1,980 | 5,765 | 5,329 |
| Less: Funds recognised as revenue in previous years that have been spent during the reporting year | – | – | (3,269) | (2,161) |
| Less: Funds received in prior year but revenue recognised and funds spent in current year | (2,233) | (468) | (4,055) | (2,399) |
| Unspent funds at 30 June | 4,288 | 2,311 | 102,267 | 86,733 |

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

B2-4 Grants and contributions (continued)

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

| \$ '000 | 2023 | 2022 |
|---|--------------|--------------|
| Interest on financial assets measured at amortised cost | | |
| – Overdue rates and annual charges (incl. special purpose rates) | 222 | 198 |
| – Cash and investments | 6,266 | 1,398 |
| Dividend income from investments at fair value through profit or loss | 843 | – |
| Total interest and investment income (losses) | 7,331 | 1,596 |
| Interest and investment income is attributable to: | | |
| Unrestricted investments/financial assets: | | |
| Overdue rates and annual charges (general fund) | 161 | 143 |
| General Council cash and investments | 3,644 | 586 |
| Restricted investments/funds – external: | | |
| Development contributions | | |
| – Section 7.11 | 2,392 | 510 |
| – Section 7.4 VPAs | 360 | 92 |
| Domestic waste management operations | 668 | 214 |
| Other externally restricted assets Town Improvement Rates | 63 | 25 |
| Other externally restricted assets Stormwater Management | 3 | 2 |
| Restricted investments/funds – internal: | | |
| Internally restricted assets | 40 | 24 |
| Total interest and investment income | 7,331 | 1,596 |

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

| \$ '000 | Notes | 2023 | 2022 |
|---|-------|--------------|--------------|
| Fair value increment on investment properties | | | |
| Fair value increment on investment properties | | 1,073 | 7,953 |
| Total fair value increment on investment properties | C1-7 | 1,073 | 7,953 |
| Fair value increment on investments | | | |
| Fair value increment on investments through profit and loss | | 101 | 8 |
| Total Fair value increment on investments | | 101 | 8 |
| Total other income | | 1,174 | 7,961 |

B3 Costs of providing services

B3-1 Employee benefits and on-costs

| \$ '000 | 2023 | 2022 |
|--|---------------|---------------|
| Salaries and wages | 47,261 | 46,339 |
| Employee termination costs (where material – other than vested leave paid) | 408 | 2,308 |
| Travel expenses | 452 | 532 |
| Employee leave entitlements (ELE) | 5,594 | 4,620 |
| Superannuation | 5,040 | 4,659 |
| Superannuation – defined benefit plans | 481 | 612 |
| Workers' compensation insurance | 1,264 | 1,064 |
| Fringe benefit tax (FBT) | 252 | 89 |
| Training costs (other than salaries and wages) | 381 | 450 |
| Other | – | 3 |
| Total employee costs | 61,133 | 60,676 |
| Less: capitalised costs | (1,059) | (1,015) |
| Total employee costs expensed | 60,074 | 59,661 |
| Number of 'full-time equivalent' employees (FTE) at year end | 548 | 528 |

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

B3-2 Materials and services

| \$ '000 | Notes | 2023 | 2022 |
|---|-------|---------------|---------------|
| Raw materials and consumables | | 2,756 | 2,057 |
| Contractor and consultancy costs – waste services | | 22,749 | 22,465 |
| Contractor and consultancy costs – contractors (various services) | | 10,271 | 10,205 |
| Contractor and consultancy costs – consultancy costs | | 2,054 | 1,797 |
| Audit Fees | E2-1 | 160 | 150 |
| Councillor and Mayoral fees and associated expenses | E1-2 | 559 | 547 |
| Advertising | | 199 | 143 |
| Bank charges | | 90 | 90 |
| Election expenses | | 11 | 758 |
| Electricity and heating | | 1,308 | 1,045 |
| Insurance | | 1,826 | 1,903 |
| Postage | | 284 | 257 |
| Printing and stationery | | 281 | 291 |
| Street lighting | | 2,182 | 1,864 |
| Telephone and communications | | 326 | 507 |
| Valuation fees | | 368 | 289 |
| Catering food and beverage | | 319 | 197 |
| Commission charges | | 1,345 | 1,262 |
| Exhibitions, festivals and events | | 1,576 | 1,755 |
| Property expenses – utilities | | 1,036 | 594 |
| Property expenses – other | | 6,250 | 5,112 |
| Memberships and subscriptions | | 594 | 550 |
| Other recruitment and staff well being | | 197 | 68 |
| Legal expenses: | | | |
| – Legal expenses: planning and development | | 60 | 71 |
| – Legal expenses: other | | 2,368 | 1,955 |
| Expenses from leases of low value assets | | 374 | 355 |
| IT expenses | | 3,677 | 3,409 |
| Motor vehicle expenses | | 1,341 | 1,163 |
| Disaster Recovery Works | | 454 | – |
| Asset Equipment Purchases (non-capitalised) | | 142 | 257 |
| Maintenance of Library Assets & Processing | | 155 | 141 |
| Other maintenance of assets | | 36 | 16 |
| Other | | 170 | 154 |
| Total materials and services | | 65,518 | 61,427 |
| Total materials and services | | 65,518 | 61,427 |

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

| \$ '000 | 2023 | 2022 |
|--|----------|-----------|
| (i) Interest bearing liability costs | | |
| Interest on leases | 1 | 2 |
| Interest on loans | 1 | 9 |
| Total interest bearing liability costs | 2 | 11 |
| Total interest bearing liability costs expensed | 2 | 11 |
| Total borrowing costs expensed | 2 | 11 |

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

| \$ '000 | Notes | 2023 | 2022 Restated |
|---|-------|---------------|------------------|
| Depreciation and amortisation | | | |
| Plant and equipment | | 2,172 | 1,903 |
| Office equipment | | 306 | 532 |
| Furniture and fittings | | 255 | 260 |
| Infrastructure: | C1-6 | | |
| – Buildings – non-specialised | | 3,020 | 2,852 |
| – Buildings – specialised | | 2,651 | 3,087 |
| – Roads | | 7,409 | 7,634 |
| – Footpaths | | 1,398 | 1,386 |
| – Stormwater drainage | | 1,403 | 1,390 |
| – Open space and other structures | | 7,495 | 3,857 |
| Right of use assets | C2-1 | 44 | 46 |
| Other assets: | | | |
| – Library books | | 347 | 334 |
| Intangible assets | C1-8 | 105 | 407 |
| Total depreciation, amortisation and impairment for non-financial assets | | 26,605 | 23,688 |

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Intangible assets that have an indefinite useful life, or are not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

| \$ '000 | Notes | 2023 | 2022 |
|--|-------|--------------|--------------|
| Impairment of receivables | | | |
| Other | | (976) | 1,412 |
| Total impairment of receivables | C1-4 | (976) | 1,412 |
| Fair value decrement on investments | | | |
| Fair value decrement on investments through profit and loss | | – | 246 |
| Total Fair value decrement on investments | C1-2 | – | 246 |
| Other | | | |
| Contributions/levies to other levels of government | | | |
| – Department of planning levy | | 318 | 313 |
| – Emergency services levy (includes FRNSW, SES, and RFS levies) | | 2,693 | 1,917 |
| – Other contributions/levies | | – | 1 |
| Donations, contributions and assistance to other organisations (Section 356) | | 801 | 728 |
| Total other | | 3,812 | 2,959 |
| Total other expenses | | 2,836 | 4,617 |

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

| \$ '000 | Notes | 2023 | 2022 |
|---|-------|----------------|--------------|
| Gain (or loss) on disposal of property (excl. investment property) | | | |
| Less: carrying amount of property assets sold/written off | | (43) | — |
| Gain (or loss) on disposal | | (43) | — |
| Gain (or loss) on disposal of plant and equipment | | | |
| Proceeds from disposal – plant and equipment | | 628 | 1,100 |
| Less: carrying amount of plant and equipment assets sold/written off | | (133) | (336) |
| Gain (or loss) on disposal | | 495 | 764 |
| Gain (or loss) on disposal of infrastructure | | | |
| Proceeds from disposal – infrastructure | | — | 240 |
| Less: carrying amount of infrastructure assets sold/written off | | (3,117) | — |
| Gain (or loss) on disposal | | (3,117) | 240 |
| Gain (or loss) on disposal of investments | | | |
| Proceeds from disposal/redemptions/maturities – investments | | 89,263 | 74,532 |
| Less: carrying amount of investments sold/redeemed/matured | | (89,267) | (74,564) |
| Gain (or loss) on disposal | | (4) | (32) |
| Gain (or loss) on disposal of intangible assets | | | |
| Less: carrying amount of intangible assets sold/written off | C1-8 | (157) | — |
| Gain (or loss) on disposal | | (157) | — |
| Office Equipment | | | |
| Proceeds from disposal – Office equipment | | 6 | 2 |
| Less: carrying amount of Office equipment assets sold/written off | | — | — |
| Gain (or loss) on disposal | | 6 | 2 |
| Library Collection | | | |
| Proceeds from disposal – Library collection | | — | — |
| Less: carrying amount of Library collection assets sold/written off | | (33) | (28) |
| Gain (or loss) on disposal | | (33) | (28) |
| Land | | | |
| Proceeds from disposal – Land | | — | 11,110 |
| Less: carrying amount of Land assets sold/written off | | — | (4,506) |
| Gain (or loss) on disposal | | — | 6,604 |
| Net gain (or loss) from disposal of assets | | (2,853) | 7,550 |

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 27 June 2022 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

| \$ '000 | 2023 Budget | 2023 Actual | 2023 ----- Variance ----- | |
|--|----------------|----------------|------------------------------|-----------------|
| Revenues | | | | |
| Rates and annual charges | 107,698 | 109,484 | 1,786 | 2% F |
| User charges and fees | 15,843 | 14,507 | (1,336) | (8)% U |
| Development & Building revenue was down due to lower than expected demand for services in 2022/23. | | | | |
| Other revenues | 13,447 | 15,998 | 2,551 | 19% F |
| Increased income from Carparking and Other Regulatory Fines, and Fair Value Adjustments for Investment Properties. | | | | |
| Operating grants and contributions | 13,801 | 21,519 | 7,718 | 56% F |
| Received an early payment of the entire 2023/24 Financial Assistance Grant in June 2023. | | | | |
| Capital grants and contributions | 16,372 | 28,933 | 12,561 | 77% F |
| Higher than anticipated Section 94 Contributions, particularly in Open Space and Recreation Contribution plans. | | | | |
| Interest and investment revenue | 1,761 | 7,331 | 5,570 | 316% F |
| Higher than anticipated returns on investments due to increases in the cash rate by the Reserve Bank. | | | | |
| Net gains from disposal of assets | 241 | – | (241) | (100)% U |
| Losses occurred as a result of write-offs to the values of assets within Roads, Bridges and Footpaths and Open Space and Recreation. | | | | |
| Other income | – | 1,174 | 1,174 | ∞ F |
| Insurance claim received for damage to Council Civic Building, which offset some expenditure in Materials and Services. | | | | |

B5-1 Material budget variations (continued)

| \$ '000 | 2023 Budget | 2023 Actual | 2023 ----- Variance ----- | |
|---|-----------------|-----------------|------------------------------|----------------|
| Expenses | | | | |
| Employee benefits and on-costs | 62,631 | 60,074 | 2,557 | 4% F |
| Under budget due to a number of vacancies throughout the year. | | | | |
| Materials and services | 59,209 | 65,518 | (6,309) | (11)% U |
| Unbudgeted costs for Insurance work done to repair damage to Council Civic Building (offset by Insurance Claim revenue); Higher than anticipated spend on Legal costs in Class 1 and Class 4 Appeals. | | | | |
| Borrowing costs | 5 | 2 | 3 | 60% F |
| Savings were due to a loan being fully repaid midway through the year. | | | | |
| Depreciation, amortisation and impairment of non-financial assets | 25,692 | 26,605 | (913) | (4)% U |
| Other expenses | 4,042 | 2,836 | 1,206 | 30% F |
| A \$1 million write down in the provision for doubtful debts occurred for 2022/23 as a number of debts were written off during the year. The corresponding credit to this transaction shows as a reduction in doubtful debts expense within other expenses. | | | | |
| Net losses from disposal of assets | – | 2,853 | (2,853) | ∞ U |
| Losses occurred as a result of write-offs to the values of assets within Roads, Bridges and Footpaths and Open Space and Recreation. | | | | |
| Statement of cash flows | | | | |
| Cash flows from operating activities | 46,428 | 63,446 | 17,018 | 37% F |
| Cash flows from investing activities | (39,399) | (61,184) | (21,785) | 55% U |
| Cash flows from financing activities | (125) | (170) | (45) | 36% U |

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

| \$ '000 | 2023 | 2022 |
|--|---------------|---------------|
| Cash assets | | |
| Cash on hand and at bank | 24,417 | 19,443 |
| Cash equivalent assets | | |
| – Deposits at call | 2,208 | 5,090 |
| Total cash and cash equivalents | 26,625 | 24,533 |

Reconciliation of cash and cash equivalents

| | | |
|---|---------------|---------------|
| Total cash and cash equivalents per Statement of Financial Position | 26,625 | 24,533 |
| Balance as per the Statement of Cash Flows | 26,625 | 24,533 |

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|---|-----------------|---------------------|-----------------|---------------------|
| Financial assets at fair value through the profit and loss | | | | |
| Floating Rate Notes (with maturities > 3 months) | 2,000 | 39,445 | 23,248 | – |
| Total | 2,000 | 39,445 | 23,248 | – |
| Debt securities at amortised cost | | | | |
| Long term deposits | 65,000 | 94,000 | 89,013 | 51,000 |
| Total | 65,000 | 94,000 | 89,013 | 51,000 |
| Total financial investments | 67,000 | 133,445 | 112,261 | 51,000 |
| Total cash assets, cash equivalents and investments | 93,625 | 133,445 | 136,794 | 51,000 |

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in Floating Rate Notes (FRNs) and Negotiable Certificate of Deposits (NCDs) in the Statement of Financial Position.

C1-3 Restricted and allocated cash, cash equivalents and investments

| \$ '000 | 2023 | 2022 |
|--|------------------|------------------|
| (a) Externally restricted cash, cash equivalents and investments | | |
| Total cash, cash equivalents and investments | 227,070 | 187,794 |
| Less: Externally restricted cash, cash equivalents and investments | (136,970) | (115,976) |
| Cash, cash equivalents and investments not subject to external restrictions | 90,100 | 71,818 |
| External restrictions | | |
| External restrictions – included in liabilities | | |
| External restrictions included in cash, cash equivalents and investments above comprise: | | |
| Specific purpose unexpended grants – general fund | 11,831 | 8,143 |
| External restrictions – included in liabilities | 11,831 | 8,143 |
| External restrictions – other | | |
| External restrictions included in cash, cash equivalents and investments above comprise: | | |
| Developer contributions – general | 98,848 | 82,270 |
| Environmental and stormwater levies | 2,097 | 1,897 |
| Town improvement levy | 2,172 | 2,234 |
| Special rate levy | 382 | 519 |
| Domestic waste management | 21,640 | 20,913 |
| External restrictions – other | 125,139 | 107,833 |
| Total external restrictions | 136,970 | 115,976 |

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

| \$ '000 | 2023 | 2022 |
|--|-----------------|-----------------|
| (b) Internal allocations | | |
| Cash, cash equivalents and investments not subject to external restrictions | 90,100 | 71,818 |
| Less: Internally restricted cash, cash equivalents and investments | (72,352) | (61,818) |
| Unrestricted and unallocated cash, cash equivalents and investments | 17,748 | 10,000 |
| Internal allocations | | |
| At 30 June, Council has internally allocated funds to the following: | | |
| Plant and vehicle replacement | 7,038 | 7,884 |
| Employees leave entitlement | 6,126 | 6,126 |
| Deposits, retentions and bonds | 4,240 | 4,240 |
| Childcare equipment | 956 | 956 |
| Election reserve | 1,812 | 1,823 |
| Hurstville golf course | 112 | 112 |
| Asset management | 15,289 | 6,514 |
| Commercial property | 20,166 | 20,279 |
| Strategic centres | 5,743 | 5,743 |
| Financial assistance grant | 5,309 | 3,614 |
| Revolving Energy | 105 | 69 |
| Tree Preservation | 1,011 | 606 |
| Stronger communities fund | – | 1,790 |

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

| \$ '000 | 2023 | 2022 |
|-----------------------------------|---------------|---------------|
| Aquatic facilities | 58 | 115 |
| Merger Initiatives Allocation | 1,388 | 1,388 |
| Outdoor Synthetic Sports Fields | 114 | 114 |
| Heritage Building Grants Program | 23 | 67 |
| Street Lighting | 179 | 179 |
| Passenger Sustainable Fleet | 31 | 31 |
| Waste Strategy Implementation | 2,550 | 168 |
| Net Zero Emissions | 102 | — |
| Total internal allocations | 72,352 | 61,818 |

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

| \$ '000 | 2023 | 2022 |
|--|---------------|---------------|
| (c) Unrestricted and unallocated | | |
| Unrestricted and unallocated cash, cash equivalents and investments | 17,748 | 10,000 |

C1-4 Receivables

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|---|-------------------------|-----------------------------|-------------------------|-----------------------------|
| Rates and annual charges | 4,346 | – | 4,097 | – |
| Interest and extra charges | 667 | – | 620 | – |
| User charges and fees | 2,967 | – | 3,842 | – |
| Contributions to works | 1 | – | 1 | – |
| Accrued revenues | | | | |
| – Interest on investments | 2,006 | – | 604 | – |
| – Other income accruals | 1,658 | – | 779 | – |
| Government grants and subsidies | 132 | – | 125 | – |
| Net GST receivable | 1,013 | – | 1,469 | – |
| Other debtors | 2 | – | 2 | – |
| Total | 12,792 | – | 11,539 | – |
| Less: provision for impairment | | | | |
| Debtors | (403) | – | (2,022) | – |
| Total provision for impairment – receivables | (403) | – | (2,022) | – |
| Total net receivables | 12,389 | – | 9,517 | – |
| Externally restricted receivables | | | | |
| Domestic waste management | 1,175 | – | 1,106 | – |
| Town improvement | (7) | – | (6) | – |
| Stormwater management | 29 | – | 24 | – |
| Total external restrictions | 1,197 | – | 1,124 | – |
| Unrestricted receivables | 11,192 | – | 8,393 | – |
| Total net receivables | 12,389 | – | 9,517 | – |

| \$ '000 | 2023 | 2022 |
|--|-------------|--------------|
| Movement in provision for impairment of receivables | | |
| Balance at the beginning of the year | 2,022 | 617 |
| + new provisions recognised during the year | 150 | 1,706 |
| – amounts already provided for and written off this year | (642) | (8) |
| – amounts provided for but recovered during the year | (1,127) | (293) |
| Balance at the end of the year | 403 | 2,022 |

C1-4 Receivables (continued)

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|----------------------------------|-----------------|---------------------|-----------------|---------------------|
| (i) Inventories at cost | | | | |
| Stores and materials | 82 | – | 98 | – |
| Total inventories at cost | 82 | – | 98 | – |
| Total inventories | 82 | – | 98 | – |

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Infrastructure, property, plant and equipment

| By aggregated asset class | At 1 July 2022 | | | Asset movements during the reporting period | | | | | | | | At 30 June 2023 | | |
|--|-----------------------------------|---|---------------------------------|---|----------------------|-----------------------------|----------------------|---------------|---------------------------|--|--|-----------------------|---|---------------------|
| | Gross carrying amount Restated | Accumulated depreciation and impairment Restated | Net carrying amount Restated | Additions renewals ¹ | Additions new assets | Carrying value of disposals | Depreciation expense | WIP transfers | Adjustments and transfers | Revaluation decrements to equity (ARR) | Revaluation increments to equity (ARR) | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount |
| \$ '000 | | | | | | | | | | | | | | |
| Capital work in progress | 16,804 | – | 16,804 | 2,945 | 7,419 | – | – | (5,336) | 193 | – | – | 22,025 | – | 22,025 |
| Plant and equipment | 22,769 | (13,574) | 9,195 | – | 1,068 | (133) | (2,172) | 340 | 17 | – | 1,179 | 18,563 | (9,070) | 9,493 |
| Office equipment | 5,671 | (5,273) | 398 | – | 97 | – | (306) | – | – | – | – | 5,768 | (5,579) | 189 |
| Furniture and fittings | 4,576 | (3,159) | 1,417 | – | – | – | (255) | – | – | – | – | 4,576 | (3,414) | 1,162 |
| Land: | | | | | | | | | | | | | | |
| – Operational land | 344,027 | – | 344,027 | – | 1,743 | – | – | – | (1,400) | (5,290) | – | 339,081 | – | 339,081 |
| – Community land | 135,674 | – | 135,674 | – | 230 | – | – | – | 758 | – | 17,073 | 153,735 | – | 153,735 |
| – Council controlled land | 27,227 | – | 27,227 | – | – | – | – | – | 642 | – | 2,318 | 30,187 | – | 30,187 |
| – Land under roads (post 30/6/08) | 727 | – | 727 | – | – | – | – | – | – | – | – | 727 | – | 727 |
| Infrastructure: | | | | | | | | | | | | | | |
| – Buildings – non-specialised | 156,481 | (40,738) | 115,743 | 19 | 1,585 | (17) | (3,020) | 2,747 | 96 | – | 15,727 | 181,421 | (48,541) | 132,880 |
| – Buildings – specialised | 152,369 | (42,897) | 109,472 | – | – | (26) | (2,651) | – | – | – | 15,759 | 173,286 | (50,732) | 122,554 |
| – Roads | 563,922 | (136,732) | 427,190 | 6,530 | 490 | (1,828) | (7,409) | 260 | 1,782 | (54,010) | – | 576,727 | (203,722) | 373,005 |
| – Footpaths | 110,615 | (54,363) | 56,252 | 762 | – | (389) | (1,398) | 2 | 81 | – | 3,149 | 116,700 | (58,242) | 58,458 |
| – Bulk earthworks (non-depreciable) | 138,761 | – | 138,761 | 882 | – | – | – | – | 23 | – | 32,496 | 172,162 | – | 172,162 |
| – Stormwater drainage | 162,155 | (77,763) | 84,392 | 974 | – | (5) | (1,403) | 115 | (504) | – | 8,676 | 182,928 | (90,685) | 92,243 |
| – Open space and other structures ² | 126,542 | (41,459) | 85,083 | 415 | 821 | (894) | (7,495) | 1,872 | (1,817) | – | 10,001 | 148,416 | (60,433) | 87,983 |
| Other assets: | | | | | | | | | | | | | | |
| – Library books | 3,378 | (2,511) | 867 | – | 373 | (33) | (347) | – | – | – | 8 | 3,397 | (2,530) | 867 |
| Total infrastructure, property, plant and equipment | 1,971,698 | (418,469) | 1,553,229 | 12,527 | 13,826 | (3,325) | (26,456) | – | (129) | (59,300) | 106,386 | 2,129,699 | (532,948) | 1,596,751 |

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Open Space and Other Structures asset categories have been merged into the one category as they contain assets of a similar nature.

C1-6 Infrastructure, property, plant and equipment (continued)

| By aggregated asset class | At 1 July 2021 | | | Asset movements during the reporting period | | | | | | | | At 30 June 2022 | | |
|--|--------------------------------|--|------------------------------|---|----------------------|-----------------------------|----------------------|---------------|---------------------------|--|--|--------------------------------|--|------------------------------|
| | Gross carrying amount Restated | Accumulated depreciation and impairment Restated | Net carrying amount Restated | Additions renewals ¹ | Additions new assets | Carrying value of disposals | Depreciation expense | WIP transfers | Adjustments and transfers | Revaluation decrements to equity (ARR) | Revaluation increments to equity (ARR) | Gross carrying amount Restated | Accumulated depreciation and impairment Restated | Net carrying amount Restated |
| \$ '000 | | | | | | | | | | | | | | |
| Capital work in progress | 36,629 | – | 36,629 | 2,238 | 5,787 | – | – | (27,119) | (731) | – | – | 16,804 | – | 16,804 |
| Plant and equipment | 21,327 | (14,063) | 7,264 | – | 3,998 | (287) | (1,903) | 123 | – | – | – | 22,769 | (13,574) | 9,195 |
| Office equipment | 5,671 | (4,741) | 930 | – | – | – | (532) | – | – | – | – | 5,671 | (5,273) | 398 |
| Furniture and fittings | 4,576 | (2,899) | 1,677 | – | – | – | (260) | – | – | – | – | 4,576 | (3,159) | 1,417 |
| Land: | | | | | | | | | | | | | | |
| – Operational land | 227,173 | – | 227,173 | – | – | (4,506) | – | – | – | – | 121,361 | 344,027 | – | 344,027 |
| – Community land | 135,579 | – | 135,579 | – | 95 | – | – | – | – | – | – | 135,674 | – | 135,674 |
| – Land under roads (post 30/6/08) | 727 | – | 727 | – | – | – | – | – | – | – | – | 727 | – | 727 |
| – Council controlled land | 27,227 | – | 27,227 | – | – | – | – | – | – | – | – | 27,227 | – | 27,227 |
| Infrastructure: | | | | | | | | | | | | | | |
| – Buildings – non-specialised | 130,412 | (40,946) | 89,466 | 269 | 1,004 | – | (2,852) | 13,940 | – | – | 13,917 | 156,481 | (40,738) | 115,743 |
| – Buildings – specialised | 143,490 | (47,311) | 96,179 | – | – | – | (3,087) | – | – | – | 16,379 | 152,369 | (42,897) | 109,472 |
| – Roads | 582,728 | (160,852) | 421,876 | 4,028 | 277 | – | (7,634) | 233 | – | – | 8,409 | 563,922 | (136,732) | 427,190 |
| – Footpaths | 109,661 | (41,696) | 67,965 | 164 | 572 | – | (1,386) | 2,941 | – | (14,004) | – | 110,615 | (54,363) | 56,252 |
| – Bulk earthworks (non-depreciable) | 112,315 | – | 112,315 | – | – | – | – | – | – | – | 26,446 | 138,761 | – | 138,761 |
| – Stormwater drainage | 160,773 | (77,183) | 83,590 | 540 | 110 | – | (1,390) | 2 | – | – | 1,540 | 162,155 | (77,763) | 84,392 |
| – Other open space/recreational assets | 112,711 | (43,229) | 69,482 | 809 | 1,879 | – | (3,857) | 9,880 | – | – | 6,890 | 126,542 | (41,459) | 85,083 |
| Other assets: | | | | | | | | | | | | | | |
| – Library books | 3,429 | (2,532) | 897 | – | 372 | (27) | (334) | – | – | (39) | – | 3,378 | (2,511) | 867 |
| – Other | 444 | (395) | 49 | – | – | (49) | – | – | – | – | – | – | – | – |
| Total infrastructure, property, plant and equipment | 1,814,872 | (435,847) | 1,379,025 | 8,048 | 14,094 | (4,869) | (23,235) | – | (731) | (14,043) | 194,942 | 1,971,698 | (418,469) | 1,553,229 |

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the Council will obtain ownership at the end of the lease term. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

| Plant and equipment | Years | Other equipment | Years |
|-----------------------------------|--------------|--------------------------------------|--------------|
| Office equipment | 2 to 10 | Playground equipment | 5 to 15 |
| Office furniture | 10 to 20 | Benches, seats etc. | 10 to 20 |
| Computer equipment | 2 to 4 | | |
| Vehicles | 3 to 8 | Buildings | |
| Heavy plant/road making equipment | 3 to 30 | Buildings: masonry | 50 to 150 |
| Other plant and equipment | 3 to 20 | Buildings: other | 15 to 60 |
| Transportation assets | | Stormwater assets | |
| Sealed roads: surface | 25 to 40 | Drains | 80 to 150 |
| Sealed roads: structure | 50 to 100 | Culverts | 20 to 150 |
| Unsealed roads | 20 | Flood control structures | 80 to 100 |
| Bridge: concrete | 100 | | |
| Bridge: other | 50 | Other infrastructure assets | |
| Road pavements | 60 to 80 | Bulk earthworks | Infinite |
| Kerb, gutter and footpaths | 30 to 100 | Swimming pools | 50 to 75 |
| | | Other open space/recreational assets | 5 to 150 |
| | | Other infrastructure | 5 to 100 |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-7 Investment properties

| \$ '000 | 2023 | 2022 |
|---|---------------|---------------|
| Owned investment property | | |
| Investment property on hand at fair value | 29,026 | 27,953 |
| Total owned investment property | 29,026 | 27,953 |
| Owned investment property | | |
| At fair value | | |
| Opening balance at 1 July | 27,953 | 20,000 |
| Net gain/(loss) from fair value adjustments | 1,073 | 7,953 |
| Closing balance at 30 June | 29,026 | 27,953 |

Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as a separate line item.

Properties that are under construction for future use as investment properties are regarded as investment property. These are also carried at fair value unless the fair value cannot yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete.

C1-8 Intangible assets

Intangible assets are as follows:

| \$ '000 | 2023 | 2022 |
|--|------------|------------|
| Software | | |
| Opening values at 1 July | | |
| Gross book value | 552 | 4,297 |
| Accumulated amortisation | (290) | (3,396) |
| Net book value – opening balance | 262 | 901 |
| Movements for the year | | |
| Amortisation charges | (105) | (407) |
| Gross book value written off ¹ | (552) | (3,745) |
| Accumulated amortisation charges written off | 395 | 3,513 |
| Closing values at 30 June | | |
| Gross book value | – | 552 |
| Accumulated amortisation | – | (290) |
| Total software – net book value | – | 262 |

(1) Previously capitalised software has been derecognised as an intangible asset due to the operational nature of the original transactions.

| | | |
|---|----------|------------|
| Total intangible assets – net book value | – | 262 |
|---|----------|------------|

Accounting policy

Software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include external direct costs of materials and services, direct payroll, and payroll related costs of employees' time spent on the project. Amortisation is calculated on a straight line basis over periods generally ranging from three to five years. Software development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility, and where Council has an intention and ability to use the asset.

C1-9 Other

Other assets

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|---------------------------|-----------------|---------------------|-----------------|---------------------|
| Prepayments | 1,605 | – | 951 | – |
| Total other assets | 1,605 | – | 951 | – |

C2 Leasing activities

C2-1 Council as a lessee

IT equipment

Leases for IT equipment are generally for low value assets, except for significant items such as photocopiers and servers. The leases are for between 2 and 5 years, the payments are fixed, and there is a renewal option. Due to advances in technology, it is unlikely that Council would renew the leases at the end of the term.

(a) Right of use assets

| \$ '000 | IT Equipment | Total |
|----------------------------------|--------------|-----------|
| 2023 | | |
| Opening balance at 1 July | 98 | 98 |
| Additions to right-of-use assets | 13 | 13 |
| Depreciation charge | (44) | (44) |
| Balance at 30 June | 68 | 68 |
| 2022 | | |
| Opening balance at 1 July | 119 | 119 |
| Additions to right-of-use assets | 25 | 25 |
| Depreciation charge | (46) | (46) |
| Balance at 30 June | 98 | 98 |

(b) Lease liabilities

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|--------------------------------|-----------------|---------------------|-----------------|---------------------|
| Lease liabilities ¹ | 38 | 28 | 44 | 53 |
| Total lease liabilities | 38 | 28 | 44 | 53 |

(1) All lease liabilities are in relation to IT equipment right of use assets

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

| \$ '000 | < 1 year | 1 – 5 years | Total | Total per Statement of Financial Position |
|-------------|----------|-------------|-------|--|
| 2023 | | | | |
| Cash flows | 38 | 28 | 66 | 66 |
| 2022 | | | | |
| Cash flows | 45 | 52 | 97 | 97 |

C2-1 Council as a lessee (continued)

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

| \$ '000 | 2023 | 2022 |
|---------------------------------------|------------|------------|
| Interest on lease liabilities | 1 | 2 |
| Depreciation of right of use assets | 44 | 46 |
| Expenses relating to low-value leases | 374 | 355 |
| | 419 | 403 |

(e) Statement of Cash Flows

| | | |
|-------------------------------|--------------|--------------|
| Total cash outflow for leases | (419) | (403) |
| | (419) | (403) |

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-9)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Council's service delivery objective (refer note C1-8).

| \$ '000 | 2023 | 2022 |
|---------|------|------|
|---------|------|------|

(i) Assets held as investment property

Investment property operating leases relate to commercial investment properties located in the Georges River Council area, leased to tenants under long-term operating leases.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

| | | |
|--|--------------|--------------|
| Lease income (excluding variable lease payments not dependent on an index or rate) | 1,787 | 1,762 |
| Lease income relating to variable lease payments not dependent on an index or a rate | 12 | 7 |
| Total income relating to operating leases for investment property assets | 1,799 | 1,769 |

Operating lease expenses

| | | |
|--|------------|------------|
| Direct operating expenses that generated rental income | 544 | 619 |
| Total expenses relating to operating leases | 544 | 619 |

Repairs and maintenance: investment property

| | | |
|---|------------|------------|
| Other | 180 | 208 |
| Total repairs and maintenance: investment property | 180 | 208 |

(ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of generating property rental income to assist in funding services for the community, the table below relates to operating leases on assets disclosed in C1-8.

| | | |
|--|--------------|--------------|
| Lease income (excluding variable lease payments not dependent on an index or rate) | 2,255 | 2,157 |
| Total income relating to operating leases for Council assets | 2,255 | 2,157 |

Amount of IPPE leased out by Council under operating leases

| | | |
|--|---------------|---------------|
| Buildings | 63,947 | 60,681 |
| Total amount of IPPE leased out by Council under operating leases | 63,947 | 60,681 |

Reconciliation of IPPE assets leased out as operating leases

| \$ '000 | 2023 | 2022 |
|---------|------|------|
|---------|------|------|

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

| | | |
|----------|-------|-------|
| < 1 year | 2,232 | 2,342 |
|----------|-------|-------|

C2-2 Council as a lessor (continued)

| \$ '000 | 2023 | 2022 |
|---|---------------|---------------|
| 1–2 years | 1,732 | 2,154 |
| 2–3 years | 1,371 | 1,651 |
| 3–4 years | 1,151 | 1,287 |
| 4–5 years | 568 | 1,073 |
| > 5 years | 5,145 | 5,446 |
| Total undiscounted lease payments to be received | 12,199 | 13,953 |

C3 Liabilities of Council

C3-1 Payables

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|--|-----------------|---------------------|-----------------|---------------------|
| Goods and services – operating expenditure | 1,542 | – | 3,507 | – |
| Goods and services – capital expenditure | 1,557 | – | 300 | – |
| Prepaid rates | 979 | – | 869 | – |
| Accrued expenses: | | | | |
| – Salaries and wages | 1,135 | – | 857 | – |
| – Other expenditure accruals | 9,710 | – | 7,216 | – |
| Security bonds, deposits and retentions | 11,327 | – | 10,550 | – |
| ATO fringe benefits tax | 50 | – | 15 | – |
| Other | 2,187 | – | 2,698 | – |
| Total payables | 28,487 | – | 26,012 | – |

Current payables not anticipated to be settled within the next twelve months

| \$ '000 | 2023 | 2022 |
|---|--------------|--------------|
| The following liabilities, even though classified as current, are not expected to be settled in the next 12 months. | | |
| Payables – security bonds, deposits and retentions | 9,311 | 7,747 |
| Total payables | 9,311 | 7,747 |

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

| \$ '000 | Notes | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|--|-------|-----------------|---------------------|-----------------|---------------------|
| Grants and contributions received in advance: | | | | | |
| Unexpended capital grants (to construct Council controlled assets) | (i) | 7,528 | – | 8,876 | – |
| Unexpended operating grants (received prior to performance obligation being satisfied) | (ii) | 186 | – | 2,311 | – |
| Total grants received in advance | | 7,714 | – | 11,187 | – |
| Other - Prepaid Income | | 589 | – | 300 | – |
| Total contract liabilities | | 8,303 | – | 11,487 | – |

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

Revenue recognised that was included in the contract liability balance at the beginning of the period

| \$ '000 | 2023 | 2022 |
|--|--------------|--------------|
| Grants and contributions received in advance: | | |
| Capital grants (to construct Council controlled assets) | 7,099 | 2,777 |
| Operating grants (received prior to performance obligation being satisfied) | 2,333 | 350 |
| Total revenue recognised that was included in the contract liability balance at the beginning of the period | 9,432 | 3,127 |

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|------------------------------|-----------------|---------------------|-----------------|---------------------|
| Loans – secured ¹ | – | – | 125 | – |
| Total borrowings | – | – | 125 | – |

(1) Loans are secured over the general rating income of Council.

Borrowings relating to restricted assets

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|---|-----------------|---------------------|-----------------|---------------------|
| Total borrowings relating to unrestricted assets | – | – | 125 | – |
| Total borrowings | – | – | 125 | – |

(a) Changes in liabilities arising from financing activities

| | 2022 | | Non-cash movements | 2023 |
|--|--------------------|--------------|--|--------------------|
| | Opening Balance | Cash flows | Acquisition due to change in accounting policy | Closing balance |
| \$ '000 | | | | |
| Loans – secured | 125 | (125) | – | – |
| Lease liability (Note C2-1b) | 97 | (31) | – | 66 |
| Total liabilities from financing activities | 222 | (156) | – | 66 |

| | 2021 | | Non-cash movements | 2022 |
|--|--------------------|--------------|---|--------------------|
| | Opening Balance | Cash flows | Acquisition due to change in accounting policy | Closing balance |
| \$ '000 | | | | |
| Loans – secured | 625 | (500) | – | 125 |
| Lease liability (Note C2-1b) | 118 | (21) | – | 97 |
| Total liabilities from financing activities | 743 | (521) | – | 222 |

(b) Financing arrangements

| \$ '000 | 2023 | 2022 |
|---|--------------|--------------|
| Total facilities | | |
| Bank overdraft facilities ¹ | – | 500 |
| Credit cards/purchase cards | 250 | 250 |
| Other - Bank Guarantee | 1,310 | 1,310 |
| Total financing arrangements | 1,560 | 2,060 |
| Drawn facilities | | |
| – Credit cards/purchase cards | 34 | 36 |
| – Other - Bank Guarantee | 410 | 410 |
| Total drawn financing arrangements | 444 | 446 |

C3-3 Borrowings (continued)

| \$ '000 | 2023 | 2022 |
|---|--------------|--------------|
| Undrawn facilities | | |
| – Bank overdraft facilities | – | 500 |
| – Credit cards/purchase cards | 216 | 214 |
| – Other - Bank Guarantee | 900 | 900 |
| Total undrawn financing arrangements | 1,116 | 1,614 |

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

| \$ '000 | 2023 Current | 2023 Non-current | 2022 Current | 2022 Non-current |
|--|-----------------|---------------------|-----------------|---------------------|
| Annual leave | 4,206 | – | 4,500 | – |
| Sick leave | 138 | – | 149 | – |
| Long service leave | 7,461 | 468 | 7,294 | 531 |
| Other leave – RDO and TOIL | 236 | – | 228 | – |
| Total employee benefit provisions | 12,041 | 468 | 12,171 | 531 |

Current employee benefit provisions not anticipated to be settled within the next twelve months

| \$ '000 | 2023 | 2022 |
|--|--------------|--------------|
| The following provisions, even though classified as current, are not expected to be settled in the next 12 months. | | |
| Provisions – employees benefits | 6,128 | 6,053 |
| | 6,128 | 6,053 |

Description of and movements in provisions

| \$ '000 | ELE provisions | | | | Total |
|--|----------------|------------|--------------------|-------------------------|---------------|
| | Annual leave | Sick leave | Long service leave | Other employee benefits | |
| 2023 | | | | | |
| At beginning of year | 4,500 | 149 | 7,825 | 228 | 12,702 |
| Additional provisions | 3,815 | 3 | 1,790 | 204 | 5,812 |
| Amounts used (payments) | (4,107) | (11) | (1,304) | (198) | (5,620) |
| Remeasurement effects | (2) | (3) | (149) | 2 | (152) |
| Other – LSL Receipts | – | – | (233) | – | (233) |
| Total ELE provisions at end of year | 4,206 | 138 | 7,929 | 236 | 12,509 |
| 2022 | | | | | |
| At beginning of year | 4,798 | 333 | 9,636 | 224 | 14,991 |
| Additional provisions | 3,751 | 4 | 1,616 | 191 | 5,562 |
| Amounts used (payments) | (3,970) | (159) | (2,595) | (186) | (6,910) |
| Remeasurement effects | (79) | (29) | (704) | (1) | (813) |
| Other – LSL Receipts | – | – | (128) | – | (128) |
| Total ELE provisions at end of year | 4,500 | 149 | 7,825 | 228 | 12,702 |

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at

C3-4 Employee benefit provisions (continued)

the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation and payroll tax expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

C3-5 Provisions

| \$ '000 | 2023 Current | 2023 Non-Current | 2022 Current | 2022 Non-Current |
|-------------------------------------|-----------------|---------------------|-----------------|---------------------|
| Other provisions | | | | |
| Other - Workers Compensation | 267 | 10 | 212 | 10 |
| Other | – | – | 52 | – |
| Sub-total – other provisions | 267 | 10 | 264 | 10 |
| Total provisions | 267 | 10 | 264 | 10 |

Description of and movements in provisions

Nature and purpose of provisions

Other - Workers Compensation

To recognise liabilities for Workers Compensation expense in relation to the Employee Benefits provisions.

Other

To recognise liabilities for planned redundancies.

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of Council.

Council's objective is to maximise its return on cash and investments while maintaining an adequate level of liquidity and preserving capital. The finance team manage the cash and investments portfolio with the assistance of independent advisers. Council has an investment policy which complies with s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up and performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The fair value of financial assets and financial liabilities approximates the carrying amount.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from its independent advisers before placing any cash and investments.

(a) Market risk – interest rate and price risk

| \$ '000 | 2023 | 2022 |
|--|-------|-------|
| The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date. | | |
| Impact of a 1% movement in interest rates | | |
| – Equity / Income Statement | 2,271 | 1,878 |
| Impact of a 10% movement in price of investments | | |
| – Equity / Income Statement | 4,145 | 2,325 |

D1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

| \$ '000 | Not yet overdue | overdue rates and annual charges < 5 years | ≥ 5 years | Total |
|-----------------------|--------------------|---|-----------|-------|
| 2023 | | | | |
| Gross carrying amount | – | 4,346 | – | 4,346 |
| 2022 | | | | |
| Gross carrying amount | – | 4,097 | – | 4,097 |

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

| \$ '000 | Not yet overdue | Overdue debts | | | | Total |
|-----------------------|--------------------|---------------|--------------|--------------|-----------|-------|
| | | 0 - 30 days | 31 - 60 days | 61 - 90 days | > 91 days | |
| 2023 | | | | | | |
| Gross carrying amount | 5,803 | 213 | 283 | 272 | 1,875 | 8,446 |
| 2022 | | | | | | |
| Gross carrying amount | 4,638 | 643 | 479 | 245 | 1,437 | 7,442 |

D1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances. Council has been proactive in managing cashflow during the COVID-19 pandemic by improving the debt recovery processes in both rates receivables and sundry debtors. Council also sold some property to increase its cash reserves. Council will continue to monitor cash flow requirements closely as it is unclear how the COVID-19 pandemic will impact customers ability to pay their debts in full and on time.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

| \$ '000 | Weighted average interest rate | Subject to no maturity | ≤ 1 Year | payable in: | | Total cash outflows | Actual carrying values |
|------------------------------------|---|------------------------------|---------------|----------------|-----------|------------------------|------------------------------|
| | | | | 1 - 5 Years | > 5 Years | | |
| 2023 | | | | | | | |
| Payables | 0.00% | 11,327 | 17,160 | – | – | 28,487 | 28,487 |
| Total financial liabilities | | 11,327 | 17,160 | – | – | 28,487 | 28,487 |
| 2022 | | | | | | | |
| Payables | 0.00% | 10,550 | 15,462 | – | – | 26,012 | 26,012 |
| Borrowings | 3.55% | – | 129 | – | – | 129 | 125 |
| Total financial liabilities | | 10,550 | 15,591 | – | – | 26,141 | 26,137 |

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

The table below shows the assigned level for each class of asset and liability held at fair value by Council:

| | | Fair value measurement hierarchy | | | | | |
|--|-------|---------------------------------------|---------------|---|---------------|-----------|---------------|
| \$ '000 | Notes | Level 2 Significant observable inputs | | Level 3 Significant unobservable inputs | | Total | |
| | | 2023 | 2022 Restated | 2023 | 2022 Restated | 2023 | 2022 Restated |
| Recurring fair value measurements | | | | | | | |
| Financial assets | | | | | | | |
| Financial investments | C1-2 | | | | | | |
| At fair value through profit or loss | | – | – | 41,445 | 23,248 | 41,445 | 23,248 |
| Total financial assets | | – | – | 41,445 | 23,248 | 41,445 | 23,248 |
| Investment property | | | | | | | |
| Properties held with the primary purpose of external lease | C1-7 | | | | | | |
| | | 29,026 | 27,953 | – | – | 29,026 | 27,953 |
| Total investment property | | 29,026 | 27,953 | – | – | 29,026 | 27,953 |
| Infrastructure, property, plant and equipment | | | | | | | |
| Plant and equipment | C1-6 | | | | | | |
| | | – | – | 9,493 | 9,195 | 9,493 | 9,195 |
| Office equipment | | – | – | 189 | 398 | 189 | 398 |
| Furniture and fittings | | – | – | 1,162 | 1,417 | 1,162 | 1,417 |
| Operational land | | 224,397 | – | 114,684 | 344,027 | 339,081 | 344,027 |
| Community land | | – | – | 153,735 | 135,674 | 153,735 | 135,674 |
| Council controlled land | | – | – | 30,187 | 27,227 | 30,187 | 27,227 |
| Land under roads (post 30/6/08) | | – | – | 727 | 727 | 727 | 727 |
| Buildings – non-specialised | | 392 | – | 132,488 | 115,743 | 132,880 | 115,743 |
| Buildings – specialised | | – | – | 122,554 | 109,472 | 122,554 | 109,472 |
| Roads and Bulk Earthworks | | – | – | 545,167 | 565,951 | 545,167 | 565,951 |
| Footpaths | | – | – | 58,458 | 56,252 | 58,458 | 56,252 |
| Open space and other structures | | – | – | 87,983 | 85,083 | 87,983 | 85,083 |
| Stormwater drainage | | – | – | 92,243 | 84,392 | 92,243 | 84,392 |
| Library books | | – | – | 867 | 867 | 867 | 867 |
| Total infrastructure, property, plant and equipment | | 224,789 | – | 1,349,937 | 1,536,425 | 1,574,726 | 1,536,425 |

D2-1 Fair value measurement (continued)

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

■ Financial assets

Council obtains valuations from independent investment advisors (CPG Research and Advisory Pty Ltd) on a monthly basis and at the end of each reporting period to ensure the financial statements reflect the most up-to-date valuations. Council holds various FRNs, covered and fixed interest bonds that are considered level 3 assets. Council obtains valuations from the arranger/issuer/bank on a monthly basis and/or at the end of each accounting period to ensure the financial statements reflect the most up to date valuation. The valuations sourced from the arranger/issuer/bank are based on mid-market prices. That is, valuations are marked at the mid-point of the bid and ask prices, which are variable (unobservable inputs), in the secondary market.

■ Investment property

Council undertakes valuations of its investment property portfolio on an annual basis and at the end of each reporting period the financial statements reflect the most up-to-date valuation.

The best estimate of fair value is the current price in an active market for similar assets; the following inputs are used where necessary:

- Current prices in an active market for similar assets or similar properties in less active markets
- Discounted cash flow projections based on estimates of future cash inflows and outflows
- All investment properties are included in level 2 of the hierarchy with the key observable input to the valuation being the price per square metre.

The fair value of investment properties is determined by independent, qualified valuers who have experience in the location of the property. The revaluation of council's investment properties were performed by APV Valuers & Asset Management as at 30 June 2023.

■ Land (Operational, Community, Council Controlled and Land Under Roads)

Council obtains independent valuations of its Operational Land portfolio on a cyclic basis. Suitably qualified internal staff ensure that the fair value reported does not differ materially from actual fair value.

In order to ascertain appropriate values to the Operational Land, Council have primarily applied the Direct Comparison Approach. This approach involves investigation of vacant land sales evidence with comparable or similar characteristics. The various land components are analysed in order to derive a fair market value.

For community and other special purpose land where there are a limited number of market transactions, Council have considered the market evidence of parcels of land of similar characteristics (but not restricted in use) with an appropriate discount applied for the property's current zoning.

The best estimate of fair value is the current price in an active market for similar assets; the following inputs are used where necessary:

- Current prices in active markets for similar assets or similar land parcels in less active markets
- Community and other special purpose land assets are included in level 3 of the hierarchy with the key unobservable input to the valuation being the price per square metre. Operational Land values are at indexation to reflect the inherent utility afforded from the 2022/23 valuation.
- APV Valuers & Asset Management performed an independent comprehensive valuation of Operational Land assets for the period ending 30 June 2023. Desktop valuations for Community and Council Controlled Land have been valued using Valuer General (VG) price per square metre for the period ending 30 June 2022. Land Under Roads (post 2008) was desktop valued using VG rates as at 30 June 2022.

D2-1 Fair value measurement (continued)

■ Buildings

Specialised buildings are assets which, due to their particular design, application or use, are not normally traded within an established market and thus the basis for valuation of these buildings is the cost approach.

Depreciated replacement cost is a method of valuation that is based on an estimate of the current cost of replacing the asset with a similar asset, less an allowance for the effect of depreciation (accrued physical wear and tear), and economic and functional obsolescence. Thus the following inputs and assumptions are used in determining fair value:

- Breakdown of building into relevant components comprising some or all of; External walls, windows and doors; Roof including framing and guttering; Electricals & lighting; Fire Equipment; Air Conditioning; Hot Water System; Lifts; Fitout, Fixtures & Fittings; Exterior Works & Landscaping; and Residual Structure.
- The straight line method of depreciation has been adopted which is based on the premise that the loss in value is in equal amounts over the full extent of the components/assets life.
- The effective lives of component/asset are the estimated life of that component/asset, assuming use in its present function, as part of a continuing business.

Specialised buildings are included in level 3 of the hierarchy with the key unobservable inputs being the effective lives and component condition / allowance for depreciation.

APV Valuers & Asset Management performed an independent comprehensive valuation of Specialised building assets as at 30 June 2023.

Non-specialised buildings are those for which a market exists and as such the best estimate of fair value is the current price in an active market for similar assets; the following inputs are used where necessary:

- Current prices in an active market for similar assets or similar properties in less active markets.
- Comprehensive reference on building costs and useful lives.

Non-specialised buildings are included in level 3 of the hierarchy with the key unobservable input to the valuation being the price per square metre.

APV Valuers & Asset Management performed an independent comprehensive valuation of Non-specialised building assets as at 30 June 2023.

■ Open space, other structures, roads and bridges, footpaths, and stormwater drainage

Council obtains independent valuations on a cyclic basis and utilises suitably qualified internal staff to undertake interim revaluations as appropriate to ensure that reported fair value does not differ materially from actual fair value. These classes of assets are specialised in nature and not readily bought or sold on the open market thus the valuation technique adopted is the cost approach utilising the depreciated replacement cost concept. The following inputs are used where necessary:

- Pattern of Consumption
- Components
- Useful life
- Asset Condition
- Dimensions and specifications
- Relationship between condition rating and value (determining remaining life, useful life, etc.)
- Unit Rates

The asset classes other structures, roads and bridges, footpaths, open space, and stormwater drainage are included in level 3 of the hierarchy with the key unobservable inputs being condition rating, useful life and remaining life.

Open space and other structure assets were comprehensively valued by APV Valuers & Asset Management as at 30 June 2023.

Footpaths and Stormwater drainage were desktop valued by APV Valuers & Asset Management as at 30 June 2023.

Roads and Bridges were comprehensively valued by APV Valuers & Asset Management as at 30 June 2023.

D2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

D2-1 Fair value measurement (continued)

The valuation process for level 3 fair value measurements

| Asset Category/ Class | Comprehensive Valuation Frequency | Description of processes | Valuer | Responsibility |
|--|--------------------------------------|---|---------------------------|---|
| Financial Assets | Monthly | Monthly Valuation using the current price in an active market for similar assets | External | Finance Department |
| Investment Properties | Annually | Full external valuation every year | External | Strategic Property / Finance |
| Infrastructure | 3 years per asset class | 3 year valuation cycle - 1 Comprehensive and 2 Desktop | Internal/External | Assets & Infrastructure Directorate/Finance |
| Plant and equipment, office equipment and furniture and fittings | Annually | Assessment of remaining useful life undertaken annually which impacts on the fair value | Internal | Assets & Infrastructure Directorate/Finance |
| Operational land | 3 years | 3 year valuation cycle - 1 Comprehensive and 2 Desktop | External | Assets & Infrastructure Directorate/Finance |
| Community land | 3 years | Valuer-General land values or average unit rate for similar properties if not available | Valuer General / Internal | Finance |
| Buildings – non specialised and specialised | 3 years | 3 year valuation cycle - 1 comprehensive and 2 desktop | External | Assets & Infrastructure Directorate/Finance |
| Land improvement non-depreciable | 3 years | Full valuation every 5 years or index applied | Internal | Assets & Infrastructure Directorate/Finance |
| Open space and other structures | 3 years | 3 year valuation cycle - 1 Comprehensive and 2 Desktop | External | Assets & Infrastructure Directorate/Finance |
| Library books | N/A | Assessment of remaining useful life undertaken annually which impacts on the fair value | Internal | Library/Finance |

D2-1 Fair value measurement (continued)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

| | Valuation technique/s | Unobservable inputs |
|-------------------------|---------------------------------------|--|
| Financial Assets | Market Approach | Unit Price |
| Investment property | Income or Market Approach | Estimated rental value (per sq metre) Rental Yield Open Market Value |
| Plant and Equipment | Cost Approach | Gross Replacement Cost |
| Office Equipment | | Remaining Useful Life |
| Furniture and Fittings | | Residual Value |
| Library Collection | | |
| Land: | Market Approach | Price per square metre |
| Operational Land | | Discount rate to account for zoning |
| Community Land | VG value (price per square metre) for | and other constraints on development |
| Council Controlled Land | Community Land | and the potential for alternative use. |
| Land Under Roads | | |
| Open Space | Cost Approach | Condition |
| Land Improvements | | Useful and Remaining Life |
| Other Structures | | Unit Rates |
| Buildings: | Cost Approach | Condition |
| Specialised | | Useful and Remaining Life |
| Non-Specialised | | Component replacement rates |
| | | Allowance for economic and functional obsolescence |
| Infrastructure: | Cost Approach | Condition |
| Roads | | Useful and Remaining Life |
| Footpaths | | Residual Value |
| Bulk Earthworks | | Unit Rates |
| Stormwater drainage | Cost Approach | Condition |
| | | Useful and Remaining Life |
| | | Unit Rates |
| | | Residual Value |

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

| \$ '000 | Financial assets | | IPP&E | | Total | |
|--|------------------|----------|------------------|-----------|------------------|-----------|
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Opening balance | 23,248 | 31,534 | 1,536,425 | 1,342,746 | 1,559,673 | 1,374,280 |
| Total gains or losses for the period | | | | | | |
| Recognised in profit or loss – realised | 97 | (294) | – | – | 97 | (294) |
| Recognised in other comprehensive income – revaluation surplus | – | – | 47,085 | 180,899 | 47,085 | 180,899 |
| Other movements | | | | | | |
| Purchases (GBV) | 23,350 | 6,508 | 20,999 | 40,884 | 44,349 | 47,392 |
| Disposals (WDV) | (5,250) | (14,500) | (3,325) | (4,869) | (8,575) | (19,369) |
| Depreciation and impairment | – | – | (26,458) | (23,235) | (26,458) | (23,235) |
| Closing balance | 41,445 | 23,248 | 1,574,726 | 1,536,425 | 1,616,171 | 1,559,673 |

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

| | |
|------------|---|
| Division B | 1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members* |
| Division C | 2.5% salaries |
| Division D | 1.64 times member contributions |

* For 180 Point Members, Employers are required to contribute 8% of salaries for the year ending 30 June 2023 (increasing to 8.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2022. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

D3-1 Contingencies (continued)

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2023 was \$393,122.94. The last formal valuation of the Fund was undertaken by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2022.

Council's expected contribution to the plan for the next annual reporting period is \$322,668.84.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2023 is:

| Employer reserves only * | \$millions | Asset Coverage |
|---------------------------------|-------------------|-----------------------|
| Assets | 2,290.9 | |
| Past Service Liabilities | 2,236.1 | 102.4% |
| Vested Benefits | 2,253.6 | 101.7% |

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.94%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

| | |
|--------------------|--|
| Investment return | 6% per annum |
| Salary inflation * | 3.5% per annum |
| Increase in CPI | 6% for FY 22/23 2.5% per annum thereafter |

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2023.

(ii) Statewide Mutual

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

D3-1 Contingencies (continued)

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly comprising the Mayor, Councillors, General Manager and Directors.

The aggregate amount of KMP compensation included in the Income Statement is:

| \$ '000 | 2023 | 2022 |
|--------------------------|--------------|--------------|
| Compensation: | | |
| Short-term benefits | 2,354 | 2,624 |
| Post-employment benefits | 191 | 171 |
| Total | 2,545 | 2,795 |

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Council has determined that there are no other transactions with KMP and their related parties that need to be disclosed.

E1-2 Councillor and Mayoral fees and associated expenses

| \$ '000 | 2023 | 2022 |
|--|-------------|-------------|
| The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are: | | |
| Councillor expenses – mayoral fee/administrator fee | 83 | 63 |
| Councillors' fees | 413 | 369 |
| Other Councillors' expenses (including Mayor) | 63 | 115 |
| Total | 559 | 547 |

E2 Other relationships

E2-1 Audit fees

| \$ '000 | 2023 | 2022 |
|---------|------|------|
|---------|------|------|

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

| | | |
|---|------------|------------|
| | 160 | 150 |
| Total Auditor-General remuneration | 160 | 150 |

F Other matters

F1-1 Statement of Cash Flows information

Reconciliation of net operating result to cash provided from operating activities

| \$ '000 | 2023 | 2022 |
|--|----------------|---------------|
| Net operating result from Income Statement | 41,058 | 26,416 |
| Add / (less) non-cash items: | | |
| Depreciation and amortisation | 26,605 | 23,689 |
| (Gain) / loss on disposal of assets | 2,853 | (7,550) |
| Non-cash capital grants and contributions | (230) | (95) |
| Losses/(gains) recognised on fair value re-measurements through the P&L: | | |
| – Investments classified as 'at fair value' or 'held for trading' | (101) | 238 |
| – Investment property | (1,073) | (7,953) |
| Movements in operating assets and liabilities and other cash items: | | |
| (Increase) / decrease of receivables | (1,253) | (286) |
| Increase / (decrease) in provision for impairment of receivables | (1,619) | 1,405 |
| (Increase) / decrease of inventories | 16 | (14) |
| (Increase) / decrease of other current assets | (654) | 5 |
| Increase / (decrease) in payables | (1,965) | 326 |
| Increase / (decrease) in other accrued expenses payable | 2,772 | 32 |
| Increase / (decrease) in other liabilities | 411 | 1,413 |
| Increase / (decrease) in contract liabilities | (3,184) | 3,824 |
| Increase / (decrease) in employee benefit provision | (193) | (2,289) |
| Increase / (decrease) in other provisions | 3 | (509) |
| Net cash flows from operating activities | 63,446 | 38,652 |

F2-1 Commitments

Capital commitments (exclusive of GST)

| \$ '000 | 2023 | 2022 |
|----------------|-------------|-------------|
|----------------|-------------|-------------|

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

| | | |
|--------------------------|---------------|--------------|
| Buildings | 2,901 | 2,760 |
| Plant and equipment | 480 | 1,943 |
| Parks | 5,674 | 1,802 |
| Infrastructure | 3,773 | 2,565 |
| Software | – | 6 |
| Total commitments | 12,828 | 9,076 |

These expenditures are payable as follows:

| | | |
|----------------------|---------------|--------------|
| Within the next year | 12,828 | 9,076 |
| Total payable | 12,828 | 9,076 |

F3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

F4 Changes from prior year statements

F4-1 Correction of errors

Nature of prior period error

Land - Operational, Community, and Council Controlled

As part of the annual reconciliation and valuation of Operational, Community, and Council Controlled land, it was identified that certain parcels of land were no longer in Council's ownership. Council also identified parcels of land in the Geographic Information System that were not included in the financial land registers.

These errors have been restated as at 1 July 2021 and 30 June 2022 for balances of Infrastructure, property, plant and equipment and Accumulated surplus and Revaluation reserves.

| Land - Operational, Community, and Council Controlled | 2021 (\$'000) | 2022 (\$'000) |
|--|----------------------|----------------------|
| Carrying amount adjusted | 8,346 | 8,346 |

Buildings - Specialised and Non- Specialised

As part of the annual reconciliation and valuation of Buildings - Specialised and Non-Specialised, it was identified that some minor building assets were no longer in Councils control and therefore needed to be derecognised from the building asset register. Council also identified a strata titled car park, owned by Council, that was not identified in the asset register.

These errors have been restated as at 1 July 2021 and 30 June 2022 for balances of Infrastructure, property, plant and equipment and Accumulated surplus, Depreciation expense and Revaluation reserves.

| Buildings - Specialised and Non- Specialised | 2021 (\$'000) | 2022 (\$'000) |
|---|----------------------|----------------------|
| Carrying amount adjusted | 6,849 | 6,707 |
| Accumulated depreciation adjusted | -1,306 | -1,447 |
| Depreciation expense adjusted | 142 | 142 |

Open Space

As part of the annual reconciliation and valuation of Open Space assets, it was identified that a number of Council car parks were duplicated in the Roads and Open Space asset registers and therefore needed to be derecognised from the Open Space asset register. Council also identified a number of found assets through the comprehensive valuation inspection process that were not identified in the asset register.

These errors have been restated as at 1 July 2021 and 30 June 2022 for balances of Infrastructure, property, plant and equipment and Accumulated surplus, Depreciation expense and Revaluation reserves.

| Open Space | 2021 (\$'000) | 2022 (\$'000) |
|-------------------|----------------------|----------------------|
|-------------------|----------------------|----------------------|

F4-1 Correction of errors (continued)

| | | |
|-----------------------------------|-------|-------|
| Carrying amount adjusted | 2,313 | 2,822 |
| Accumulated depreciation adjusted | 1,532 | 2,040 |
| Depreciation expense adjusted | -509 | -509 |

Roads & Bulk earthworks

In 2022/23 Council conducted a bulk data collection of Roads & Bulk earthworks asset inspections. As part of the annual reconciliation and valuation of the Roads & Bulk earthworks assets, it was identified that a number of Council assets were duplicated in the Roads & Bulk earthworks asset registers and therefore needed to be derecognised. Council also identified a number of found assets through the comprehensive valuation inspection process that were not identified in the asset register.

These errors have been restated as at 1 July 2021 and 30 June 2022 for balances of Infrastructure, property, plant and equipment and Accumulated surplus, Depreciation expense and Revaluation reserves.

| Roads & Bulk earthworks | 2021 (\$'000) | 2022 (\$'000) |
|-----------------------------------|---------------|---------------|
| Carrying amount adjusted | 1,055 | 1,039 |
| Accumulated depreciation adjusted | -550 | -565 |
| Depreciation expense adjusted | 16 | 16 |

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2021) and taking the adjustment through to accumulated surplus at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2021

Statement of Financial Position

| \$ '000 | Original Balance 1 July, 2021 | Impact Increase/ (decrease) | Restated Balance 1 July, 2021 |
|---|----------------------------------|--------------------------------|-------------------------------------|
| Infrastructure, property, plant and equipment | 1,360,812 | 18,213 | 1,379,025 |
| Total non-current assets | — | 18,213 | 18,213 |
| Total assets | 1,553,799 | 18,213 | 1,572,012 |
| Total liabilities | 50,122 | — | 50,122 |

F4-1 Correction of errors (continued)

| \$ '000 | Original Balance 1 July, 2021 | Impact Increase/ (decrease) | Restated Balance 1 July, 2021 |
|---------------------|----------------------------------|--------------------------------|-------------------------------------|
| Net assets | 1,503,677 | 18,213 | 1,521,890 |
| Accumulated surplus | 1,394,601 | 18,213 | 1,412,814 |
| Total equity | 1,503,677 | 18,213 | 1,521,890 |

Adjustments to the comparative figures for the year ended 30 June 2022

Statement of Financial Position

| \$ '000 | Original Balance 30 June, 2022 | Impact Increase/ (decrease) | Restated Balance 30 June, 2022 |
|--|-----------------------------------|--------------------------------|--------------------------------------|
| Infrastructure, property, plant and equipment (IPPE) | 1,534,665 | 18,564 | 1,553,229 |
| Total non-current assets | – | 18,564 | 18,564 |
| Total assets | 1,761,338 | 18,564 | 1,779,902 |
| Total liabilities | 50,697 | – | 50,697 |
| Net assets | 1,710,641 | 18,564 | 1,729,205 |
| Accumulated surplus | 1,420,666 | 18,564 | 1,439,230 |
| Total equity | 1,710,641 | 18,564 | 1,729,205 |

Income Statement

| \$ '000 | Original Balance 30 June, 2022 | Impact Increase/ (decrease) | Restated Balance 30 June, 2022 |
|--|-----------------------------------|--------------------------------|--------------------------------------|
| Total income from continuing operations | 175,820 | – | 175,820 |
| Depreciation and amortisation | – | (351) | (351) |
| Impairment / revaluation decrement of IPPE | – | – | – |
| Total expenses from continuing operations | 149,755 | (351) | 149,404 |

F4-1 Correction of errors (continued)

| \$ '000 | Original Balance 30 June, 2022 | Impact Increase/ (decrease) | Restated Balance 30 June, 2022 |
|---|-----------------------------------|--------------------------------|--------------------------------------|
| Operating result from discontinued operations | — | — | — |
| Net operating result for the year | 26,065 | 351 | 26,416 |

Statement of Comprehensive Income

| \$ '000 | Original Balance 30 June, 2022 | Impact Increase/ (decrease) | Restated Balance 30 June, 2022 |
|---|-----------------------------------|--------------------------------|--------------------------------------|
| Net operating result for the year | 26,065 | 351 | 26,416 |
| Total comprehensive income for the year | 26,065 | 351 | 26,416 |

F5 Statement of developer contributions as at 30 June 2023

F5-1 Summary of developer contributions

| \$ '000 | Opening balance at 1 July 2022 | Contributions received during the year | | | Interest and investment income earned | Amounts expended | Internal borrowings | Held as restricted asset at 30 June 2023 | Cumulative balance of internal borrowings (to)/from |
|---|--------------------------------------|--|---------------|-------------------|---|---------------------|------------------------|--|--|
| | | Cash | Non-cash Land | Non-cash Other | | | | | |
| Drainage | 165 | – | – | – | 5 | – | – | 170 | – |
| Roads | 603 | 29 | – | – | 18 | – | – | 650 | – |
| Traffic facilities | 2,652 | 67 | – | – | 78 | – | – | 2,797 | – |
| Parking | 967 | – | – | – | 28 | – | – | 995 | – |
| Open space | 39,135 | 5,183 | – | – | 1,225 | (1,787) | – | 43,756 | – |
| Community facilities | 7,535 | 1,365 | – | – | 252 | (100) | – | 9,052 | – |
| Library | 3,390 | 83 | – | – | 99 | (3) | – | 3,569 | – |
| Urban space | 3 | – | – | – | – | – | – | 3 | – |
| Management | 10 | 17 | – | – | 1 | – | – | 28 | – |
| Open space, recreation and public domain facilities | 7,273 | 7,592 | – | – | 400 | (808) | – | 14,457 | – |
| Deficient car parking | 608 | – | – | – | 18 | – | – | 626 | – |
| Non residential development in central business district | 2,681 | 701 | – | – | 97 | (31) | – | 3,448 | – |
| S7.11 contributions – under a plan | 65,022 | 15,037 | – | – | 2,221 | (2,729) | – | 79,551 | – |
| S7.12 levies – under a plan | 4,522 | 2,834 | – | – | 162 | (333) | – | 7,185 | – |
| Total S7.11 and S7.12 revenue under plans | 69,544 | 17,871 | – | – | 2,383 | (3,062) | – | 86,736 | – |
| S7.4 planning agreements | 12,349 | – | – | – | 360 | (985) | – | 11,724 | – |
| S7.13 Court Ordered Development Consen | 377 | – | – | – | 11 | – | – | 388 | – |
| Total contributions | 82,270 | 17,871 | – | – | 2,754 | (4,047) | – | 98,848 | – |

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F5-2 Developer contributions by plan

| \$ '000 | Opening balance at 1 July 2022 | Contributions received during the year | | | Interest and investment income earned | Amounts expended | Internal borrowings | Held as restricted asset at 30 June 2023 | Cumulative balance of internal borrowings (to)/from |
|---|--------------------------------------|--|---------------|-------------------|---|---------------------|------------------------|--|--|
| | | Cash | Non-cash Land | Non-cash Other | | | | | |
| CONTRIBUTION PLAN – repealed from 14 March 2013 | | | | | | | | | |
| Drainage | 148 | – | – | – | 4 | – | – | 152 | – |
| Traffic facilities | 319 | – | – | – | 9 | – | – | 328 | – |
| Parking | 416 | – | – | – | 12 | – | – | 428 | – |
| Open space | 644 | – | – | – | 19 | (23) | – | 640 | – |
| Community facilities | 955 | – | – | – | 28 | – | – | 983 | – |
| Library | 3,340 | – | – | – | 97 | (3) | – | 3,434 | – |
| Urban space | 3 | – | – | – | – | – | – | 3 | – |
| Total | 5,825 | – | – | – | 169 | (26) | – | 5,968 | – |
| CONTRIBUTION PLAN – commenced 14 March 2013 | | | | | | | | | |
| Community facilities | 4,007 | 1,046 | – | – | 144 | – | – | 5,197 | – |
| Open space, recreation and public domain facilities | 7,154 | 7,398 | – | – | 394 | (808) | – | 14,138 | – |
| Deficient car parking | 515 | – | – | – | 15 | – | – | 530 | – |
| Non residential development in central business district | 2,681 | 701 | – | – | 97 | (31) | – | 3,448 | – |
| Total | 14,357 | 9,145 | – | – | 650 | (839) | – | 23,313 | – |
| CONTRIBUTION PLAN – NUMBER 1 – Roads & Traffic Management | | | | | | | | | |
| Roads | 603 | 29 | – | – | 18 | – | – | 650 | – |
| Total | 603 | 29 | – | – | 18 | – | – | 650 | – |
| CONTRIBUTION PLAN NUMBER 3 – Car Parking – Hurstville Town Centre | | | | | | | | | |
| Parking | 318 | – | – | – | 9 | – | – | 327 | – |
| Total | 318 | – | – | – | 9 | – | – | 327 | – |
| CONTRIBUTION PLAN NUMBER 4 – Streetscape Improvement – Hurstville Town Centre | | | | | | | | | |
| Open space | 613 | – | – | – | 18 | – | – | 631 | – |
| Total | 613 | – | – | – | 18 | – | – | 631 | – |
| CONTRIBUTION PLAN NUMBER 5 – Open Space (2006) – Embellishment & Acquisition | | | | | | | | | |
| Open space | 17,079 | 2,303 | – | – | 548 | (1,764) | – | 18,166 | – |
| Total | 17,079 | 2,303 | – | – | 548 | (1,764) | – | 18,166 | – |
| CONTRIBUTION PLAN NUMBER 6 – Hurstville south areas | | | | | | | | | |
| Open space | 758 | – | – | – | 22 | – | – | 780 | – |
| Total | 758 | – | – | – | 22 | – | – | 780 | – |
| CONTRIBUTION PLAN NUMBER 8 – Kogarah Town Centre | | | | | | | | | |
| Drainage | 17 | – | – | – | 1 | – | – | 18 | – |
| Traffic facilities | 2,320 | 45 | – | – | 68 | – | – | 2,433 | – |
| Open space | 19,395 | 1,820 | – | – | 584 | – | – | 21,799 | – |

continued on next page ...

F5-2 Developer contributions by plan (continued)

| \$ '000 | Opening balance at 1 July 2022 | Contributions received during the year | | | Interest and investment income earned | Amounts expended | Internal borrowings | Held as restricted asset at 30 June 2023 | Cumulative balance of internal borrowings (to)/from |
|---|--------------------------------------|--|---------------|-------------------|---|---------------------|------------------------|--|--|
| | | Cash | Non-cash Land | Non-cash Other | | | | | |
| Deficient car parking | 93 | – | – | – | 3 | – | – | 96 | – |
| Community facilities | 396 | 34 | – | – | 12 | – | – | 442 | – |
| Total | 22,221 | 1,899 | – | – | 668 | – | – | 24,788 | – |
| CONTRIBUTION PLAN NUMBER 9 – Kogarah Libraries – Buildings & Books | | | | | | | | | |
| Community facilities | 572 | 145 | – | – | 19 | (100) | – | 636 | – |
| Total | 572 | 145 | – | – | 19 | (100) | – | 636 | – |
| CONTRIBUTION PLAN – Ramsgate commercial centre | | | | | | | | | |
| Community facilities | 1,519 | – | – | – | 45 | – | – | 1,564 | – |
| Total | 1,519 | – | – | – | 45 | – | – | 1,564 | – |
| Georges River Local Infrastructure Contributions Plan Commenced 1 Dec 2021 | | | | | | | | | |
| Traffic facilities | 13 | 22 | – | – | 1 | – | – | 36 | – |
| Parking | 233 | – | – | – | 7 | – | – | 240 | – |
| Open space | 646 | 1,060 | – | – | 34 | – | – | 1,740 | – |
| Community facilities | 86 | 140 | – | – | 4 | – | – | 230 | – |
| Library | 50 | 83 | – | – | 2 | – | – | 135 | – |
| Management | 10 | 17 | – | – | 1 | – | – | 28 | – |
| Open space, recreation and public domain facilities | 119 | 194 | – | – | 6 | – | – | 319 | – |
| Total | 1,157 | 1,516 | – | – | 55 | – | – | 2,728 | – |

S7.12 Levies – under a plan

CONTRIBUTION PLANS

| | | | | | | | | | |
|---|--------------|--------------|----------|----------|------------|--------------|----------|--------------|----------|
| Georges River Council Section 7.12 | | | | | | | | | |
| | 4,099 | 1,211 | – | – | 132 | (273) | – | 5,169 | – |
| Total | 4,099 | 1,211 | – | – | 132 | (273) | – | 5,169 | – |
| Georges River Local Infrastructure Contributions Plan Commenced 1 Dec 2021 | | | | | | | | | |
| Georges River Council Section 7.12 | | | | | | | | | |
| | 423 | 1,623 | – | – | 30 | (60) | – | 2,016 | – |
| Total | 423 | 1,623 | – | – | 30 | (60) | – | 2,016 | – |

F6 Statement of performance measures

F6-1 Statement of performance measures – consolidated results

| \$ '000 | Amounts 2023 | Indicator 2023 | Indicator 2022 | Benchmark |
|---|-----------------|---------------------|---------------------|-------------------------|
| 1. Operating performance ratio | | | | |
| Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1, 2} | 12,828 | 7.60% | (1.56)% | > 0.00% |
| Total continuing operating revenue excluding capital grants and contributions ¹ | 168,839 | | | |
| 2. Own source operating revenue ratio | | | | |
| Total continuing operating revenue excluding all grants and contributions ¹ | 147,320 | 74.49% | 81.87% | > 60.00% |
| Total continuing operating revenue ¹ | 197,772 | | | |
| 3. Unrestricted current ratio | | | | |
| Current assets less all external restrictions | 102,979 | 5.31x | 3.13x | > 1.50x |
| Current liabilities less specific purpose liabilities | 19,384 | | | |
| 4. Debt service cover ratio | | | | |
| Operating result before capital excluding interest and depreciation/impairment/amortisation ¹ | 39,435 | 229.27x | 38.47x | > 2.00x |
| Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement) | 172 | | | |
| 5. Rates and annual charges outstanding percentage | | | | |
| Rates and annual charges outstanding | 5,013 | 4.37% | 4.32% | < 5.00% |
| Rates and annual charges collectable | 114,730 | | | |
| 6. Cash expense cover ratio | | | | |
| Current year's cash and cash equivalents plus all term deposits | 185,625 | 16.30 months | 15.60 months | > 3.00 months |
| Monthly payments from cash flow of operating and financing activities | 11,385 | | | |

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

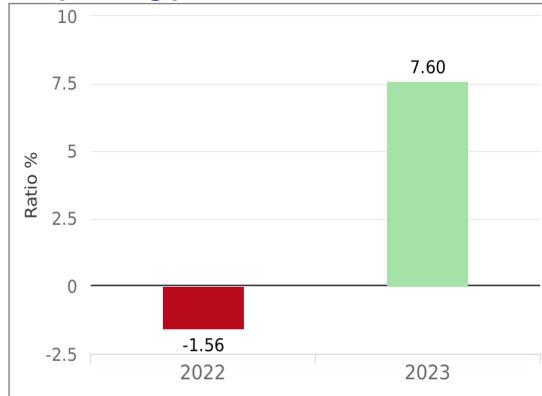
(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

End of the audited financial statements

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2022/23 result

2022/23 ratio 7.60%

Benchmark achieved. Strong result due to Interest Income; Regulatory Fines Income and Operating Grant Revenue

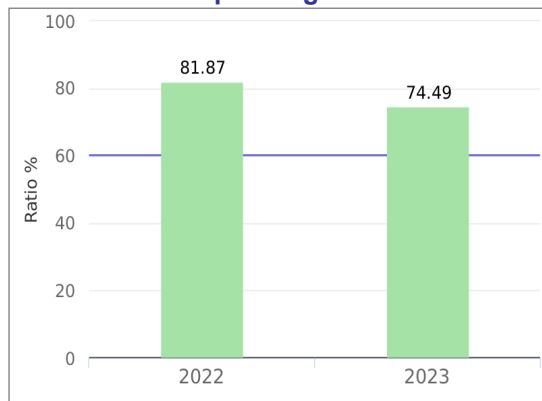
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2022/23 result

2022/23 ratio 74.49%

Benchmark achieved. Ratio of Grant Income is higher than expected due to the early receipt of the entire 2023/24 Financial Assistance Grant in June 2023.

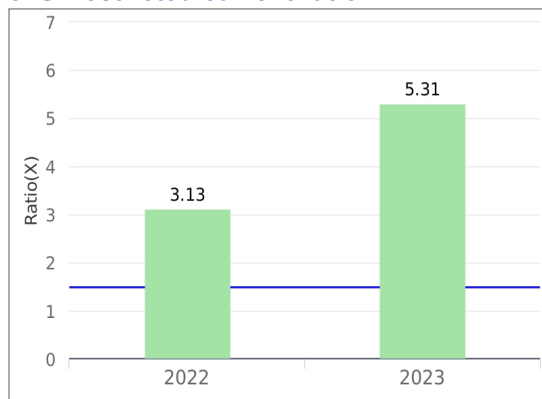
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2022/23 result

2022/23 ratio 5.31x

Benchmark achieved due to strong unrestricted cash reserves

Benchmark: — > 1.50x

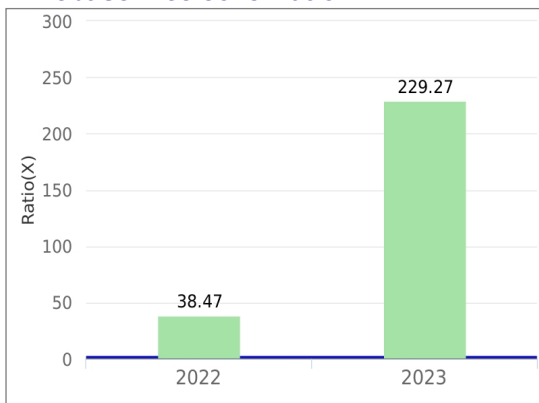
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2022/23 result

2022/23 ratio 229.27x

Benchmark achieved, with minimal Council debt to service

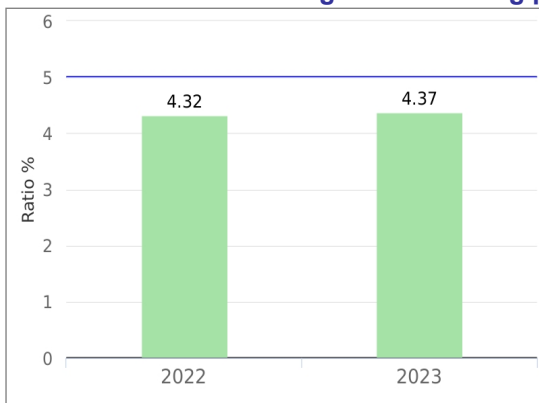
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2022/23 result

2022/23 ratio 4.37%

Benchmark achieved

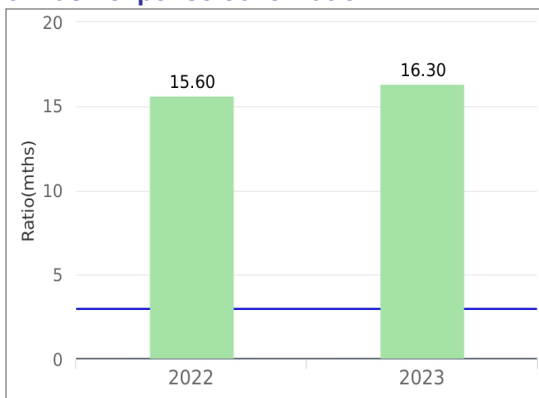
Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2022/23 result

2022/23 ratio 16.30 months

Benchmark achieved due to strong cash reserves

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-2 Council information and contact details

Principal place of business:

Corner MacMahon and Dora Streets
HURSTVILLE NSW 2220

Contact details**Mailing Address:**

PO Box 205
HURSTVILLE BC NSW 1481

Telephone: 02 9330 6400

Facsimile: 02 9330 6223

Opening hours:

8:30am - 5:00pm
Monday to Friday

Internet: www.georgesriver.nsw.gov.au

Email: mail@georgesriver.nsw.gov.au

Officers**Acting General Manager**

Danielle Parker

Responsible Accounting Officer

Scott Henwood

Public Officer

David Tuxford

Auditors

Audit Office of New South Wales
Level 19
201 Sussex St
SYDNEY NSW 2000

Elected members**Mayor**

Sam Elmir

Councillors

Sam Elmir
Natalie Mort
Kathryn Landsberry
Colleen Symington
Nancy Liu
Ben Wang
Nick Katris
Elise Borg
Sam Stratikopoulos
Nick Smerdely
Ashvini Ambihapahar
Christina Jamieson
Veronica Ficarra
Lou Konjarski
Peter Mahoney

Other information

ABN: 57 789 014 855



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Georges River Council

To the Councillors of Georges River Council

Opinion

I have audited the accompanying financial statements of Georges River Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2023, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprises the Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Cathy Wu
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023
SYDNEY



Clr Sam Elmir
Mayor
Georges River Council
Cnr MacMahon and Dora Streets
HURSTVILLE NSW 2220

Contact: Cathy Wu
Phone no: 02 9275 7212
Our ref: R008-16585809-16585

31 October 2023

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2023 Georges River Council

I have audited the general purpose financial statements (GPFS) of the Georges River Council (the Council) for the year ended 30 June 2023 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2023 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

| | 2023 \$m | 2022* \$m | Variance % |
|--|-------------|--------------|---------------|
| Rates and annual charges revenue | 109.5 | 104.0 | ↑ 5.3 |
| Grants and contributions revenue | 50.5 | 29.1 | ↑ 73.6 |
| Operating result from continuing operations | 41.1 | 26.4 | ↑ 55.4 |
| Net operating result before capital grants and contributions | 12.1 | 11.6 | ↑ 4.7 |

* The 2022 comparatives have been restated to correct a prior period error. Note F4-1 of the financial statements provides details of the prior period error.

Rates and annual charges revenue of \$109.5 million increased by \$5.5 million (5.3 per cent) in 2022–23, mainly due to the special rate variation increase of 5.8 per cent.

Grants and contributions revenue of \$50.5 million increased by \$21.4 million (73.5 per cent) in 2022–23 due to:

- increase of \$6.9 million in developer contributions recognised during the year
- receipt of new grants this year, including \$4.3 million for the Regional and Local Roads Repair Program and \$2.0 million for NSW Severe Weather and Flood Clean-up Program
- receiving nearly 100 per cent of the financial assistance grants for 2023–24 in advance (75 per cent in 2021–22).

The Council's operating result from continuing operations of \$41.1 million (including depreciation, amortisation and impairment expense of \$26.6 million) was \$14.6 million higher than the 2021–22 result. The increase was primarily due to additional grants received during the year, as noted above.

The net operating result before capital grants and contributions of \$12.1 million was \$0.5 million higher than the 2021–22 result.

STATEMENT OF CASH FLOWS

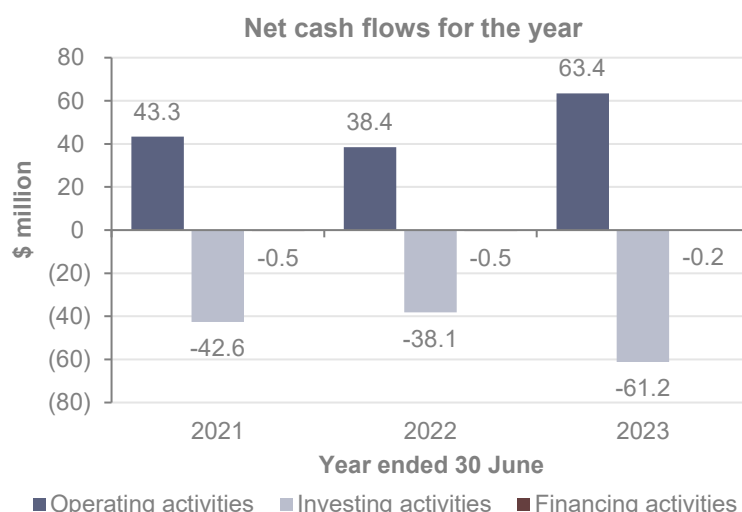
The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year. There was a net cash inflow of \$2.1 million in 2023.

Operating cash inflows increased by \$24.8 million due the Council:

- receiving additional grants and contributions
- increased other receipts for insurance claim recoveries and rental income.

Cash flows from investing activities decreased by \$22.9 million due increased purchases of investments and term deposits.

Cash flows from financing activities remained similar to the previous year.



FINANCIAL POSITION

Cash and investments

| Cash and investments | 2023 | 2022 | Commentary |
|--|--------------|--------------|--|
| | \$m | \$m | |
| Total cash, cash equivalents and investments | 227.1 | 187.8 | <ul style="list-style-type: none"> • External restrictions increased by \$21.0 million this year, and comprise mainly of unspent specific purpose grants, developer contributions and domestic waste management charges. • Balances are internally restricted due to Council policy or decisions for forward plans including works program. Internal restrictions have increased by \$10.6 million, mainly for asset management and waste strategy implementation. |
| Restricted and allocated cash, cash equivalents and investments: | | | |
| • External restrictions | 137.0 | 116.0 | |
| • Internal allocations | 72.4 | 61.8 | |

PERFORMANCE

Performance measures

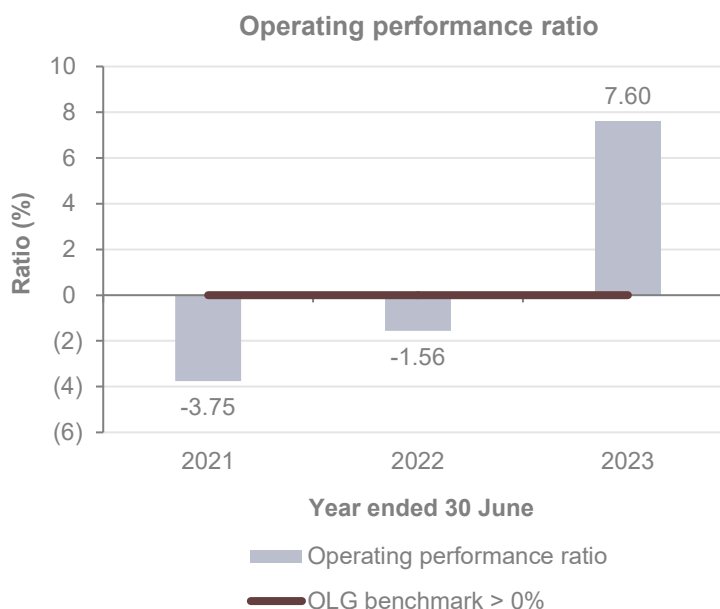
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

Operating performance ratio

The Council met the benchmark for the current year. The increase in ratio was due to increased grants and contributions for operating purposes.

The 2022 ratio was restated to correct a prior period error.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

The Council met the benchmark for the current year. The ratio has remained consistent over the past three years.

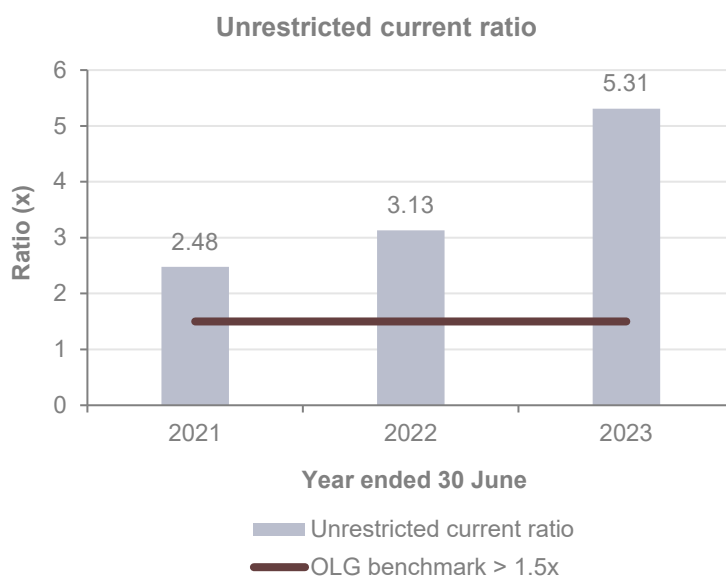
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

The Council met the benchmark for the current year. The increase in the ratio was due to an increase in unrestricted cash and investments.

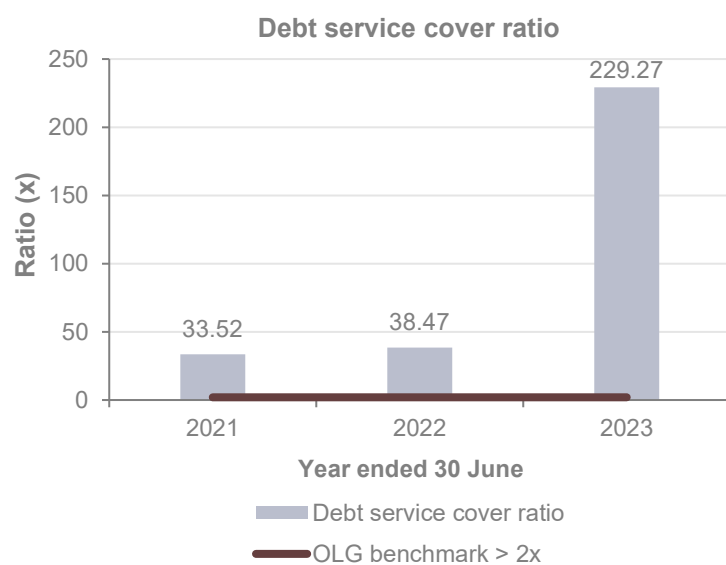
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

The Council exceeded the benchmark for the current year. The increase in the ratio was due to Council having repaid its borrowings at 30 June 2023.

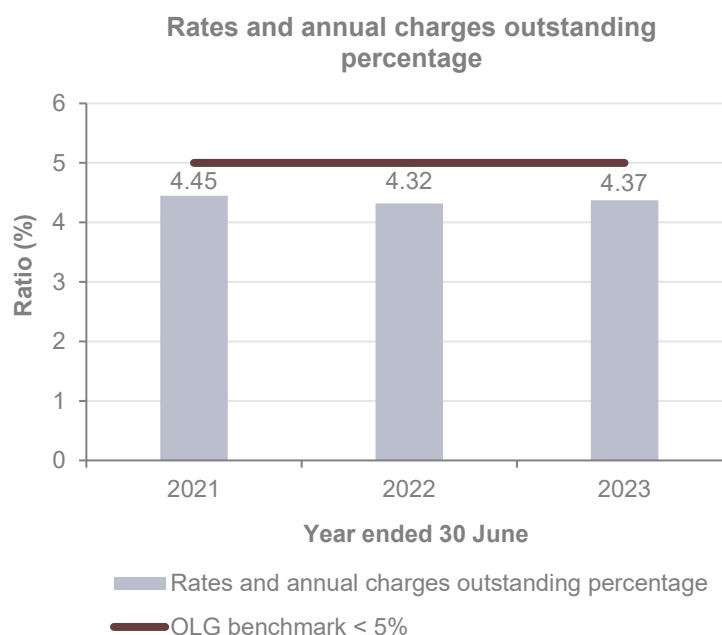
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

The Council met the benchmark for the current reporting period. The ratio has remained consistent over the past three years.

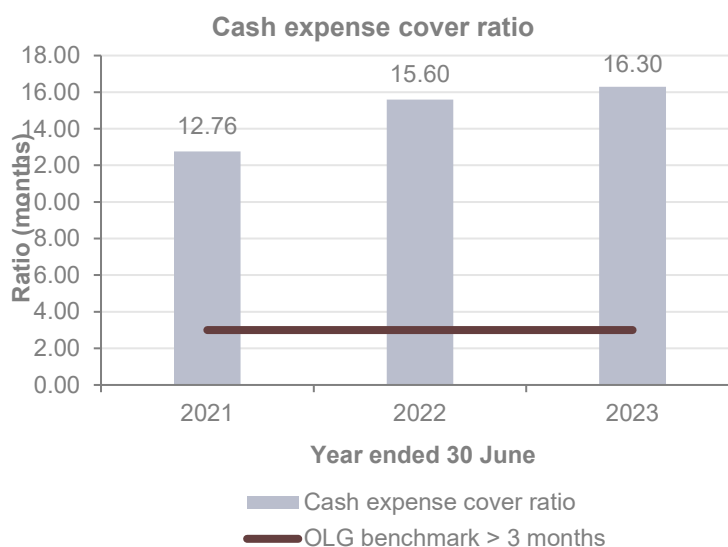
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



Cash expense cover ratio

The Council exceeded the benchmark for the current year. The ratio has remained consistent over the past three years.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council renewed \$12.5 million of infrastructure, property, plant and equipment during the 2022–23 financial year. This was mainly spent on roads, repairing assets damaged by natural disasters. A further \$13.8 million was spent on new assets, including \$7.4 million in capital work in progress.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Cathy Wu
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

Georges River Council

SPECIAL SCHEDULES
for the year ended 30 June 2023

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



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| Permissible income for general rates | 3 |
| Report on infrastructure assets as at 30 June 2023 | 6 |

Georges River Council

Permissible income for general rates

| \$ '000 | Notes | Calculation 2022/23 | Calculation 2023/24 |
|---|---------------------------|------------------------|------------------------|
| Notional general income calculation ¹ | | | |
| Last year notional general income yield | a | 74,495 | 79,740 |
| Plus or minus adjustments ² | b | 730 | 316 |
| Notional general income | $c = a + b$ | 75,225 | 80,056 |
| Permissible income calculation | | | |
| Or rate peg percentage | e | 5.80% | 5.80% |
| Or plus rate peg amount | $i = e \times (c + g)$ | 4,363 | 4,643 |
| Sub-total | $k = (c + g + h + i + j)$ | 79,588 | 84,699 |
| Plus (or minus) last year's carry forward total | l | 13 | 3 |
| Less valuation objections claimed in the previous year | m | — | (142) |
| Sub-total | $n = (l + m)$ | 13 | (139) |
| Total permissible income | $o = k + n$ | 79,601 | 84,560 |
| Less notional general income yield | p | 79,740 | 84,548 |
| Catch-up or (excess) result | $q = o - p$ | (139) | 12 |
| Plus income lost due to valuation objections claimed ⁴ | r | 142 | — |
| Carry forward to next year ⁶ | $t = q + r + s$ | 3 | 12 |

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Georges River Council

To the Councillors of Georges River Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Georges River Council (the Council) for the year ending 30 June 2024.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2023'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Cathy Wu
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023
SYDNEY

Georges River Council

Report on infrastructure assets as at 30 June 2023

| Asset Class | Asset Category | Estimated cost to bring assets to satisfactory standard | Estimated cost to bring to the agreed level of service set by Council | 2022/23 Required maintenance ^a | 2022/23 Actual maintenance | Net carrying amount | Gross replacement cost (GRC) | Assets in condition as a percentage of gross replacement cost | | | | |
|---|-----------------------|---|---|---|----------------------------|---------------------|------------------------------|---|--------------|--------------|--------------|-------------|
| | | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | 1 | 2 | 3 | 4 | 5 |
| Buildings | Buildings | 8,440 | 11,815 | 5,321 | 6,507 | 255,434 | 354,707 | 24.7% | 38.8% | 27.3% | 8.9% | 0.3% |
| | Sub-total | 8,440 | 11,815 | 5,321 | 6,507 | 255,434 | 354,707 | 24.7% | 38.8% | 27.3% | 8.9% | 0.3% |
| Roads | Sealed roads incl K&G | 6,006 | 8,408 | 4,136 | 3,534 | 545,167 | 748,889 | 53.1% | 17.1% | 26.6% | 3.2% | 0.0% |
| | Footpaths | 1,235 | 1,730 | 2,334 | 2,414 | 58,458 | 116,700 | 12.1% | 23.3% | 60.5% | 4.1% | 0.1% |
| | Sub-total | 7,241 | 10,138 | 6,470 | 5,948 | 603,625 | 865,589 | 47.6% | 17.9% | 31.2% | 3.3% | 0.0% |
| Stormwater drainage | Stormwater drainage | 42 | 59 | 951 | 884 | 92,243 | 182,928 | 5.5% | 93.7% | 0.7% | 0.1% | 0.0% |
| | Sub-total | 42 | 59 | 951 | 884 | 92,243 | 182,928 | 5.5% | 93.7% | 0.7% | 0.1% | 0.0% |
| Open space / recreational assets / other structures | Other | 11,403 | 15,965 | 7,563 | 8,342 | 87,983 | 148,416 | 14.2% | 30.8% | 33.5% | 13.0% | 8.6% |
| | Sub-total | 11,403 | 15,965 | 7,563 | 8,342 | 87,983 | 148,416 | 14.2% | 30.8% | 33.5% | 13.0% | 8.5% |
| Total – all assets | | 27,126 | 37,977 | 20,305 | 21,681 | 1,039,285 | 1,551,640 | 34.2% | 32.9% | 26.9% | 5.1% | 0.9% |

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

| # | Condition | Integrated planning and reporting (IP&R) description |
|---|---------------------|--|
| 1 | Excellent/very good | No work required (normal maintenance) |
| 2 | Good | Only minor maintenance work required |
| 3 | Satisfactory | Maintenance work required |
| 4 | Poor | Renewal required |
| 5 | Very poor | Urgent renewal/upgrading required |

Georges River Council

Report on infrastructure assets as at 30 June 2023

Infrastructure asset performance indicators (consolidated) *

| \$ '000 | Amounts 2023 | Indicator 2023 | Indicator 2022 | Benchmark |
|--|-----------------|-------------------|-------------------|-----------|
| Buildings and infrastructure renewals ratio | | | | |
| Asset renewals ¹ | 12,527 | 53.59% | 39.83% | > 100.00% |
| Depreciation, amortisation and impairment | 23,376 | | | |
| Infrastructure backlog ratio | | | | |
| Estimated cost to bring assets to a satisfactory standard | 27,126 | 2.56% | 1.42% | < 2.00% |
| Net carrying amount of infrastructure assets | 1,061,310 | | | |
| Asset maintenance ratio | | | | |
| Actual asset maintenance | 21,681 | 106.78% | 82.86% | > 100.00% |
| Required asset maintenance | 20,305 | | | |
| Cost to bring assets to agreed service level | | | | |
| Estimated cost to bring assets to an agreed service level set by Council | 37,977 | 2.45% | 4.23% | |
| Gross replacement cost | 1,551,640 | | | |

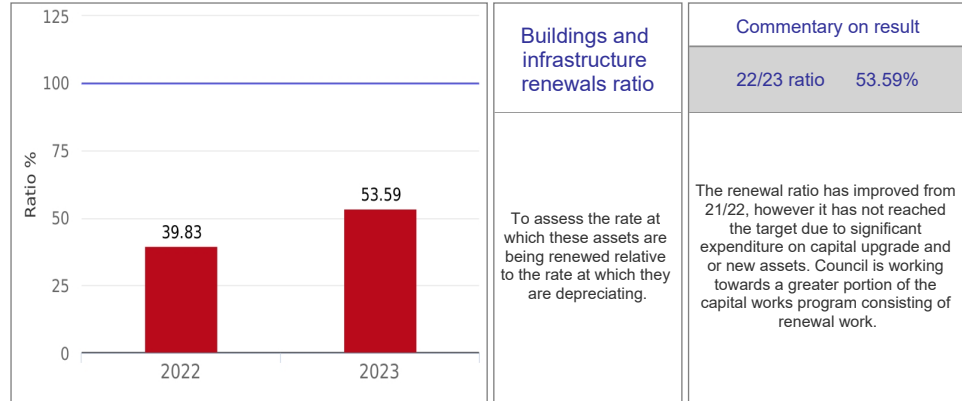
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Georges River Council

Report on infrastructure assets as at 30 June 2023

Buildings and infrastructure renewals ratio



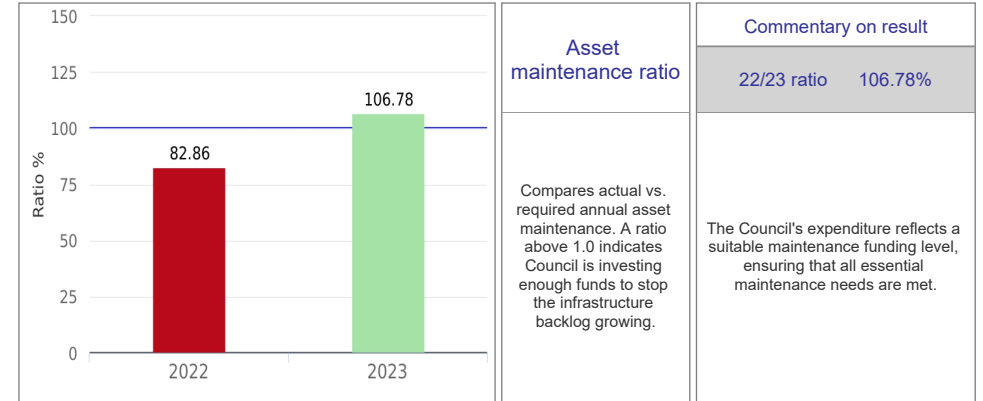
Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Asset maintenance ratio



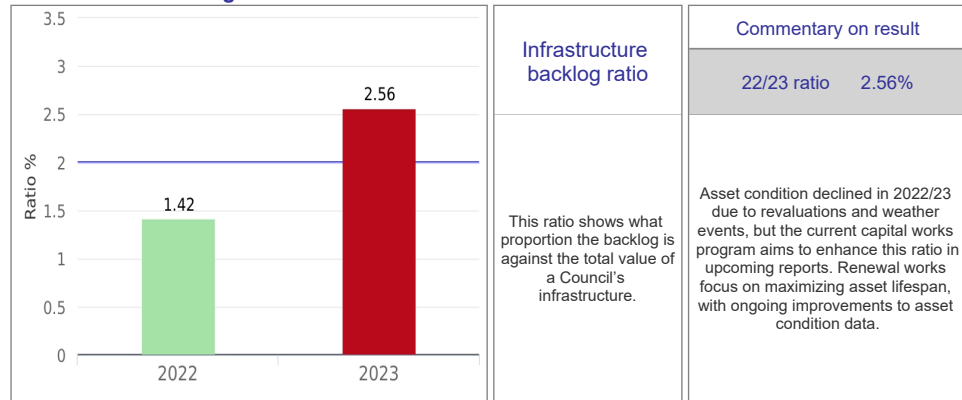
Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio



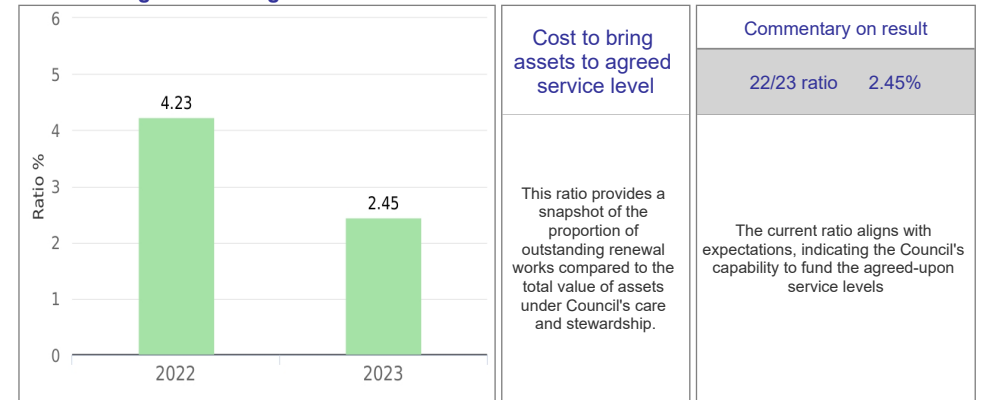
Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Cost to bring assets to agreed service level



Glossary of terms and acronyms

ABS Australian Bureau of Statistics

Advocacy Proactively communicating to support for a recommendation of a cause or policy.

ARIC Audit Risk and Improvement Committee

Asset Management Plan a plan for managing the ongoing maintenance of existing Council assets and development of new assets to ensure they meet community needs and expectations now and into the future.

Audit A systematic and independent examination of books, accounts, statutory records and documents of an organisation to ascertain how financial and non-financial disclosures present a true and fair view.

Benchmarking a process of comparing performance with standards achieved in a comparable environment with the aim of improving performance.

BENE-FIT 360 program to actively support our employees to achieve total wellbeing.

BCM Business Continuity Management.

Business Continuity Plan provides the guidelines that establish the ground rules for the critical operations of Georges River Council.

Capital works program A Council program of works which prioritises construction of necessary infrastructure to support the development of the region.

Community land is land that is controlled under an adopted plan of management and must be kept for community use only.

Community Strategic Plan part of a suite of documents that include the Delivery Program and Operation Plan, which outlines Council's key actions over the next three years and budget for 2018/2019, fees and charges and the Resourcing Strategy.

Council official employees, councillors, committee members and contractors.

Councillors democratically elected by the residents and ratepayers of Georges River Council

who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.

Crown land owned by the NSW Government and managed by Council.

DA Development application

Delivery Program a strategic document with a minimum four year outlook detailing how we will deliver the goals and strategies of our Community Strategic Plan.

Development Control Plan (DCP) policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the Local Government Area.

D&I Diversity and Inclusion.

DIAP Disability Inclusion Action Plan. EEO Equal Employment Opportunity. EOI Expression of Interest.

ERM Enterprise Risk Management.

Executive is led by the General Manager and includes four directors (Business and Corporate Services, Community and Culture, Assets and Infrastructure, Environment and Planning) and the Manager Office of the General Manager.

Financial year the period from 1 July 2022 to 30 June 2023 for this annual report.

FTE full time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.

GIPA Government Information (Public Access) Act 2009 which replaced Freedom of Information legislation.

Greater Sydney Commission coordinates and aligns the planning that will shape the future of Greater Sydney.

H&WB health and wellbeing.

ICAC Independent Commission Against Corruption.
Independent Pricing and Regulatory

Tribunal of NSW (IPART) The tribunal sets the local government rate peg and assesses applications for special rate variations and council contribution plans.

Integrated planning and reporting (IP&R) a framework that allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their reports by planning holistically and sustainably for the future.

LEAP our people learning framework.

Local Environmental Plan (LEP) An environmental planning instrument that contains legally binding provisions relating to development.

LGA Local Government Area.

LPP Local Planning Panel.

Long Term Financial Plan (LTFP) projects financial forecasts for Council for at least 10 years and is updated annually as part of the development of the Operation Plan.

Master Plan a dynamic long-term planning document that provides a conceptual layout to guide future growth.

Office of Local Government Responsible for local government across NSW and the key adviser to the NSW Government on local government matters.

Operational Plan an annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget and fees and charges.

Operating surplus ratio shows whether Council has the ability to cover its operating costs from operating revenues.

PEP Performance Excellence program.

Performance reporting is a key program promoting council transparency, accountability and performance.

Pillar themes that are important to the community and included in our Community Strategic Plan.

Plan of Management (POM) A document which regulates the use and management of community land such as parks and reserves.

Resourcing Strategy a critical link when translating strategic objectives into actions.

RMS Roads and Maritime Services.

SEPP State Environmental Planning Policy.

Southern Sydney Regional Organisation of Councils (SSROC) Eleven councils spanning Sydney's southern suburbs, eastern suburbs, CBD and inner west.

SRV Special Rate Variation.

Stakeholder An individual or group with a particular interest in a project or action.

Sustainability the ability to be maintained at a certain rate or level.

Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.

Stormwater management charge a service to manage the quantity and/or quality of stormwater that flows off land and includes a service to manage the reuse of stormwater for any purpose.

TfNSW Transport for NSW.

THRIVE our people learning program.

TMAP Transport Management and Accessibility Plan.

Voluntary Planning Agreement (VPA) an agreement entered into by a planning authority and a developer where a developer agrees to provide or fund public amenities and public services, transport or other infrastructure.

Ward a local authority area, typically used for electoral purposes.

Work Health and Safety the discipline concerned with protecting the health and safety of all stakeholders in the workplace from exposure to hazards and risks resulting from work activities.

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



**GEORGES
RIVER
COUNCIL**

Georges River Civic Centre
Corner MacMahon and Dora
Streets, Hurstville

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9330 6400

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NSW 1481

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**Language
Assistance**

语言援助

مساعدة لغوية

Помош со јазикот

131 450

