

Questions	Response
<p>What council costs increase because of population growth?</p>	<ul style="list-style-type: none"> <li>• Reference to “population growth” might imply that the focus is on the increase in residents, that is the people that live in the LGA.</li> <li>• However, the growth of an LGA will be reflected in many elements of growth including number and type of businesses, visitation, tourism, scale of activities, number and scale of service facilities (hospitals, stadiums, schools, universities) and traffic/transport activities. The measure of “population growth” must be much greater than residents.</li> <li>• The type and quality of service required and expected by the community of an LGA will vary depending on the type of growth being experienced.</li> <li>• Service expectation also grows over time, irrespective of growth.</li> <li>• It would be better to refer to this as “growth”, rather than “population growth”</li> <li>• Population growth is one element that drives annual cost increase, operating deficits and service increases for council.</li> <li>• Other elements can include: <ul style="list-style-type: none"> <li>○ Fixed regulated charges that do not cover costs, e.g. stormwater charge, section 603 certificates, etc.</li> <li>○ Up-zoning</li> <li>○ Centre growth</li> <li>○ Hospitals</li> <li>○ Education facilities</li> <li>○ Tourism growth</li> <li>○ Visitation</li> <li>○ Commercial centres and commuters</li> <li>○ Federal and state government service reallocations</li> <li>○ Legislative compliance obligations</li> <li>○ Uncontrollable costs, i.e. public liability insurance, award changes etc.</li> </ul> </li> <li>• Specific population impact examples include: <ul style="list-style-type: none"> <li>○ Childcare support, whether a council run facility or demand for sites and fee support.</li> <li>○ Administration of contributions plans</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Communication volume and management</li> <li>○ Incoming volume of correspondence</li> <li>○ Outgoing volume of correspondence</li> <li>○ Faster deterioration of community assets due to higher use</li> <li>○ Change in design needs for aging assets, to cater for higher usage</li> <li>○ Change in design needs to meet changing community expectation, revised risk considerations and health and safety needs</li> <li>○ Operating costs associated with infrastructure from developer contribution plans</li> <li>○ Increase in footpath construction and maintenance</li> <li>○ Increase in street sweeping needs and cleaning needs and expectations</li> <li>○ Greater annual maintenance costs for open space</li> <li>○ Recreation facility demands</li> <li>○ Greater demand in library facilities and operating hours</li> <li>○ Greater demand for aquatic/leisure facilities</li> <li>○ Complexity in community services due to a more diverse socio-environment</li> <li>○ Affordable housing investments</li> <li>○ Street sweeping frequency increase</li> <li>○ Tree removal requests</li> <li>○ Civil maintenance</li> <li>○ Increase in graffiti removal activities</li> <li>○ Environmental protection activities due to increased development</li> <li>○ Greater demand for open space acquisition</li> <li>○ Change in sporting field material to improve the ability for higher use</li> <li>○ Illegal rubbish dumping increase</li> <li>○ Complexity of strategic planning (heritage and historical planning decisions etc.)</li> <li>○ Traffic study requests and remediation</li> <li>○ Historical waste collection facilities have emerging remediation issues</li> <li>○ Climate change pressures</li> <li>○ Sustainability investment</li> <li>○ Smart technology investment</li> </ul>
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	<ul style="list-style-type: none"><li>○ Development advisory services demand and increase strain with expectations to deliver within short timeframes</li><li>○ Larger customer volume and diverse services deteriorate customer experience therefore expectation to have resources to ensure timely action of requests</li><li>○ Community safety program expectations, such as local CCTV program</li><li>○ Increase in legal matters and relevant costs</li><li>○ Increase in public participation in government activities, therefore council operations and governance resourcing</li><li>○ Larger workforce to accommodate more services, requires Work, Health and Safety services</li><li>○ Larger insurance risks and therefore premium with a growing community</li><li>○ Increase in corporate support functions to facilitate growth in services (IT, Finance, HR, procurement, etc.)</li><li>○ Increase in council matters being considered, may have more committee meetings, higher volume of business papers, public participations, workshops, longer council meeting. This impacts resourcing to service the Council meeting function.</li><li>○ Higher volume of customers and matters may impact number of complaints and external correspondence matters</li><li>○ Higher volume of correspondence from community to local MPs etc. directed to council</li><li>○ Higher importance and resource need to lobby to State and Federal government on community matters.</li></ul> <p><b>Refer to Service listing attachment</b></p>
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<p>How much do these costs increase with additional population growth?</p>	<ul style="list-style-type: none"> <li>• It is difficult to quantify as it has not been monitored closely since the large population spike. Also the change in service portfolio, revenue streams, and community expectations occurred at the same time. The short fall in the rate peg not compensating for population growth has been present for at least 20 years. The issue is how the historical 'catch up' shortfall is addressed and then increased for the progressive future.</li> <li>• Georges River Council is proposing to introduce a Special Rate Variation(SRV) in 2021/22 to improve financial sustainability. The recent recommendations of the NSW Productivity Commission review into infrastructure contributions support a shift to rate revenue growth in line with population growth. The report further notes that average rates per capita in NSW (\$591 in 2019) are significantly lower than the average for all other states (\$835).</li> <li>• The Georges River Council per capita rate figure has been calculated at \$454 (or \$448 with the pensioner rebate) which is more than 20% lower than the current NSW average rate, further reinforcing the appropriateness of the New Rates 2021 proposal.</li> <li>• Based on the proposed rate revenue increase over 5 years and assuming 7% population growth, the Georges River Council per capita projection will still be below the NSW average of \$591, with an increase from \$454 to \$545 projected in 5 years.</li> <li>• The table below highlights the disparity between Georges River Council with the NSW average and the average in other states, even with the proposed SRV.</li> </ul> <table border="1" data-bbox="759 932 1966 1233"> <thead> <tr> <th></th> <th>Georges River Council current</th> <th>Average Other States</th> <th>Average NSW</th> <th>Proposed with the SRV</th> </tr> </thead> <tbody> <tr> <td>Per Capita Rate Revenue</td> <td>\$454</td> <td>\$835</td> <td>\$591</td> <td>\$545</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Our long-term financial plan highlights that the SRV will not be enough to sustain future population growth. It is aiming to maintain current service levels for the current population.</li> </ul>		Georges River Council current	Average Other States	Average NSW	Proposed with the SRV	Per Capita Rate Revenue	\$454	\$835	\$591	\$545
	Georges River Council current	Average Other States	Average NSW	Proposed with the SRV							
Per Capita Rate Revenue	\$454	\$835	\$591	\$545							
<p>How do council costs change with different</p>	<ul style="list-style-type: none"> <li>• Standard costs grow with population, but it is the complexity of urban density and high day to day</li> </ul>										

<p>types of population growth?</p>	<p>residential, business, tourism, schooling, health, commuter population that stimulates the activity of our Council. As matters become more complex, they also become more costly to manage.</p> <ul style="list-style-type: none"> <li>• For example: a historical cul-de-sac had 6 houses near a school. Over 10 years of new development there are now 20 dwellings in this area with therefore higher residents living in the same space. The bin collection may have extra bins which have a cost for collection that is covered but now parking issues become a problem, access to the cul-de-sac for the waste collection and street sweeper becomes more complex. Access to the street with higher populated schools becomes an issue. Requests for traffic reviews, street cleaning, footpaths and parking signs increase to manage the higher usage. <ul style="list-style-type: none"> <li>• The nature of servicing a densely populated area has increased in cost and complexity which highlights the actual cost may not just increase by population. Assuming 3 people per household, that cul-de-sac had a population increase of 233%. This is where using overall population growth does not account for the pockets of high density and the increase in complex servicing matters.</li> </ul> </li> <li>• It is also important to consider a business example. A site of 2 or 3 shops might redevelop as a multi storey commercial building attracting two or three thousand workers. These new workers are likely to have greater impact on community assets than the shops previously on the site. There will be increased demand on the road network, expectations for local street cleaning will increase etc.</li> </ul>
<p>What costs of population growth are not currently funded through the rate peg or developer contributions? How are they currently recovered?</p>	<ul style="list-style-type: none"> <li>• There are minimal to no costs associated with population growth that are accounted for by the rate peg. The rate peg assumes a static service model with no increase in demand or changing complexity with population growth. It accounts for the cost of providing a service that does not have to cater for higher demand. It may merely cover the increase in materials to undertake the task.</li> <li>• Employee cost increases are not covered by the rate peg. This is based on the local government award employment conditions.</li> <li>• Developer contributions assist in the delivery of new infrastructure, though the timing of delivery is constrained by councils' requirement to fund the annual maintenance, renewal, depreciation and sometime co-contribution of the construction as per the contribution plan.</li> <li>• Councils across NSW are continually adopting operating deficits (excluding grants and contributions) which are not currently recovered, highlighting an unsustainable financial model.</li> </ul>

	<ul style="list-style-type: none"> <li>• Grants do appear to assist but again, this is predominantly for new infrastructure, not annual operating costs.</li> <li>• Special Rate Variations are used to close the gap, though feedback from the community highlighted the term 'special' as confusing given the strain population growth has on annual operations and the rate peg should be accounting for this.</li> <li>• It is highly costly to undertake the process of a Special Rate Variation when receiving the increase is not guaranteed. SRVs should be isolated for special projects or above standard service standards.</li> <li>• Annual asset renewal and depreciation costs of about 4% of total asset value are not covered.</li> </ul>
<p>Do you have any views on the use of the supplementary valuation process to increase income for growth, and whether this needs to be accounted for when incorporating population growth in the rate peg?</p>	<ul style="list-style-type: none"> <li>• Supplementary valuations assist in accounting for new dwellings but not in the cost due to the increase in density on the parent land and therefore population increase. Nor do supplementary rates address broader population growth not associated with new properties, such as a massive increase in a hospital, a school, a new stadium, new transport interchange or worker growth in a CBD.</li> <li>• The permissible income must have a higher movement to account for the population increase not the dwelling increase.</li> </ul>
<p>Are there sources of population data we should consider, other than the ABS historical growth and DPIE projected growth data?</p>	<ul style="list-style-type: none"> <li>• Those sources are the same as what is used. Consideration of the following data sources may also inform the scale of the entity: <ul style="list-style-type: none"> <li>○ Up-zoning changes</li> <li>○ Government housing targets</li> <li>○ Socio-economic levels</li> <li>○ Infrastructure, property, plant and equipment value</li> <li>○ Developer contributions income and reserve balances and/or assets delivered (on going cost management)</li> <li>○ Internal council strategies</li> <li>○ Visitation statistics</li> <li>○ Traffic analysis</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Greater Sydney Region Plans</li> <li>○ Local jobs</li> <li>○ Commercial floor space</li> <li>○ Number and size of businesses</li> <li>○ Public transport use (as a measure of activity around nodes)</li> </ul>
<p>Is population data the best way to measure the population growth councils are experiencing, or are there better alternatives (number of rateable properties or development applications, or other)?</p>	<ul style="list-style-type: none"> <li>● It is an improvement from the rate peg, but there are other considerations to factor that drive increases in costs. These have been outlined throughout.</li> <li>● Housing targets and the average forecast number of people living in a dwelling will assist.</li> <li>● Have the income prior to the service strain occurring is key, as delaying resolution of cumulative losses will exacerbate the problem.</li> </ul>
<p>Do you think the population growth factor should be set for each council, or for groups of councils with similar characteristics? How should these groups be defined?</p>	<ul style="list-style-type: none"> <li>● Grouping similar characteristics: <ul style="list-style-type: none"> <li>○ If there are consistencies in regions there would be benefits if this is also aligned to State and Federal government plans.</li> <li>○ Comparative information of service delivery would be beneficial</li> <li>○ Proposed joint projects may have greater viability</li> <li>○ Greater alignment of macro plans on a micro level</li> <li>○ Efficiencies in grouping may enable a more accurate growth rate being applied, rather than catering to each council's complexity</li> </ul> </li> <li>● Individual: <ul style="list-style-type: none"> <li>○ May not account for different community socio-economic factors</li> <li>○ Housing and population growth may be the same but affordability and service portfolio may be different</li> </ul> </li> </ul>
<p>Should we set a minimum threshold for including population growth in the rate peg?</p>	<ul style="list-style-type: none"> <li>● Yes, as Councils need to ensure affordability of the current population and not place unsustainable rate increases on the community.</li> </ul>
<p>What is your view on the calculation of the growth factor – should we consider historical, projected, projected with true-up, a blended</p>	<ul style="list-style-type: none"> <li>● Resolution of the historical gap will need to be considered in future growth otherwise the scale of the problem will only reduce, but sustainability will not improve.</li> <li>● Future increase calculation will require historical element for catch up, current levels for maintaining</li> </ul>

factor or another option?	levels and projected element for city planning costs, therefore blended is preferred.
How should the population growth factor account for council costs?	<p>Covering the 'costs' is one element. Understanding the operational revenue and expenditure required to invest in the community is another. Similar to the developer contribution plans that highlight the infrastructure needs for the future, inform how much cash is required.</p> <p>To service a population of x, how much revenue and expenditure is required to satisfy the needs of a growing community.</p> <p>Looking at what we currently have and do, may not be informing exactly what we need to have a thriving and sustainability community that considers future generational needs.</p> <p>The rates income could be isolated for investment in specific quadrants i.e. for current service needs and future investment initiatives only. This would provide more transparency on what rates should be used for.</p>

## Background

### Location

Georges River LGA is located in southern Sydney, approximately 15-17 kilometres south of central Sydney and is part of the *Greater Sydney Region Plan's* South District. It covers 38 square kilometres, with an undulating landform and a distinct ridgeline close to the foreshore edge.

The LGA is bordered to the north by Canterbury Bankstown LGA, to the east by Bayside LGA, to the west by Canterbury-Bankstown LGA and to the south by Sutherland LGA.

Suburbs in the Georges River Council area include Allawah, Beverley Park, Blakehurst, Carss Park, Connells Point, Hurstville, Hurstville Grove, Kogarah, Kogarah Bay, Lugarno, Mortdale, Oatley, Peakhurst, Peakhurst Heights, Penshurst and South Hurstville. The local area also includes parts of Beverly Hills, Carlton, Kingsgrove, Narwee, Ramsgate, Riverwood and Sans Souci.

The Hurstville City Centre and Kogarah Town Centre are two key commercial centres in the LGA and are defined as the Hurstville Strategic Centre and Kogarah Strategic Centre under the NSW Government *Greater Sydney Region Plan* and *South District Plan*. Other key local centres include Penshurst, Beverly Hills, Mortdale, Riverwood, South Hurstville, Oatley and Kingsgrove.

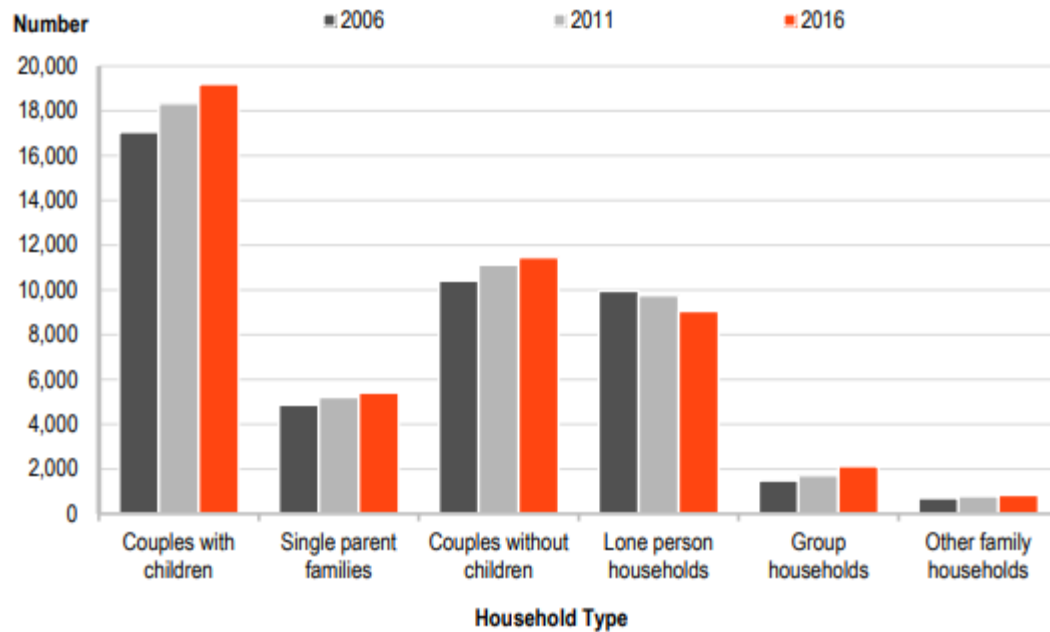


The LGA is predominantly residential, complemented by areas of industrial land use, commercial and retail centres, and open space and recreational areas. The LGA borders the Georges River, which is a predominant waterway and associated significant bushland areas. The Georges River LGA can be accessed by two train lines, a rail station and several major arterial roads, providing access to Sydney CBD, Sydney Airport and Port Botany.

## **Current Population and Employment Characteristics**

### Household Composition and Occupancy Rates

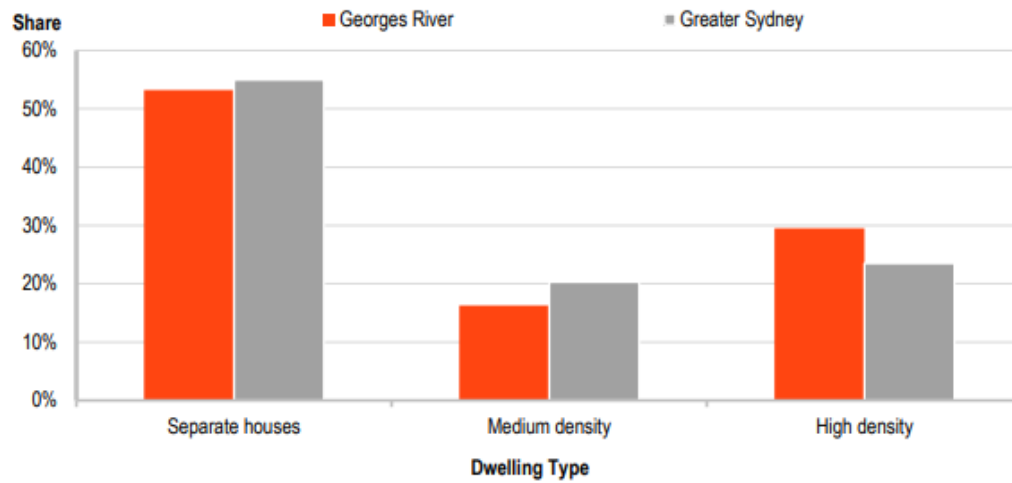
The average household size in Georges River increased to 2.84 in 2016 from 2.76 in 2011. In 2016, the dominant household type was couples with children (19,195 households and comprising 37.4% of the total households in Georges River). Couples with children increased by 12.6% (2,143 households) between 2006 and 2016. Couples without children were also a common household composition, comprising around 23.8% of all households. The larger household types (i.e. couples with children) are still the most significant in Georges River. However, smaller person households are also common as there is a higher share of 'older' couples and older lone persons compared to the metropolitan average. The household composition in Georges River is similar to Greater Sydney, evident in **Error! Reference source not found.** below. In 2016, there were 49,133 occupied private dwellings in Georges River.



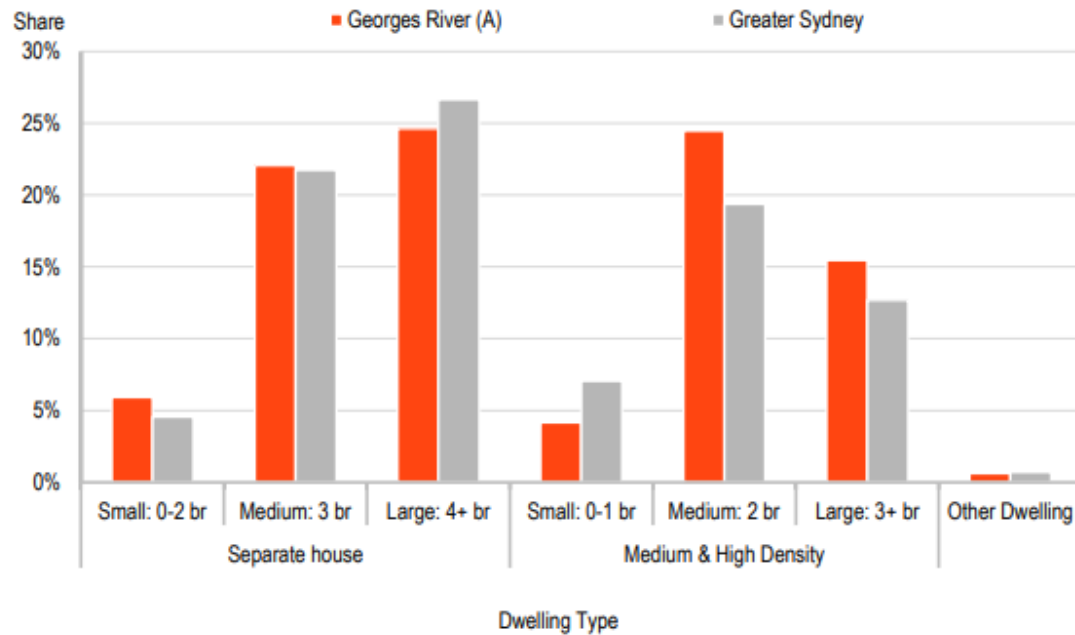
There is currently significant diversity in tenure types across Georges River. There is almost an equal share of people fully owning their homes, people with a mortgage and those who are renting. Having a mortgage is slightly less common in Georges River as compared to Greater Sydney.

### Dwelling Types

Within the LGA, there is almost an equal split between separate houses and multi-dwelling developments, with 53.2% separate houses, 16.3% medium density dwellings and 29.5% high density dwellings. Georges River has a slightly higher proportion of high density dwellings (apartment buildings of three or more storeys) compared to Greater Sydney, as displayed.



Separate houses with four or more bedrooms are the most common dwelling type (24.6%), followed by medium and high-density dwellings with two bedrooms (24.5%). There are smaller proportions of small separate houses (5.9%) medium separate houses (22.1%) and large medium or high-density dwellings (15.5%). Dwelling types and bedroom composition is displayed in figure below.



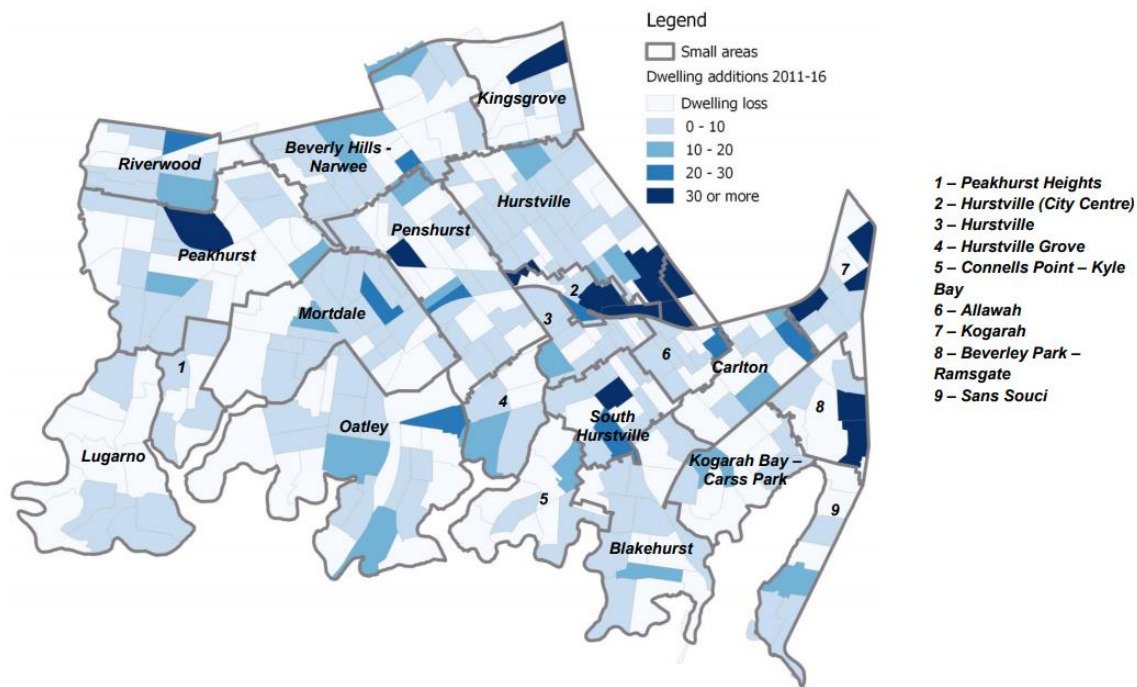
Residential and employment related development

Residential

Between 2011 and 2016, the number of dwellings in Georges River increased by 2,765 dwellings (net), with approximately 42% of these additional dwellings built in Hurstville. There was also a significant number of new dwellings in Kogarah (15.2%).

Between 2011 and 2016, the number of medium density dwellings in Georges River remained stable. Medium dwelling types increased in South Hurstville, Mortdale, Beverly Hills and Narwee.

The majority of development between 2011 and 2016 was built in the major centres of Hurstville and Kogarah. This is demonstrated in the net dwelling density change between 2011 and 2016 shown in **Error! Reference source not found.** below.



Employment related

As outlined in the Georges River Economic and Feasibility Study (2019) by Hill PDA, Georges River contains 48 commercial centres of varying land use mixture, zonings, sizes and roles. The two largest centres are Hurstville and Kogarah strategic centres.

The combined centres contain approximately 738,020sqm of employment floorspace. Of this, around 329,753sqm was occupied by population serving industries, 240,607sqm was knowledge intensive uses, 89,132sqm was health and education, 44,852sqm was vacant and 33,677sqm was occupied by industrial uses. The amount of residential floorspace in the centres was a little higher at 766,253sqm.

In total, the centres provided over 1.5 million square metres of both employment and residential space.

It is estimated that around 36% of total employment in the LGA as of 2017/2018 was located in centres. The industrial precincts and the special infrastructure zones such as St George Hospital contain the majority of the remaining LGA employment.

### Projection of future population and employment growth

The residential and worker population in Georges River LGA is expected to continue to grow over the next 15 years. This growth requires the provision of additional open space and infrastructure to meet this demand.

The forecast growth in residents and workers in the LGA is shown below in Table 1 and **Error! Reference source not found..**

The total residential population in the LGA is expected to grow from 162,794 in 2021 to 185,346 in 2036, an additional of 22,552 persons over this period.

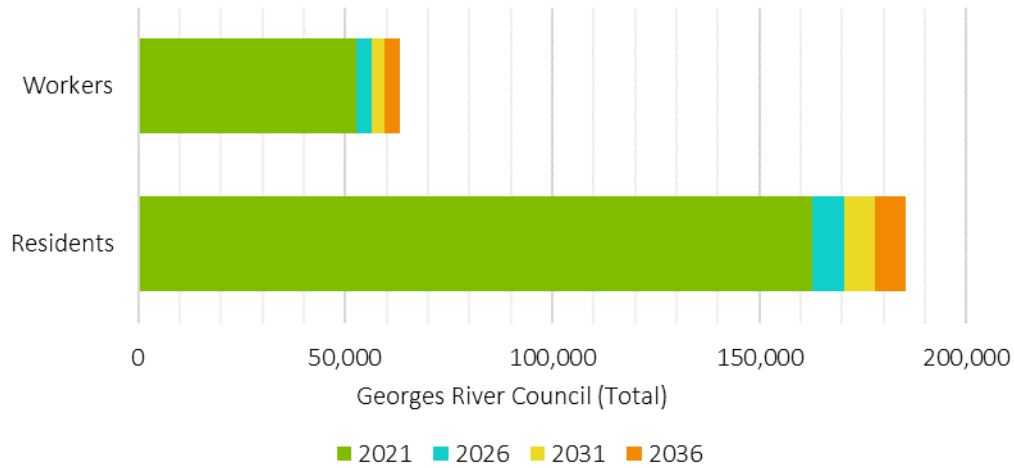
The total worker population employed in the LGA is expected to grow from 29,463 in 2021 to 63,292 workers by 2036, being an additional 10,508 workers employed in the LGA over this period.

**Table 1: Forecast Change in Population and Employment (2021-2036) for major centres and remainder LGA**

Area	2021	2026	2031	2036	Total Change 2021-2036	Change (%)
Hurstville City Centre (residents)	11,241	13,179	14,693	16,176	4,935	43.9%
Hurstville City Centre (workers)	11,429	12,254	12,953	13,729	2,300	20.1%
Kogarah (residents)	8,162	9,124	10,029	10,901	2,739	33.6%
Kogarah (workers)	11,892	12,903	13,796	14,871	2,979	25.1%
Remainder (residents)	143,391	148,221	153,211	158,269	14,878	10.4%
Remainder (workers)	29,463	31,295	32,781	34,692	5,229	17.7%
<b>Total (residents)</b>	<b>162,794</b>	<b>170,524</b>	<b>177,933</b>	<b>185,346</b>	<b>22,552</b>	<b>13.9%</b>
<b>Total (workers)</b>	<b>52,784</b>	<b>56,452</b>	<b>59,530</b>	<b>63,292</b>	<b>10,508</b>	<b>19.9%</b>

Source: Population forecasts prepared by forecastsat.id (2018); Employment forecasts taken from TfNSW Travel Zone Projections v1.51 (2019)

### Forecast Change in Population and Employment (2021-2036)



Source: Population forecasts prepared by forecastsat.id (2018); Employment forecasts taken from TfNSW Travel Zone Projections v1.51 (2019)

The table below illustrates the forecast change in residents by suburb.

**Table 2: Forecast Change in Resident Population (2021-2036) by suburb**

Suburb	2021	2036	Total Change	% Change
Allawah	6,205	7,094	889	14.3%
Beverley Park - Ramsgate	2,836	3,700	864	30.5%
Beverly Hills – Narwee	11,063	12,134	1,071	9.7%
Blakehurst	6,814	7,587	773	11.3%

Suburb	2021	2036	Total Change	% Change
Carlton	7,537	8,573	1,036	13.7%
Connells Point - Kyle Bay	4,088	4,337	249	6.1%
Hurstville (City Centre)	11,241	16,176	4,935	43.9%
Hurstville (Remainder)	22,934	24,525	1,591	6.9%
Hurstville Grove	2,850	2,954	104	3.6%
Kingsgrove	3,960	4,246	286	7.2%
Kogarah	8,162	10,901	2,739	33.6%
Kogarah Bay - Carss Park	3,602	3,856	254	7.1%
Lugarno	5,864	6,222	358	6.1%
Mortdale	11,056	11,781	725	6.6%
Oatley	10,955	11,485	530	4.8%
Peakhurst	12,323	14,665	2,342	19.0%
Peakhurst Heights	2,445	2,573	128	5.2%
Penshurst	13,667	14,664	997	7.3%
Riverwood	6,600	7,965	1,365	20.7%
Sans Souci	2,798	3,253	455	16.3%



Suburb	2021	2036	Total Change	% Change
South Hurstville	5,793	6,655	862	14.9%
<b>LGA Total</b>	162,794	185,346	22,552	13.9%

Source: Forecast.id (2018)

The largest increase in persons between 2021 and 2036 is forecast to be in ages 70 to 84, followed by persons aged 35 to 49. By 2036, the largest age group is expected to be parents and homebuilders (35 to 49 years).

#### Population and Demand for Infrastructure and Services

Based on extensive studies, it is assumed that both residents and workers generate demand for the following ongoing servicing and infrastructure:

- Open space facilities;
- Recreation facilities;
- Libraries;
- Childcare facilities;
- Public domain; and
- Traffic and transport facilities.

Specifically:

- Open space facilities including open space embellishment and land acquisition;
- Community and recreational facilities including indoor sports facilities, libraries, community centres and childcare facilities;
- Public domain works including footpath paving, street tree planting, street lighting and street furniture; and
- Traffic and transport facilities including roads and intersections, active transport, and traffic calming facilities.

Overall, there will be a gap in the funding for the new developments based on income collected from developer contributions alone. The rate peg should account for this or a Special Rate Variation used.

**Attachment Service Listing**

<b>SERVICE</b>
Abandoned Vehicles
Administration
Advisory - Advice
Advisory - Duty
Advisory - Information Sessions
Advisory - Lodgement
Advisory - Pre Lodgement
Advocacy
After Hours Illegal Building Works
Biodiversity
Biosecurity (Weeds)
Building Certification Referrals
Building Engineering Referrals
Bushcare
Carpentry / General Repair
Carss Park Narani Childcare Centre
City Marketing & Strategic Partnerships
Civil Maintenance - General
Climate Change
Clive James Library (Kogarah)
Community Development Capacity Building
Community Property
Compliance - Building Works
Compliance - Complaints
Compliance - Land Use
Compliance Development Certificates
Construction Certificates
Contracts Administration
Cooling Towers
Councillor Support & Excellence Program Reporting
Cultural Services Programming and Delivery
Customer Experience & Improvements
DCPs
Design Civil
Dog Attacks
Dog Barking
Drainage
Economic Development
Electrical - General & Testing
Environment & Sustainability - Resilience Planning
Events
Feral Animal Control
Fire Safety - Cladding
Fire Safety - Court Work
Fire Safety - Inspections
Fire Safety - Orders
Food Shop Inspections
Footpath Repair - General
Footpath Trading
General Correspondence
Graffiti Removal
HEC Event Delivery
HEC Venue Entertainment Sales/Admin
Heritage Plans of Management
Hurstville Early Learning Centre
Hurstville Library
Illegal Parking
Illegal Rubbish Removal
Illegal Use of Public Space
Innovation & Smart City
Jack High Child Care Centre
LEP
Library IT & Online Services
Oatley Library
Oatley West Early Learning Centre
Ocean Street Kindergarten
Operations
Painting
Park & Recreation Bookings
Parks Rubbish Removal
Penalty Infringement Notices
Penshurst Library
Penshurst Long Day Care

**Attachment Service Listing**

<b>SERVICE</b>
Place Mking & Place Strategy
Planning Proposals
Premium Sports Turf Management
Programs
Projects
Purchasing & Invoicing
Reporting & Analytics
Residential Street Cleansing
s94
Skin Penetration
South Hurstville Kindergarten
South Hurstville Library
Sponsorship Attraction & Management
Sports Field Renovaiton
Stormwater
Street Sweeping - Residential
Sustainability
Swimming Pools
Technology Service
Tender Prep & Evaluation
Traffic Engineering
Tree Inspection - General
Tree Pruning / Removal
Truck Movement
Utility Restoraqtions
Waste - Community Projects
Waste - Customer Enquiries
Waste - Education
Zero Net Carbon
Amenities Cleaning - Parks
Building Services - General
Call Centre
Carss Park / Oatley Park Maintenance
Complaints Management
Council and Meeting Support, Business Papers, Mayor Support
Customer Experience
Customer Service - Face to Face
Customer Service - Online Services
Customer Service and Operations
DA Determinations
DA Modifications
DA Reviews
Design Drainage
Drain Cleaning - Maintenance
Fire Safety
Footway Trading & Local Approvals
GIS
HEC Venue Bookings
Illegal Dumping
Major Development - Court Work
Mechanical Repairs - Service
Organisational Development & Capability - Professional
Project Management - Building Projects
Project Management - Civil
Project Management - Env. & Open Space
Projects
Purchasing & Invoicing
Subdivision Certificates
Systems Accounting
Town Cleansing
Traffic/Road Closures
Web & Intranet
Accounts Payable
Accounts Receivable
Advisory - Non Online 149 Certificates
Amenities Cleaning - Public Areas
Archives
Building Services - Cleaning / Essential
Business Performance Accounting
Business Systems
CBD Cleansing
Civil Maintenance - Safety
Communications

**Attachment Service Listing**

<b>SERVICE</b>
Community Engagement
Drain Cleaning - Emergency
Electrical - Safety
Emergency Response - Cleansing / Spills
Emergency Response - Trees
Enterprise Risk Management & Insurance
Environmental Health - Pollution Incidents
Environmental Health Complaints
Events - Citizenship
Events & Marketing
Financial Assets
Financial Reporting
Footpath Repair - Safety
GIPA & Privacy Management
Graphic Design
Hoardings
Human Resources
Illegal and Non-Complying Development
Mandatory Inspections
Mayor and GM shared admin support, Council and Meeting Support, Emergency Announcements
Mechanical Repairs - Breakdown/Safety
On-Call Emergency Response
Operations
Organisational Development & Capability - Legislative
Park Patrol - Unauthorised Use
Parking - Red Zones (e.g. Schools, Medical Precincts)
Parks Mowing
Payroll
Planning Certificates
Policies & Delegations Framework
Pothole Repairs
Premium Sports Turf Management
Procurement & Contracts
Purchasing & Invoicing
Rates
Records & Information Management
Rock Anchors
Security - Monitoring & After Hours
Statutory Property Dealings
Street Sweeping - CBDs
Technology Systems
Tree Inspection - Safety
Waste - Contract Administration
Website & Digital
Work Healty & Safety & Injury Management
Work Scheduler