



**CITY OF
PARRAMATTA**

ATTACHMENTS EXCLUDED

PUBLIC AGENDA

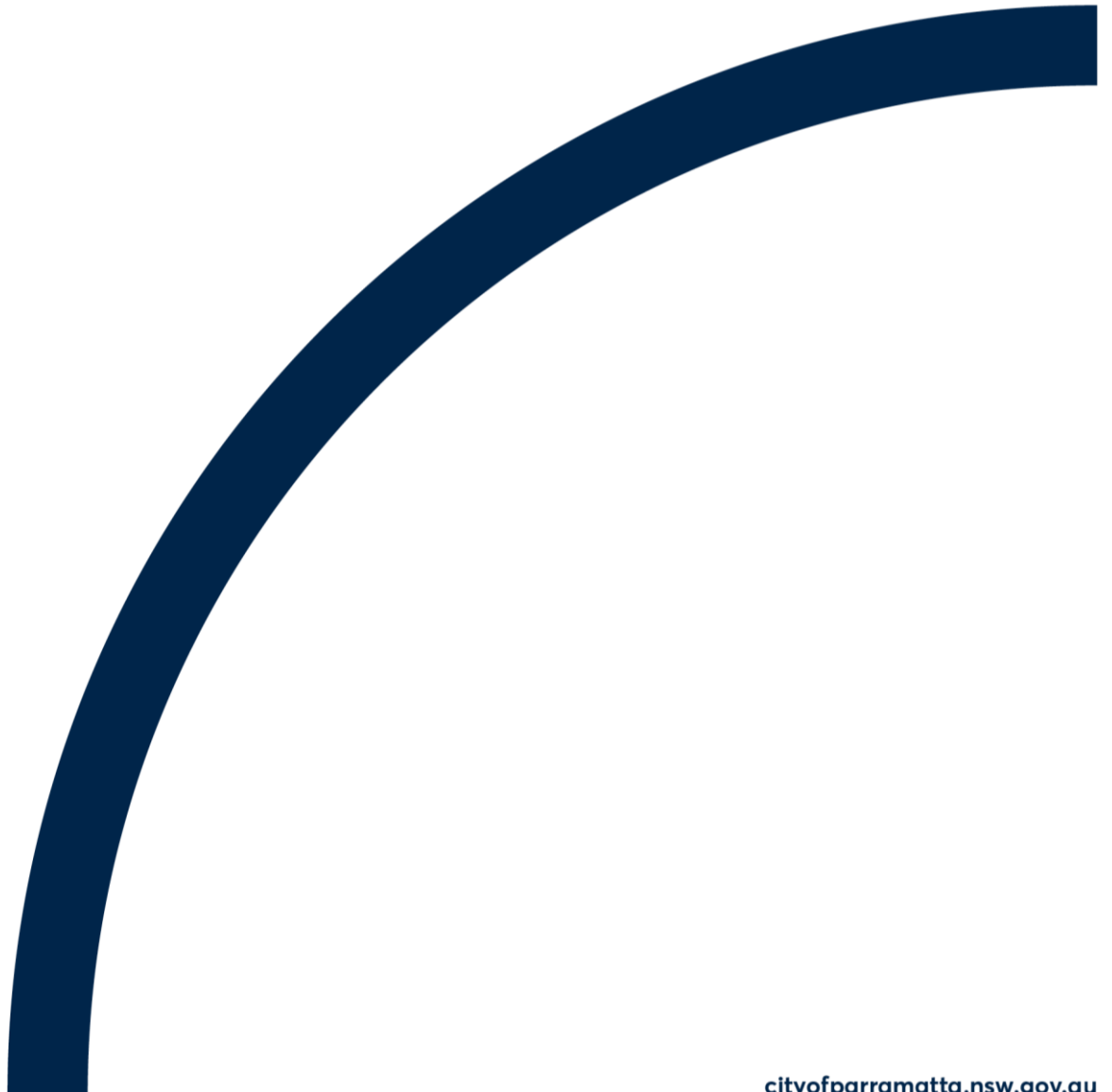


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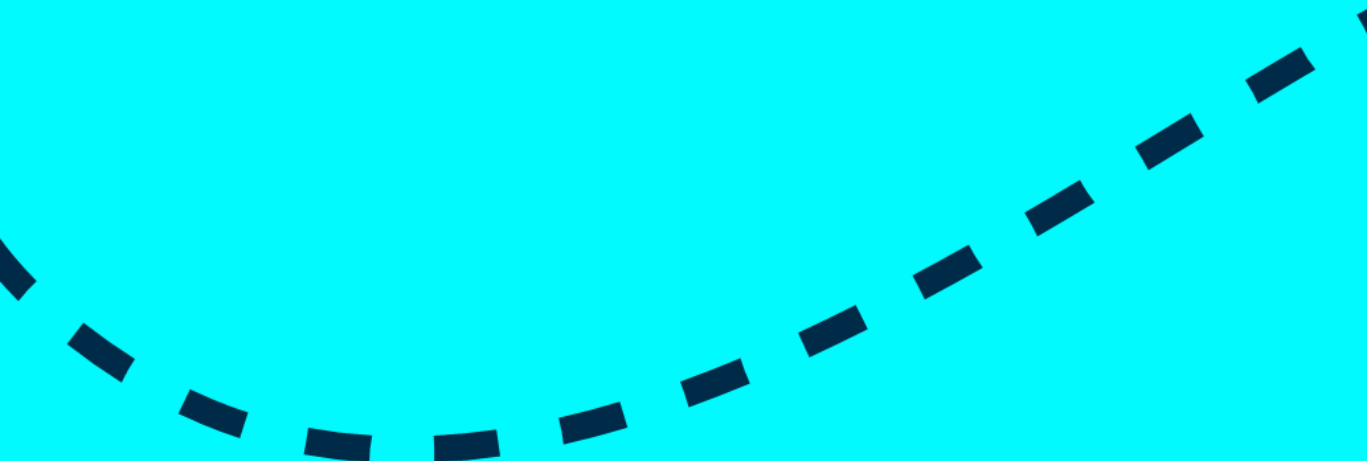


Final Draft Delivery Program 2022-26

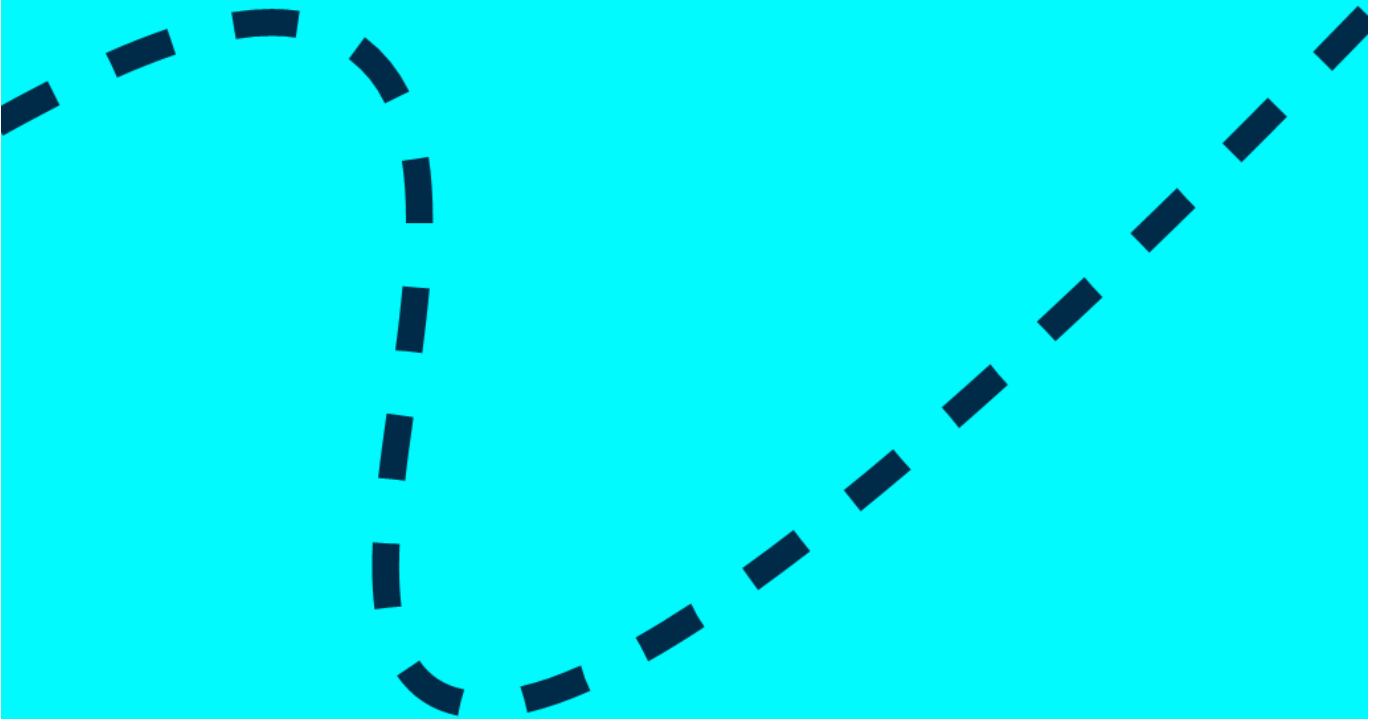


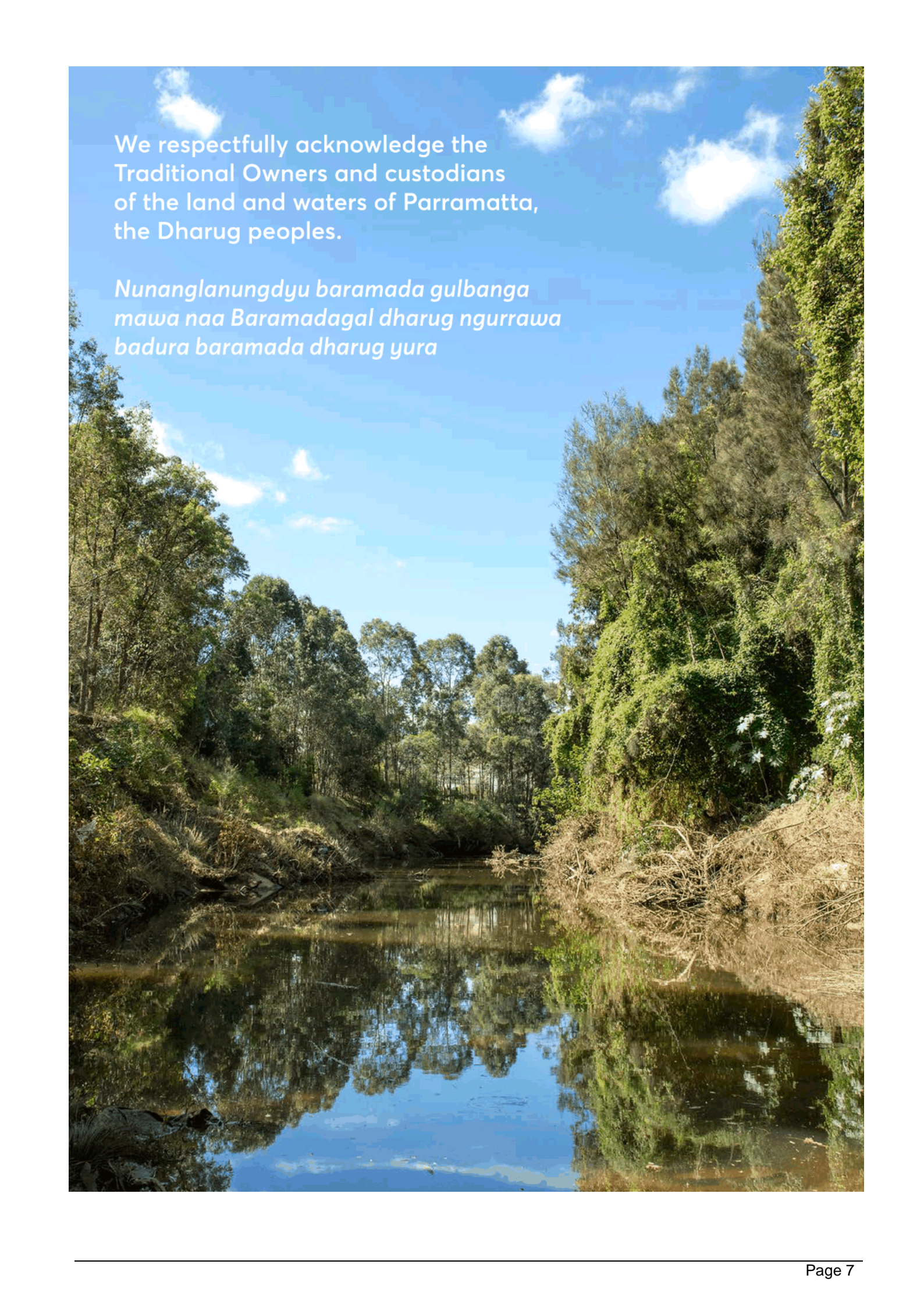
CITY OF
PARRAMATTA

Operational Plan
& Budget 2024/25



Delivery Program 2022-26,
Operational Plan & Budget 2024/25
Final Draft June 2024





We respectfully acknowledge the
Traditional Owners and custodians
of the land and waters of Parramatta,
the Dharug peoples.

*Nunanglanungdyu baramada gulbanga
mawa naa Baramadagal dharug ngurrawa
badura baramada dharug yura*

Recognition of and commitment to the Dharug people

City of Parramatta recognises the Dharug people as First Australians, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Baramadagal and other Dharug peoples, the Traditional Owners of the land we call the City of Parramatta today. The Baramadagal and other Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas.

As a community, we can learn from the resilience and community spirit of First Nations people to best ensure a sustainable City for all. Parramatta has always been an important meeting place for the First Nations people, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming).

The name Parramatta is derived from the word Baramada/Burramatta or 'place where the eels lie down' (breeding location for eels within the Parramatta River). City of Parramatta recognises the significance of this area for all First Nations people as a site of early contact between the First Australians and European Colonists, and Parramatta remains an important meeting place for the First Nations community.

First Nations people continue to play a vital role in the ecological, economic, social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta, we aspire to a future where the cultures, histories and rights of all First Nations people are understood, recognised, and respected by all Australians. City of Parramatta is committed to playing an active role in making this future a reality.

City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and other First Nations people and to celebrate their enduring wisdom, strength, and resilience.

Always Was, Always Will Be, Aboriginal Land.

Message from the Lord Mayor

On behalf of City of Parramatta, I am pleased to present our Delivery Program 2022-26, and the Operational Plan and Budget 2024/25.

The Delivery Program and Operational Plan (the Plan) is our four-year commitment to supporting the people, communities, businesses, and services that make up the City of Parramatta. The Plan details how the City of Parramatta will commit and prioritise funds and resources to meet the Council's six core strategic goals as set out in our Community Strategic Plan:

- Fair
- Accessible
- Welcoming
- Green
- Thriving
- Innovative

These goals, and how they guide our actions are detailed on pages 36-49 of this Plan. To support our City's growth, Council has budgeted more than \$534 million in operating and capital expenditures in the 2024/25 financial year, and a capital works program worth \$607 million over the next three years. This includes improved traffic management, the revitalisation of local roads, parks, centres, as well as sports and community facilities.

City of Parramatta continues to deliver City shaping developments like the transformation of Riverside Theatres into the centrepiece of Parramatta's revitalised arts and culture precinct, across the river from the new Powerhouse Parramatta. Scheduled for completion in March 2028, this project will be supported by key strategies such as the

Cultural Strategy Refresh and the Visitor Economy and Night-time Economy plans as part of our vision to cement Parramatta as the premier arts and culture destination outside of the Sydney CBD.

Investment in sustainability is also integral to this plan through the delivery of a number of green initiatives such as the new Community Recycling Facility and the rollout of our full Food Organics & Garden Organics (FOGO) residential waste program. We will also finalise our Tree Canopy Plan and Environmental Strategy to ensure Council continues to prioritise our local natural environment.

Council's continued commitment to the delivery of our core services while leading, supporting and building the capacity of our valuable



community sector will also enable people to grow and contribute to our City.

We want the City of Parramatta to be a place where everyone feels welcome and benefits from our facilities and services. The health, wellbeing and resilience of our residents is priority. We are delivering on this through the many upgrades to our parks, playgrounds, and community facilities throughout the Local Government Area (LGA).

We are also committed to affordable housing and accessible transport which will be outlined in our Integrated Transport Strategy and the second stage of our Local Housing Policy.

Over the next three years, we're committed to transparent planning and improvements, ensuring sustainable growth

and good urban design as we see continued transformation across our LGA.

I encourage you to read the Plan to learn more about the measurable steps we will be taking to deliver these projects.

I look forward to working with our community to ensure the City of Parramatta continues to flourish and evolve - celebrating our achievements as we become a more sustainable, liveable and productive City for present and future generations.

Councillor Pierre Esber
Lord Mayor





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INTRODUCTION



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1.2 — Our Councillors

1.3 — Our City in numbers

1.4 — Financial snapshot

1.5 — Key capital projects



01

1.1 Welcome

Welcome to the City of Parramatta Council's Delivery Program 2022-26 and Operational Plan & Budget 2024/25.

The Delivery Program and Operational Plan (DPOP) presents Council's core services, activities and projects that will be delivered in the year to meet the needs of the community.

This document also provides the community with transparency around Council's four-year budget, our capital and maintenance programs, and the proposed rates, fees and charges for the financial year.

THIS DOCUMENT HAS SIX PARTS:

PART 1 Introduction

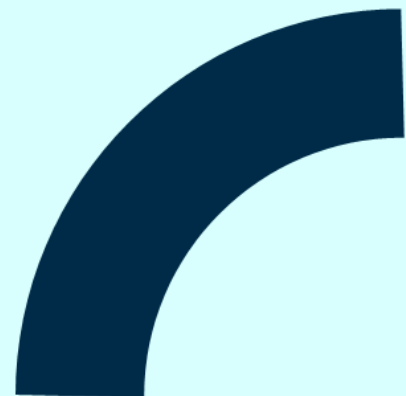
PART 2 Delivering Our Plan

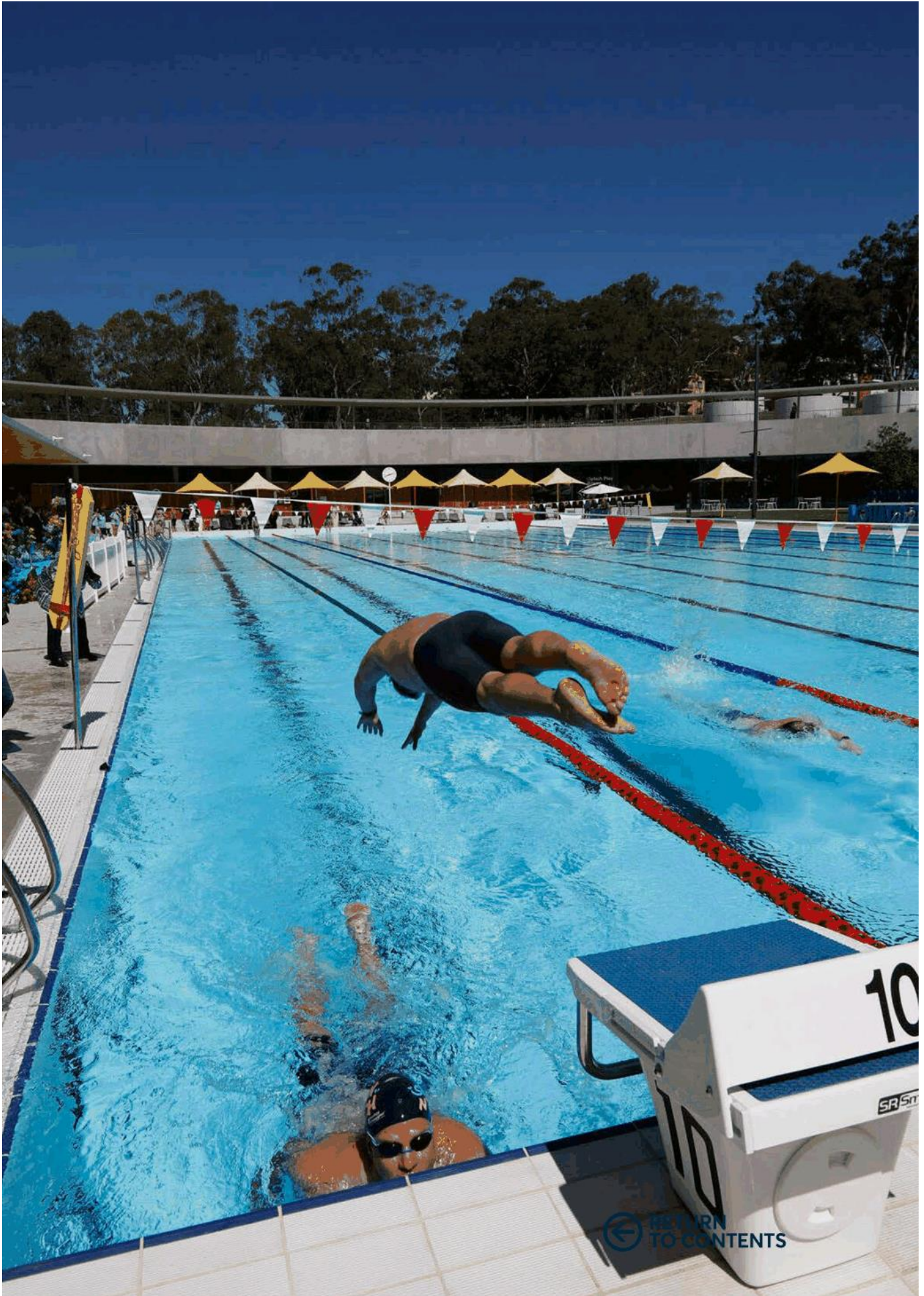
PART 3 Our Principal Activities

PART 4 Our Services and Projects 2022-26

PART 5 Attachment 1
Budget 2024/25

PART 6 Attachment 2
Fees and Charges 2024/25





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1.2

Our Councillors



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1.3

Our City in numbers

Our people

Topic	Key Figures
POPULATION	256,729 in 2021 (3,056 people per km ²)
	446,021 forecast for 2041 (5,310 people per km ²)
	Median age = 35 years (NSW = 39 years)
	84% feel welcome living in our city
DWELLINGS	92,109 occupied dwellings in 2021
	188,447 dwellings forecast for 2041
	40.5% of residents live in a flat or apartment
DIVERSITY	0.8% of residents identify as Aboriginal and/or Torres Strait Islander
	53.3% of residents were born overseas
	56.4% speak a language other than English at home
	12.4% Mandarin
	6.4% Cantonese
EDUCATION AND EMPLOYMENT	5.5% Korean
	36.1% of residents hold a bachelor's degree or higher
	97.6% employment rate in June 2023
	23.6% of residents work within the LGA
	Median household income = \$2,051 per week (NSW = \$1,829)
VULNERABLE COMMUNITIES	13.1% of households are 'low income', earning less than \$650 per week
	15.6% of households are in housing stress
	4.1% of people require assistance with daily living activities
	16.5% of residents reported that they do not speak English well or at all

Note: Information contained in this document is based on available information at the time of writing. All figures are indicative only and should be referred to as such. While City of Parramatta has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete.

📍 Our place

Topic	Key Figures
LOCATION	The City of Parramatta covers 84km² at the centre of metropolitan Sydney, 24km west of Sydney CBD
CONNECTION	Home to the Dharug peoples for more than 60,000 years Australia's oldest inland European settlement
HERITAGE	Parramatta Park is a World Heritage Listed site More than 750 significant archaeological sites More than 50 State significant heritage sites
ENVIRONMENT	105km of waterways including 88.2km (or 84%) of natural waterways 863ha of green and open space including 389ha bushland and 64 sporting fields 36.7% vegetation cover including 22.6% tree canopy cover 600 unique species of flora and 230 unique species of fauna More than 10 days per year over 35°C since 2018 An average of over 31 evenings and days per year experience heatwave conditions
ECONOMY	2.3 million people live within a 45-minute commute to the Parramatta CBD Gross Regional Product = \$28.21 billion 168,019 people work in the City of Parramatta 5,435 jobs created between 2016-2021 More than 30,591 businesses call Parramatta home 23.4% vacancy in Parramatta's commercial office buildings

Data sourced from Australian Bureau of Statistics (2021 Census), Forecast.id (2021 ERP release), Profile.id (2016 Census, June 2021), Housing.id, Small Area Labour Markets (June 2021), GIS (2020, 2021), Urban Monitor methodology and data (2016), Bushland Survey (2016), Bureau of Meteorology (2016, 2017-2020), Price Waterhouse Coopers (2016), Property Council of Australia (July 2023), Our City, My Life Survey (2023).

1.4

Financial snapshot

This Delivery Program, Operational Plan and Budget outlines Council's commitment to deliver a broad range of initiatives across the City of Parramatta local government area. Council has budgeted more than \$534 million of operating and capital expenditure in the 2024/25 financial year.

Council expenditure	2024/25 \$'000
Operational expenditure (including depreciation)	340,089
Capital expenditure	194,654
Total	534,743

Full details and explanations are contained in:

- Part 5: Attachment 1 - Budget 2024/25
- Part 6: Attachment 2 - Fees and Charges 2024/25

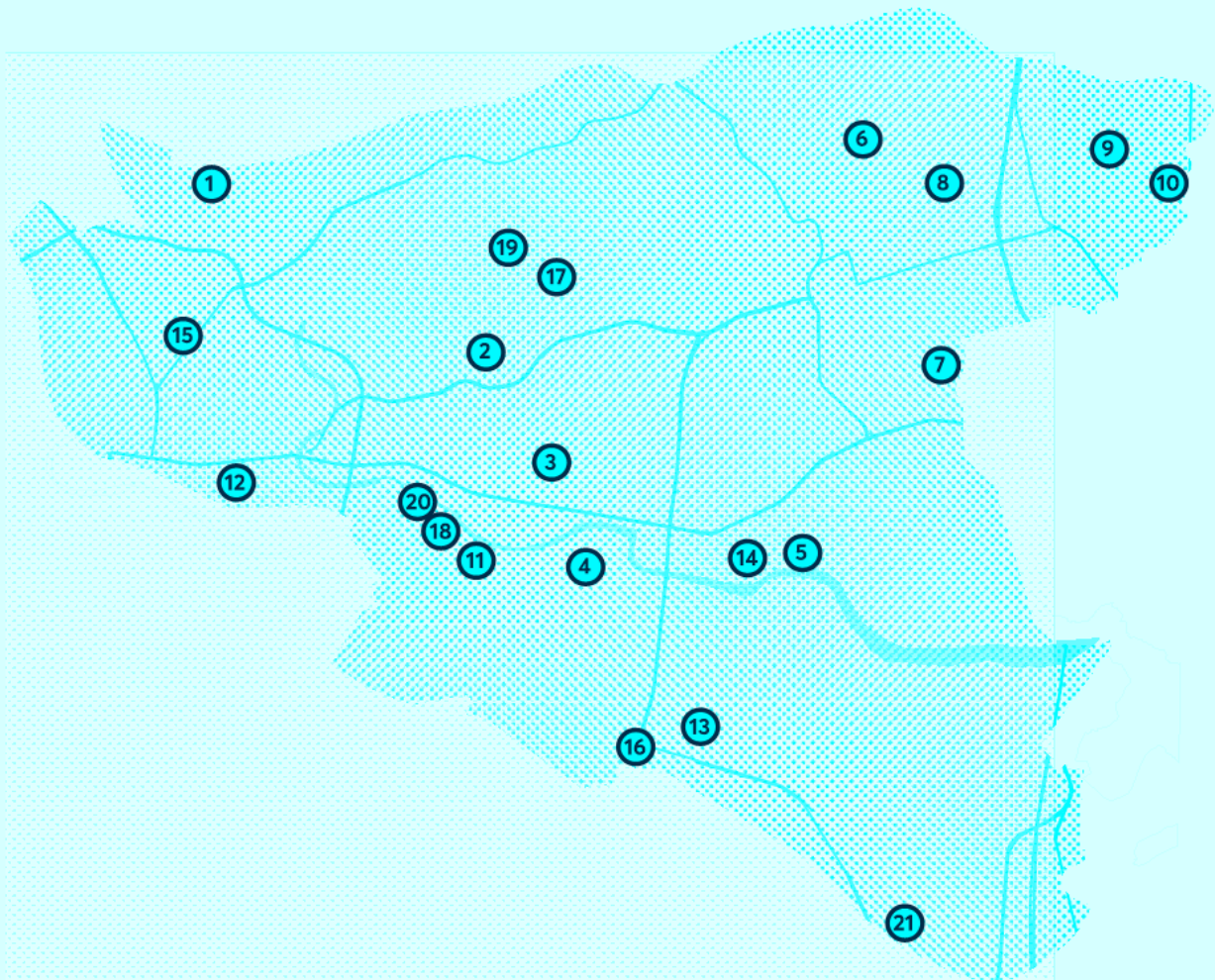


For every \$100 spent by Council in 2024/25,
Council will spend:



1.5 Key capital projects

The following outlines a selection of key capital projects Council will be working on between July 2024 and June 2025.



Legend



Project delivery and target date are dependent on external funding.

**1 Max Ruddock Reserve Amenities
Modernisation with Viewing Platform**

Target date: April 2027



2 Lake Parramatta Swimming Area Upgrade

Target date: November 2024



3 Doyle Ground Sports Facility Improvements

Target date: December 2026



4 Alfred Street Cycleway Stage 2

Target date: December 2024

5 Rydalmere Foreshore Stage 3

Target date: December 2024

6 Drainage Construction at Lyndelle Place

Target date: June 2025

7 Let's Play @ Kilpack!

Target date: February 2026



8 West Epping Park Dog Off-Leash Area

Target date: October 2025



**9 Epping Town Centre: Oxford Street Urban
Amenity & Reinvigoration Project**

Target date: November 2026



10 Epping Pool Redevelopment

Target date: March 2026

11 George Street East Cycleway

Target date: June 2025

12 Finlayson's Creek Regional Cycleway

Target date: July 2028



13 Duck River Nature Trail

Target date: December 2028



**14 Refurbish Rydalmere Bowling Club into a
new Multi-Purpose Community Facility**

Target date: February 2028



**15 Sue Savage Reserve Multigenerational
Recreational Facilities**

Target date: July 2027



16 Granville Town Square

Target date: June 2026

17 Somerville Park Improvement Project

Target date: December 2026



18 Phillip Street Smart Street Stage 2

Target date: June 2025

19 Don Moore Multi Purpose Community Hub

Target date: December 2026



20 Riverside Theatres Redevelopment

Target date: March 2028



21 Carter Street Precinct Community Centre

Target date: July 2026





DELIVERING OUR PLAN



2.1 — Integrated Planning & Reporting

2.2 — How we develop the Plan

2.3 — Community Engagement

2.4 — Reporting on our progress

02

2.1

Integrated Planning and Reporting

Under the Local Government Act (Planning & Reporting) 2009 (NSW), councils are required to take a rigorous approach to strategic and financial planning.

The Integrated Planning and Reporting (IP&R) framework is used by Council to connect various strategic plans, enabling closer collaboration between Council, the community, and our partners to achieve a shared vision and committed action.

At the City of Parramatta, integrity is a core value that guides our commitment to careful forward planning for our communities and partners. We uphold the guiding principles of the IP&R framework, designed for local governments to plan for long-term sustainability and report transparently. By bringing together plans and resources, we aim to provide the best possible value to those we serve.



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK



2.2

How we develop the Plan

This Delivery Program and Operational Plan is the result of a process which involved input from our community, Councillors and staff.

COMMUNITY

In late 2021, Council held a 5-week consultation to gather input on our refreshed Community Strategic Plan and new Delivery Program, aiming to gain a deeper understanding of our community's long-term aspirations for our City and identify key priorities for the next four years.

More than 150,000 people were presented with the opportunity to have their say across a variety of channels, including multiple social media campaigns, large scale email distributions and print advertising.

The Plan was refreshed in early 2023 for the 2023/24 financial year, and officially adopted by Council in June 2023 following a 4-week public exhibition process with the community.

In later 2023, Council conducted five face-to-face *Your Place, Your Voice!* community workshops across our wards, involving more than 200 people across Parramatta. The local themes and priorities from these workshops have been analysed to prepare the update of the Plan for the 2024/25 financial year.

COUNCILLORS

For the initial development of the Delivery Program 2022–2026, workshops held for Councillors over January–June 2022 set the strategic direction for City of Parramatta and confirmed the priorities that informed Council's activities and resource decisions for the four-year Council term.

To update the Plan for subsequent years (2023/24, and 2024/25), Councillors reviewed Council's priorities, deliverables and budgets through a further series of workshops and meetings, considering significant feedback from the community in the process.

STAFF

Between November 2021 and April 2022, Council's executive and senior leadership teams considered Council's strategic direction, statutory functions, existing commitments, community feedback and financial position to prepare this plan.

To ensure that the Plan remains up-to-date and relevant, a similar process has been undertaken annually with staff, to review and improve the existing document. This process allowed Council to incorporate any new information or changes to its strategic direction, ensuring that the plan remains effective in meeting the needs of the community.



2.3

Community Engagement

Our Community Engagement Strategy guides us on how to best involve the community in decisions that will affect them.

Engagement helps Council maintain strong relationships with our community and partners. Through meaningful, timely consultation, insightful research and regular communication, Council is able to represent and balance local interests.

WHAT YOU'VE TOLD US SO FAR

In late 2021, Council ran a 5-week consultation on its refreshed Community Strategic Plan and new Delivery Program, to understand our community's long-term aspirations for our City and the key priorities for the next four years.

The consultation yielded 229 total submissions on the various surveys in the consultation. These included 156 responses on four-year priorities, which revealed a number of themes that were considered in the development of this Plan.

Four-year community priorities - key themes:

- Investment in green initiatives
- Traffic and transport
- Community services and facilities
- Open green and recreation investment
- Affordable and diverse housing/accommodation
- Equal/fairer distribution of funding and facilities across all wards and strong governance

Additionally, *Your Place, Your Voice!* community ward workshops, held in late 2023, and involving more than 200 people across Parramatta, helped to prepare the update of the Plan for 2024/25.

These workshops yielded the following themes and priorities:

- Continued investment in local government priorities 'roads, rates and rubbish'
- Place more focus on environmental sustainability
- Invest in and maintain public and community facilities to a high standard
- Partner more with local community groups

2.4

Reporting on our progress



Council is committed to transparency and accountability for the progress made on the Key Projects and KPIs outlined in Parts Three and Four of this Plan.

Regular monitoring and reporting our progress helps us stay on track and make any necessary adjustments, while keeping our community and stakeholders informed and engaged in the process.

Council's reporting will comply with all legislative requirements. We will provide other informal updates through our website and neighbourhood communications.

The Integrated Planning and Reporting Framework (S.404 Local Government Act) requires Council to prepare:

- ✓ **Quarterly Budget Reviews** outlining Council's financial position.
- ✓ **Progress reports at least every six months** on the KPIs and Key Projects from our Delivery Program and Operational Plan.
- ✓ **An Annual Report** which includes the achievements of Council in implementing the Delivery Program, additional information required by legislation and audited Financial Statements for the financial year.
- ✓ **A State of our City** report detailing Council's progress in implementing the Community Strategic Plan during the Council term.

To read Council's reports, visit:

www.cityofparramatta.nsw.gov.au/council/key-council-documents/quarterly-and-annual-reporting



OUR PRINCIPAL ACTIVITIES





3.1 — How to read this section

3.2 — Fair - Strategic Actions and Services

3.3 — Accessible - Strategic Actions and Services

3.4 — Welcoming - Strategic Actions and Services

3.5 — Green - Strategic Actions and Services

3.6 — Thriving - Strategic Actions and Services

3.7 — Innovative - Strategic Actions and Services

03

3.1

How to read this section

This section outlines Council's principal activities to deliver on the six Community Goals in the Community Strategic Plan 2018-2038 (CSP).

Our CSP includes six long term Goals for the City, as well as Community Outcomes and Strategic Actions to support these Goals.

Over the four year life of this Delivery Program, our services are Council's principal activities to achieve these Goals.

The following pages detail how Council's services will deliver on our CSP.

OUR COMMUNITY GOALS



We can all benefit from the opportunities our City and neighbourhoods offer.



We can all take part and get to where we want to go.



We foster belonging and celebrate culture and diversity.



We value and care for our environment.



We are a nation-leading City, with prospering communities and industries.



We champion new ideas to create a better future.

Understanding our Goals, Strategic Actions and which Services are delivering them.

CSP Strategic Goal
Set out by the Community Strategic Plan.

CSP Community Outcome
Community Outcomes sit under a Strategic Goal. They aim to answer 'What does success look like?'.

Accessible

We can all take part and get to where we want to go.

A.1
OUR CITY IS SAFE AND ACCESSIBLE TO PEOPLE OF ALL ABILITIES, AGES AND CULTURAL BACKGROUNDS

Strategic Action	Lead Services - Delivery Program 2022-26	
A.1.1 Plan and deliver our City and services with universal design principles, so that they are accessible by all	✓ Capital Projects Delivery	✓ Parks and Open Spaces
	✓ City Design	✓ Regulatory Services
	✓ Development and Traffic Services	✓ Social and Community Services

Strategic Action
Each Strategic Action is associated with a Community Outcome. It aims to answer 'How do we get there?'.

Services
Services that play a leading role in the delivery of this Strategic Action. For more information on the role of each Service, consult pages 52-103.

3.2

Fair

We can all benefit from the opportunities our City and neighbourhoods offer.

F.1

OUR SPACES AND FACILITIES MEET OUR NEEDS AND SUPPORT HEALTH AND WELLBEING

Strategic Action	Leading Services	
F.1.1 Facilitate equitable provision of quality public spaces, community infrastructure and services that enhance community health, wellbeing and resilience	 City Strategic Planning	 Social and Community Services
	 Community Hubs and PHIVE	 Roads Infrastructure
	 Libraries	 Parks and Open Spaces
	 Infrastructure Grants and Major Projects	

F.2

OUR CITY IS A DESTINATION FOR EDUCATIONAL EXCELLENCE, WHERE EVERYONE IS SUPPORTED TO REACH THEIR FULL POTENTIAL

Strategic Action	Leading Services	
F.2.1 Provide education, learning and volunteering opportunities that enable people to grow and contribute to the community	 Libraries	 Community Hubs and PHIVE
	 Social and Community Services	



F.3

EVERYONE HAS A PLACE TO LIVE THAT MEETS THEIR NEEDS

Strategic Action	Leading Services
F.3.1 Plan and advocate for quality housing options, including affordable housing, that support the needs of our diverse community through all life stages	✓ City Strategic Planning

F.4

EVERYONE CAN HAVE A SAY AND CONTRIBUTE TO THEIR COMMUNITY

Strategic Action	Leading Services
F.4.1 Provide opportunities for everyone to share their perspectives, be heard, and influence decision-making processes	✓ Corporate Strategy ✓ Community Engagement and Research ✓ Social and Community Services
F.4.2 Deliver effective, responsible, and ethical City leadership, and responsible financial management, reflective of community needs and aspirations	✓ Finance and Information ✓ City Strategic Planning ✓ Corporate Strategy ✓ Fleet and Depot Operations ✓ People, Culture and Performance ✓ Infrastructure Grants and Major Projects ✓ Regulatory Services ✓ Office of the Lord Mayor and CEO

3.3

Accessible

We can all take part and get to where we want to go.

A.1
OUR CITY IS ACCESSIBLE TO PEOPLE OF ALL ABILITIES, AGES AND CULTURAL BACKGROUNDS

Strategic Action	Lead Services - Delivery Program 2022-26	
A.1.1 Plan our City and services with universal design principles, so that they are safe and accessible by all	<input checked="" type="checkbox"/> Capital Projects Delivery	<input checked="" type="checkbox"/> Parks and Open Spaces
	<input checked="" type="checkbox"/> City Design	<input checked="" type="checkbox"/> Regulatory Services
	<input checked="" type="checkbox"/> Development and Traffic Services	<input checked="" type="checkbox"/> Social and Community Services



A.2

WE ARE CONNECTED BY WELL-DESIGNED INTEGRATED TRANSPORT NETWORKS

Strategic Action	Lead Services - Delivery Program 2022-26	
A.2.1 Advocate for public transport to connect our neighbourhoods and the Greater Sydney region	 City Strategic Planning	 Parks and Open Spaces
	 Infrastructure Planning and Design	
A.2.2 Connect our City with safe, equitable, and enjoyable networks for pedestrians and people riding bikes	 Capital Projects Delivery	 Roads Infrastructure
	 City Strategic Planning	
A.2.3 Deliver and advocate for streets that improve transport outcomes and reduce traffic congestion	 Development and Traffic Services	 Roads Infrastructure
	 Regulatory Services	

3.4

Welcoming

We foster belonging and celebrate culture and diversity.

W.1
WE RECOGNISE THAT PARRAMATTA HAS ALWAYS BEEN A GATHERING PLACE, AND OUR DIVERSITY IS OUR STRENGTH

Strategic Action	Lead Services - Delivery Program 2022-26	
W.1.1 Recognise the Dharug traditional owners of Parramatta, and ensure that the voices and aspirations of our First Nations communities are elevated and realised	 City Design	 Social and Community Services
	 Parramatta Artists' Studios and Cultural Services	

W.2
EVERYONE CAN PARTICIPATE, BELONG, AND FEEL CONNECTED

Strategic Action	Lead Services - Delivery Program 2022-26	
W.2.1 Encourage and celebrate community connections, culture and social inclusion through initiatives, events and facilities	 Events and Festivals	 Community Hubs and PHIVE
	 Parramatta Artists' Studios and Cultural Services	 Riverside Theatres
W.2.2 Respect and protect our shared living histories, heritage and places	 Development and Traffic Services	
	 Community Hubs and PHIVE	

W.3
WE ALL FEEL SAFE AND FREE TO ENJOY OUR CITY

Strategic Action	Lead Services - Delivery Program 2022-26	
W.3.1 Create and facilitate places and programs that support real and perceived community safety	<input checked="" type="checkbox"/> Infrastructure Grants and Major Projects	<input checked="" type="checkbox"/> Social and Community Services
	<input checked="" type="checkbox"/> Finance and Information	



3.5

Green

We value and care for our environment.

G.1

WE HAVE A HEALTHY NETWORK OF GREEN SPACE AND WATERWAYS THROUGHOUT OUR CITY

Strategic Action	Lead Services - Delivery Program 2022-26	
G.1.1 Enhance the health of Parramatta River and its tributaries, and advocate for integrated water cycle management	 Capital Projects Delivery	 Parks and Open Spaces
	 City Strategic Planning	
G.1.2 Protect and increase the quality of our natural environment, bushland and biodiversity	 City Strategic Planning	 Infrastructure Planning and Design
	 Environment and Sustainability	 Major Projects and Precincts

G.2

WE CAN ALL ENJOY AND CONNECT WITH OUR ENVIRONMENT

Strategic Action	Lead Services - Delivery Program 2022-26	
G.2.1 Improve the functionality and environmental performance of our parks, sportsgrounds and recreational areas	 Environment and Sustainability	
	 Parks and Open Spaces	

G.3

OUR CITY IS SUSTAINABLE AND KNOWN FOR ITS ENVIRONMENTAL LEADERSHIP

Strategic Action	Lead Services - Delivery Program 2022-26	
G.3.1 Transition to net zero carbon emissions solutions in the City and community	✓ Environment and Sustainability	✓ Major Projects and Precincts
G.3.2 Foster the circular economy to provide innovative solutions to resource use and management	✓ City Strategic Planning ✓ Environment and Sustainability	✓ Waste Management Cleansing

G.4

WE ARE A RESILIENT CITY, SUPPORTING THE FUTURE OF OUR COMMUNITY AND ENVIRONMENT

Strategic Action	Lead Services - Delivery Program 2022-26	
G.4.1 Embed city resilience and climate change adaptation, by preparing for key climate hazards such as flooding and urban heat	✓ City Strategic Planning ✓ Environment and Sustainability	✓ Infrastructure Planning and Design ✓ Major Projects and Precincts



3.6

Thriving

We are a nation-leading City, with prospering communities and industries.

T.1

WE WORK TOGETHER TO DELIVER THE BEST OUTCOMES FOR OUR CITY'S RESIDENTS, WORKERS, AND VISITORS

Strategic Action	Lead Services - Delivery Program 2022-26	
T.1.1 Lead partnerships with industry and government to achieve economic, social, cultural and sustainability outcomes	✓ City Strategic Planning	
	✓ Corporate Strategy	
T.1.2 Foster public and private investment to deliver city-shaping infrastructure and services to support the growth of the City	✓ City Strategic Planning	✓ Finance and Information
	✓ Project Delivery (Property Projects)	

T.2

WE HAVE VIBRANT COMMUNITIES AND A THRIVING 24 HOUR ECONOMY

Strategic Action	Lead Services - Delivery Program 2022-26	
T.2.1 Plan vibrant and sustainable centres with thriving economies	✓ City Design	✓ City Strategic Planning
	✓ Major Projects and Precincts	✓ Development and Traffic Services
T.2.2 Champion tourism, arts and culture to create an interesting City where people come to play, day and night	✓ City Strategic Planning	✓ Parramatta Artists' Studios and Cultural Services
	✓ Communication and Marketing	✓ Riverside Theatres

T.3

OUR CITY IS A NATIONALLY SIGNIFICANT HUB FOR INDUSTRY, BUSINESS, PRODUCTIVITY AND EMPLOYMENT

Strategic Action

Lead Services - Delivery Program 2022-26

T.3.1

Support the development, growth and retention of business, employment centres, and industry



City Strategic Planning

T.3.2

Accelerate local jobs growth and create employment opportunities that benefit the community and the City



City Strategic Planning



3.7

Innovative

We champion new ideas to create a better future.

I.1

OUR CITY IS WELL PLANNED AND BUILT FOR THE FUTURE

Strategic Action	Lead Services - Delivery Program 2022-26	
I.1.1 Implement a robust planning and development framework	 City Design	 Major Projects and Precincts
	 Development and Traffic Services	 City Strategic Planning


I.2

WE ARE A BOLD AND SMART CITY - LEVERAGING DATA, TECHNOLOGY AND CONTINUOUS IMPROVEMENT

Strategic Action	Lead Services - Delivery Program 2022-26	
I.2.1 Support opportunities for innovation and continuous improvement in Parramatta	 City Strategic Planning	 Social and Community Services
	 Finance and Information	 Infrastructure Grants and Major Projects
I.2.2 Deliver Smart City initiatives that support data driven decision-making and improve people's lived experience of Parramatta	 Infrastructure Planning and Design	

I.3

**WE HAVE A STRONG RESEARCH, INNOVATION AND START-UP ECOSYSTEM,
WITH GLOBAL IMPACT**

Strategic Action	Lead Services - Delivery Program 2022-26
I.3.1 Attract and support leading research, education and start-ups to grow and thrive	 City Strategic Planning





OUR SERVICES AND PROJECTS 2022-26



4.1 — How to read this section

4.2 — City Assets and Operations

4.3 — Community and Culture

4.4 — City Engagement and Experience

4.5 — City Planning and Design

4.6 — Supporting Corporate Services



04

4.1

How to read this section

Understanding our services and projects, and how we will measure success.

This section breaks down Council's key Services and Projects committed for the 2024/25 Financial Year.

It includes targets and key performance indicators (KPIs) to track success against these commitments.







Capital Projects Delivery

SERVICE DESCRIPTION

Manages the design and delivery of community infrastructure projects. Core services include:

- Civil Engineering Design
- Landscape Architecture
- Project Management
- Engineering Survey

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	A.1.1; A.2.2 (A.2.3)
 Welcoming	(W.2.1)
 Green	G.1.1 (G.4.1)
 Thriving	
 Innovative	

Service name.

Our Service's core business.

Alignment to the Community Strategic Plan Goals. A coloured circle indicates that this Service delivers or supports part of this Goal. The column on the right specifies the targeted Strategic Actions and if the Service plays a **Leading** OR (*Supporting*) role.

Our Service KPIs

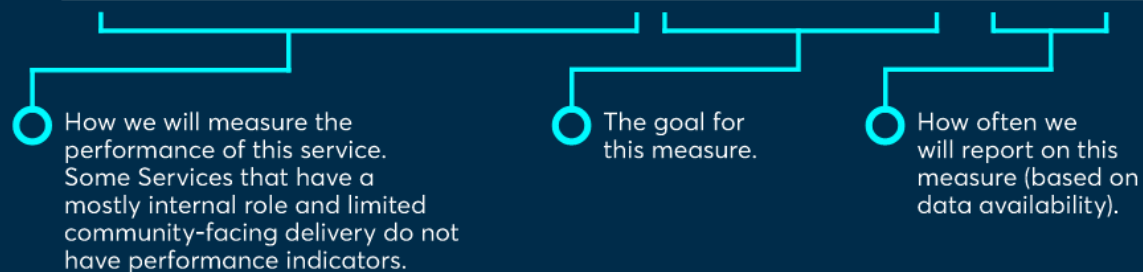
To monitor performance, our Services use KPIs that measure both service delivery and service satisfaction. Delivery KPIs measure outputs against set targets, while satisfaction KPIs measure the community's

perception of service quality. Our satisfaction KPIs are informed by Council's annual Community Satisfaction Survey (a "Community satisfaction rating") or are collected directly from the users of a service (a "Customer satisfaction rating").

Our Projects

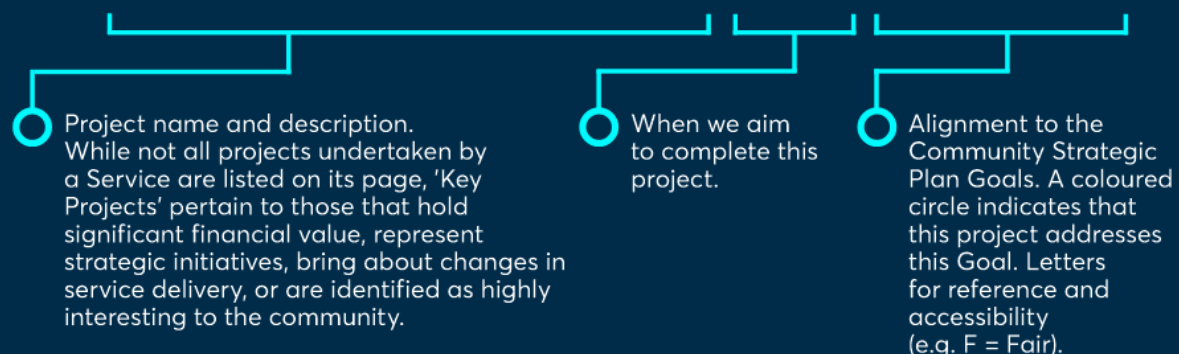
Projects in this section refer to the one off or time-bound initiatives that each Service will deliver in the next 1-4 years, in addition to the "business as usual" measured by their KPIs.

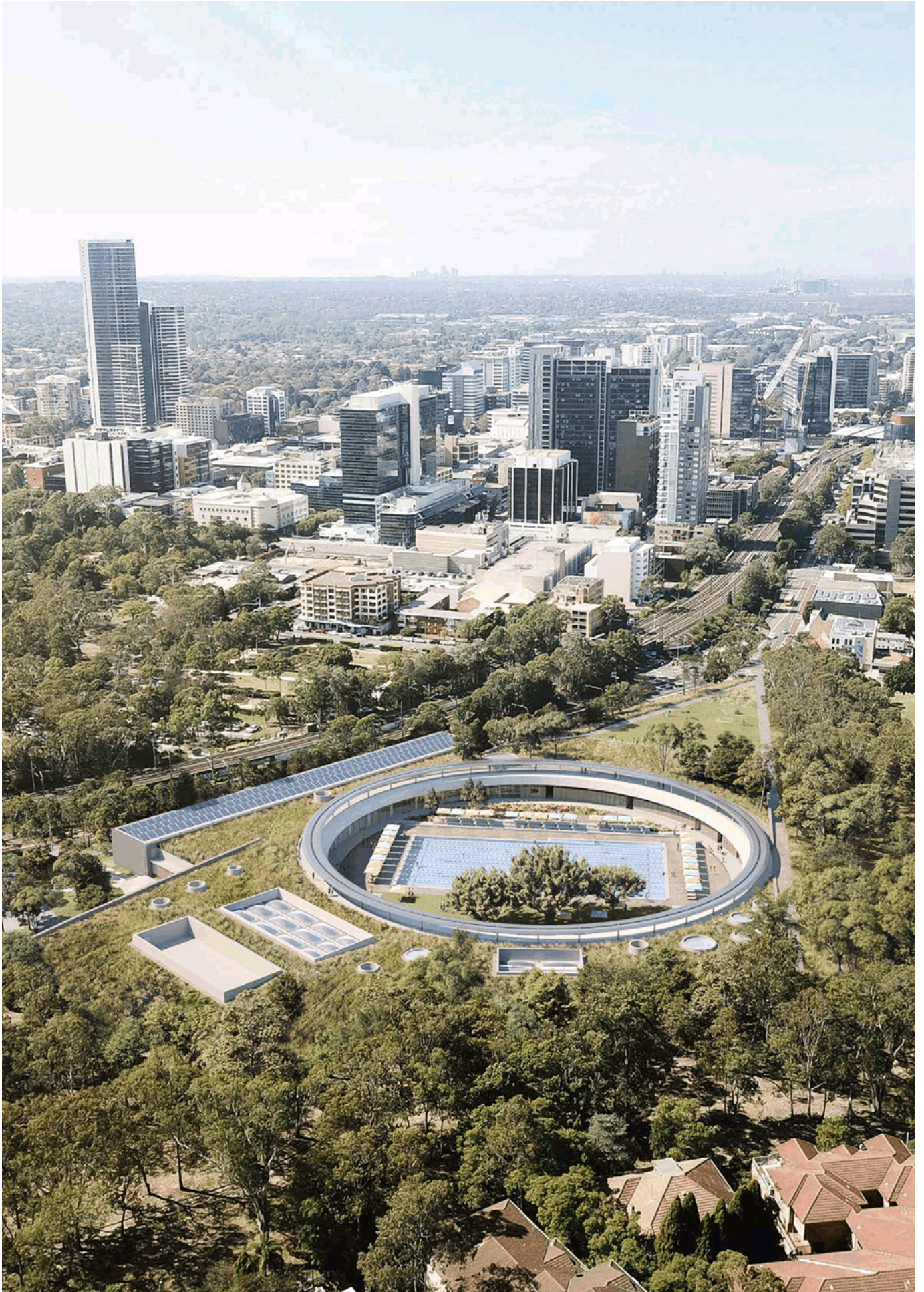
Service Delivery KPI	Target	Frequency
Percentage of potholes made safe within agreed SLA	90%	Quarterly
Service Satisfaction KPI	Target	Frequency
Community satisfaction rating with the provision of cycleways and facilities	Increase on previous year	Yearly



KEY PROJECTS

Project name and description	Target Date	CSP Goals
Epping Pool Redevelopment Redevelopment of the Epping Aquatic Centre, including new indoor pool and upgrade of all facilities.	31/03/2026	<div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>F A W G T I</div>





4.2

City Assets and Operations

Services in this area









Capital Projects Delivery

SERVICE DESCRIPTION

Manages the design and delivery of community infrastructure projects. Core services include:

- Civil Engineering Design
- Landscape Architecture
- Project Management
- Engineering Survey

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	A.1.1; A.2.2 (A.2.3)
 Welcoming	(W.2.1)
 Green	G.1.1 (G.4.1)
 Thriving	
 Innovative	

Service Delivery KPI	Target	Frequency
Percentage of assigned DPOP milestones delivered on budget as scheduled	85% (plus or minus 5%)	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Alfred Street Cycleway Stage 2 <i>Pedestrian and cyclist upgrade along Alfred Street between Eleanor Street and George Street, Rosehill.</i>	31/12/2024	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Parramatta CBD to Sydney CBD Cycleway - missing link ★ <i>Extension of the Haslams Creek and M4 Shared Path into Carter Street with two bridges and a cycleway.</i>	31/12/2027	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Duck River Nature Trail ★ <i>Pedestrian and cyclist paths along the eastern and western banks of Duck River (where available) between the M4 and the Parramatta River.</i>	30/12/2028	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Rydalmere Foreshore Stage 3 <i>Stage 3 of separated walking and cycling paths along the river near Rydalmere Wharf.</i>	31/12/2024	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Finlayson's Creek Regional Cycleway ★ <i>Regional pedestrian and cyclist path under Western Rail Line and up to Darcy Road, Westmead.</i>	31/07/2028	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
George Street East Cycleway <i>New pedestrian and cyclist path on the southern bank of the Parramatta River between Alfred Street and the CBD.</i>	30/06/2025	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Hunts Creek <i>Replacement of existing twin stormwater culverts with single span bridge.</i>	30/04/2025	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Norwest T-Way Shared Path <i>Re-alignment of the T-Way Cycleway to be shorter, safer and better connected.</i>	30/09/2024	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

★ Project delivery and target date are dependent on external funding.







Environment and Sustainability

SERVICE DESCRIPTION

Combines environmentally focused areas including:

- Environmental sustainability (incl. corporate resource recovery)
- Natural area management (incl. natural resources, contaminated land and biodiversity planning)
- Catchment management (incl. drainage infrastructure and flood risk management)

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.4.2)
 Accessible	(A.2.1; A.2.2)
 Welcoming	
 Green	G.1.2;G.2.1;G.3.1;G.3.2;G.4.1 (G.1.1)
 Thriving	
 Innovative	(I.1.1)

Service Delivery KPI	Target	Frequency
Tonnes of carbon emissions generated by Council operations	Reduce on previous year by 5%	Yearly
Percentage of drainage service requests actioned within Service Level Agreement timeframes	85%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Deliver Net Zero Emissions Maintain carbon neutral certification for Financial Year 2025.	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Reduce Flood Risk in City Deliver key projects to reduce flood risk including the Upper Devlins Creek and Haslams Creek (Hill Rd) Flood Studies, and Draft A'Beckett's Creek Flood Risk Management Study and Plan.	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Drainage Construction at Lyndelle Place, Carlingford Construction of bank stabilisation works to mitigate creek erosion.	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Prepare Draft Parramatta River Flood Risk Management Study and Plan Reviews the flood study and develops mitigation options to reduce flood risk.	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Stormwater Harvesting and Reuse Program Selecting playing fields to harvest stormwater runoff for park irrigation and toilet flushing.	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
		F A W G T I







The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

Parks and Open Spaces

SERVICE DESCRIPTION

Provides the holistic management of Council's parks and open spaces, and Public Trees. Core services include operational service delivery (horticultural and arboriculture maintenance).

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1
 Accessible	A.2.1
 Welcoming	(W.2.2)
 Green	G.1.1; G.2.1 (G.1.2; G.4.1)
 Thriving	
 Innovative	

Service Delivery KPI	Target	Frequency
Percentage of sportsfields serviced to schedule	90%	Quarterly
Percentage of active parks gardens maintained to schedule	90%	Quarterly
Percentage of playgrounds inspected	100%	Quarterly
Percentage of Open Space Renewal projects completed	90%	Quarterly
Percentage of Public Tree Planting Program delivered to schedule	100%	Yearly
Percentage of Parks and Open Space service requests actioned within Service Level Agreements	80%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Open Spaces & Recreation Plan <i>Develop an Open Spaces & Recreation Plan.</i>	30/06/2025	
Parramatta Light Rail Tree Offsets <i>Planting of street and park trees to mitigate removal of trees that occurred within the light rail corridor.</i>	30/06/2026	
Playground Replacement Program <i>Renew, maintain and provide public playgrounds, including the replacement of playground equipment.</i>	30/06/2025	
Pavilion Capital Improvement Program <i>Provide sportsground pavilions and public amenities to a condition which is compliant with current standards.</i>	30/06/2025	
		F A W G T I

Fleet and Depot Operations

SERVICE DESCRIPTION

Oversees various functions across the LGA:

- Managing the day-to-day operations of the Rydalmere Operations Centre (ROC)
- Fleet procuring, maintaining, and providing advice on Council's fleet of motor vehicles, trucks, and other large and small plant equipment
- Operational services such as carpentry, painting, stores management, sign manufacturing and installation, and mechanical workshop operations

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.4.2
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Percentage of non-compliant/safety issues rectified within 72 hours of receiving a request	100%	Quarterly
Percentage of service requests actioned within Service Level Agreements	80%	Quarterly







Regulatory Services

SERVICE DESCRIPTION

Ensuring the City of Parramatta's natural and built environments are compliant with regulations for the health and safety of the community by managing:

- Building Compliance
- Environmental Health Compliance
- Ranger Services
- Parking
- Certification

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.2
 Accessible	A.1.1; A.2.3
 Welcoming	(W.3.1)
 Green	
 Thriving	
 Innovative	

Service Delivery KPI	Target	Frequency
Environmental Health Compliance Percentage of inspections completed within recommended timeframe for registered/known food outlets	100%	Yearly
Environmental Health Compliance Percentage of food outlets pass first inspection	90%	Yearly
Certification Number of Building Information Certificates received	Decrease on previous year (improved compliance)	Yearly
Parking Percentage of compliant monitored vehicles in CBD timed parking spaces	90%	Quarterly

Waste Management and Cleansing

SERVICE DESCRIPTION

Delivers **waste management** services for residential households and community spaces. Ensures clean, litter-free public spaces through the delivery of **cleansing** services.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	
 Welcoming	(W.3.1)
 Green	G.3.2
 Thriving	
 Innovative	

Service Delivery KPI	Target	Frequency
Cleansing Percentage of street sweeping schedules completed within agreed service levels	85%	Quarterly
Cleansing Percentage of service requests (cleanliness of streets) actioned within agreed SLA	90%	Quarterly
Waste Management Percentage of scheduled litter bin services actioned within agreed SLA	100%	Quarterly
Waste Management Percentage of service requests (missed bins) actioned within agreed SLA	90%	Quarterly
Service Satisfaction KPI	Target	Frequency
Waste Management Community satisfaction with waste collection services	Increase on previous year (3.71/5)	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Roll out full FOGO residential waste contract <i>New domestic waste contract for all residential waste, including recyclables, that reduces landfill by diverting all food and organic scraps into the green waste bin for composting.</i>	30/12/2026	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Recycling Centre <i>Deliver a new Community Recycling Facility.</i>	30/06/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Waste Strategy <i>Develop a new Waste Strategy to deliver on Council's waste targets and circular economy.</i>	31/12/2025	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
		F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.







Roads Infrastructure

SERVICE DESCRIPTION

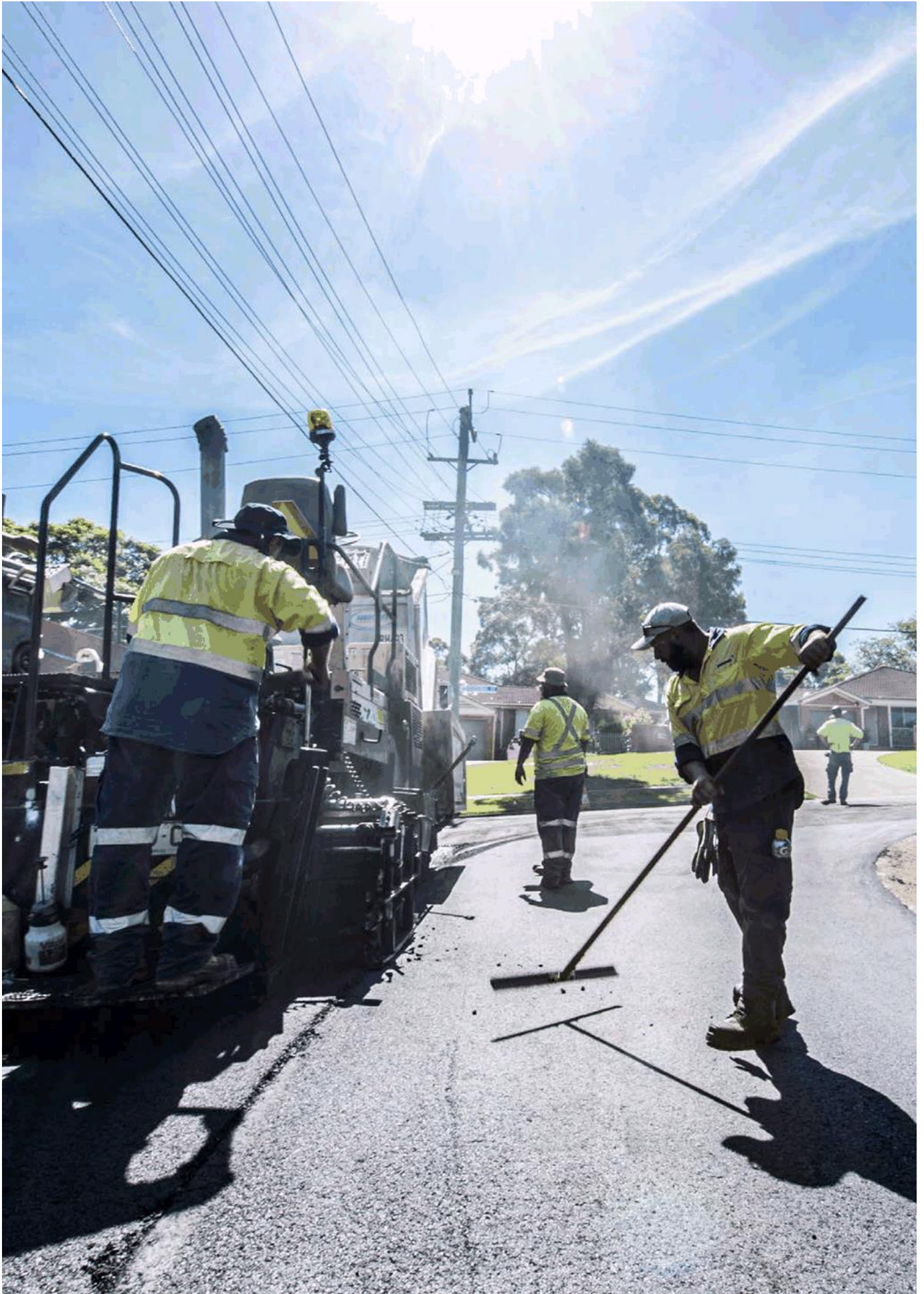
Manages all aspects (including design, resourcing and delivery) of City of Parramatta’s civil infrastructure assets such as:

- Roads
- Footpaths and cycleways
- Stormwater drains

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1
 Accessible	A.2.2; A.2.3 (A.1.1)
 Welcoming	(W.3.1)
 Green	
 Thriving	
 Innovative	

Service Delivery KPI	Target	Frequency
Completion of the annual Footpath and Road Resurface program	100%	Quarterly
Completion of the annual Footpath Renewal program	100%	Quarterly
Percentage of potholes made safe within agreed SLA	90%	Quarterly
Percentage of service requests actioned within service level agreements	80%	Quarterly
Service Satisfaction KPI	Target	Frequency
Community satisfaction rating with provision of cycleways and facilities	Increase on previous year (3.39/5)	Yearly
Community satisfaction rating with the maintenance of footpaths	Increase on previous year (3.24/5)	Yearly
Community satisfaction rating with the condition of local suburban roads	Increase on previous year	Yearly









Project Delivery (Property Projects)

SERVICE DESCRIPTION

Manages the delivery phase of Council's major strategic capital building projects, from concept development to completion. Capital projects once completed will be transferred to operational teams.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	(A.1.1)
 Welcoming	(W.2.1)
 Green	(G.3.1)
 Thriving	T.1.2 (T1.1; T.2.1; T.3.1; T.3.2)
 Innovative	(I.1.1)

Service Delivery KPI	Target	Frequency
Percentage of DPOP project milestones delivered within budget and schedule	90%	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Epping Pool Redevelopment <i>Redevelopment of the Epping Aquatic Centre, including new indoor pool and upgrade of all facilities.</i>	31/03/2026	     
Riverside Theatres Redevelopment ★ <i>Redevelopment project which will revitalise and substantially expand the current Riverside Theatres complex to provide a world class, state-of the-art performing arts and cultural centre.</i>	31/03/2028	     
Future Workplace <i>Redevelopment of new administration building located at 9 Wentworth Street and the ROC to reflect endorsed workplace strategy that supports a flexible, dynamic activity-based work setting.</i>	12/01/2024	     

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

★ Project delivery and target date are dependent on external funding.







Infrastructure Grants and Major Projects

SERVICE DESCRIPTION

Working with our community to provide:

- Delivery and coordination of major capital grants such as Western Sydney Infrastructure Grants.
- Design and masterplanning of the public domain in neighbourhoods and precincts.
- Lead grant identification, evaluation and support a consistent approach to submissions.
- Delivery of projects to support the CBD and local centres.
- Support capital project delivery through the development of tools, templates and training.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1
 Accessible	(A.2.2)
 Welcoming	W.3.1 (W.1.1)
 Green	(G.1.1; G.2.1)
 Thriving	(T.2.1)
 Innovative	(I.2.1; I.2.2)

Service Delivery KPI	Target	Frequency
Percentage of streetscape projects on track for delivery by completion date	85% (plus or minus 5%)	Quarterly
Percentage of milestones met within the Western Sydney Infrastructure Grants (WestInvest) funding deed	85% (plus or minus 5%)	Quarterly

Infrastructure Grants and Major Projects

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Lake Parramatta Swimming Area Upgrade ★ Enhance the amenity, safety, and useability of Lake Parramatta through delivering a safe entry point to the swimming area, additional shade, and formal and informal seating areas.	30/11/2024	
Doyle Ground Sports Facility Improvements Stage 1 ★ Transform Doyle Ground into a high-quality district sporting complex that accommodates multi-sport activities.	31/12/2026	
Let's play @ Kilpack! ★ Undertake major upgrades and improvements at Kilpack Park.	01/02/2026	
Somerville Park Improvement Project ★ Deliver a district-scale accessible playground, circulation paths, multi-purpose sports court space, outdoor fitness equipment, park furniture and shaded areas.	31/12/2026	
West Epping Park Dog Off-Leash Area ★ Provide a dedicated dog off-leash area.	31/10/2025	
Active Youth are Healthy Youth ★ Embellish youth-focused play activities in Dundas Ward, designed by young people in the community. Through providing spaces to explore, socialise and relax, the project will support young people.	31/12/2026	
Max Ruddock Reserve Amenities Modernisation with Viewing Platform ★ Installation of a new amenities block.	30/04/2027	
Strengthening the Heart of Play ★ Deliver sporting and recreation open space across the five parks that form the Heart of Play network.	17/02/2027	
Sue Savage Reserve Multigenerational Recreational Facilities ★ Passive and multi-generational recreational activities and facilities including: accessible public toilets, skate park, fitness stations, car park, minor ponding improvements to channel street, BMX pump track.	31/07/2027	

F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

★ Project delivery and target date are dependent on external funding.






KEY PROJECTS (CONTINUED)

Project name and description	Target Date	CSP Goals
Integrated Parking Solutions Program Smart Parking System for Council's on-street and off-street (MLCP) parking environments.	30/06/2026	
Phillip Street Smart Street Stage 2 Streetscape upgrade between Smith Street and Charles Street, extending from Stage 1.	30/06/2025	
Phillip Street Smart Street Stage 3 Design Streetscape upgrade of Phillip Street between Church Street and Marsden Street, both sides.	30/06/2026	
Epping Town Centre: Oxford Street Urban Amenity & Reinvigoration Project ★ Inject new life and vibrancy into the Epping Town Centre, reinvigorating outdoor dining, open spaces and bringing much needed shady street trees.	01/11/2026	
Don Moore Multi-Purpose Community Hub ★ Deliver the Don Moore Multi-Purpose Community Hub project.	30/12/2026	
Refurbish Rydalmere Bowling Club into a new Multi-Purpose Community Facility ★ Adaptively reuse the existing premises to serve the community as a multi-purpose community centre.	28/02/2028	
Granville Town Square Delivers an open, urban plaza for the Granville community.	30/06/2026	
Epping Town Centre High Streets upgrade Streetscape upgrade in Epping Town Centre East.	30/06/2026	
Carter Street Precinct Community Centre ★ Transform the space from an empty cold shell to a usable and multi-functional community space ready for the existing and incoming community of 16,000 residents by 2041.	30/07/2026	

F A W G T I

Infrastructure Grants and Major Projects

KEY PROJECTS (CONTINUED)

Project name and description	Target Date	CSP Goals
Project and Grants Management Framework Develop a Western Sydney Infrastructure Grants reporting and management process to ensure deed requirements are met.	31/12/2024	
Eastern Parramatta River and CBD Precinct Connections ★ Increase the safety and capacity along the Parramatta foreshore to improve the experience for pedestrians and cyclists.	30/06/2027	
Newington Reserve Upgrade Construction of a new sporting field and associated amenities at Newington Reserve.	01/07/2026	
Wentworth Street and Woodhouse Laneway streetscape upgrade A streetscape project to improve the public amenity of Wentworth Street and Woodhouse Lane, Parramatta, including street furniture and paving upgrades.	30/06/2025	
Two-way conversion of Valentine Avenue and Wentworth Street streetscape Obtain approvals for traffic signalling changes at the Valentine Avenue / Fitzwilliam Street / Wentworth Street Parramatta intersection, in preparation for a two-way conversion of Valentine Avenue and streetscape upgrade works.	30/06/2025	 F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.

★ Project delivery and target date are dependent on external funding.





4.3

Community and Culture

Services in this area









Libraries

SERVICE DESCRIPTION

Provides library services to the community, including:

- Physical and online collections and resources
- Community engagement and programs
- Customer experience (branches)

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1; F.2.1
 Accessible	(A.1.1)
 Welcoming	
 Green	
 Thriving	(T.2.1; T.3.2)
 Innovative	

Service Delivery KPI	Target	Frequency
Utilisation of Libraries (Number of visits across the Library Network)	1,200,000 visits	Quarterly
Lending Turnover Rate	Rate of 3.5 per annum	Yearly
Service Satisfaction KPI	Target	Frequency
Percentage of Library customers who view the library service as 'good' or 'very good'	≥ 85%	Quarterly







City Culture

SERVICE DESCRIPTION

Provides opportunities for our community to explore, make and share culture in and about Parramatta by delivering:


- Strategic leadership in culture, night time economy and visitor economy
- Strategic cultural partnerships and initiatives
- Public art and heritage interpretation and First Nations cultural projects
- Parramatta Artists' Studios - Western Sydney's key artist studio facility

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1; F.2.1)
 Accessible	
 Welcoming	W.1.1; W.2.1 (W.2.2; W.3.1)
 Green	
 Thriving	T.2.2 (T.1.1; T.2.1; T.3.2)
 Innovative	(I.3.1)

Service Delivery KPI	Target	Frequency
Number of art and cultural programs developed and delivered	≥ 50	Quarterly
Number of artists supported via cultural programs and projects	≥ 110	Quarterly
Service Satisfaction KPI	Target	Frequency
Community satisfaction with Parramatta Artists' Studios Cultural Program	Increase on previous year (3.34/5)	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Cultural Strategy Refresh Develop the City of Parramatta's Arts, Culture and Creative Industries Strategy for 2025-2035.	31/12/2024	
Visitor Economy Plan Review and revise the Visitor Economy Plan for the City.	30/06/2025	
Night Time Economy Plan Review and revise the Night Time Economy Plan for the City.	31/12/2024	
Roxy Theatre Advocate for renewal of Roxy as a live performance theatre owned by NSW government.	30/06/2025	

Social and Community Services







Including: Children and Family Services, Recreation Facilities and Programs, Community Care, Community Capacity Building, and Aquatic and Wellness

SERVICE DESCRIPTION

Provides social and community services, including:

- Early childhood education through five Council operated **Childcare** centres
- **Recreation Facilities & Programs**
- **Community Care** including Meals on Wheels, NDIS coordination and leisure & learning programs
- Leading change on and supporting our valuable community sector through **Community Capacity Building**
- Aquatic fitness facilities and services for people of all ages in **Aquatic and Wellness**.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1; F.2.1; F.4.1 (F.3.1)
 Accessible	A.1.1
 Welcoming	W.1.1; W.3.1 (W.2.1)
 Green	(G.1.1; G.2.1)
 Thriving	(T.1.1)
 Innovative	I.2.1 (I.1.1; I.3.1)

Service Delivery KPI	Target	Frequency
Children and Family Services Annual average percentage utilisation of childcare and family support services	≥ 93%	Quarterly
Recreation Facilities and Programs Number of Councils' Recreation programs hours	3,000 hours per year	Quarterly
Recreation Facilities and Programs Community Facilities Utilisation (Venue Hire)	30%	Quarterly
Community Care Number of Seniors and Disability programs hours	25,000 hours per year	Quarterly
Community Capacity Building Percentage of Community Grants recipient projects delivering on track and reporting on time	≥ 90%	Quarterly
Aquatic and Wellness Utilisation of aquatic centres (Number of visits)	650,000 visits	Quarterly
Aquatic and Wellness Occupancy of Learn to Swim programs	Maintain occupancy of over 75%	Quarterly

Service Satisfaction KPI (continued)	Target	Frequency
Children and Family Services Quality ratings as determined by independent accreditation body	5 (Achieve 'Exceeding' rating)	Yearly
Recreation Facilities and Programs School Holiday and Active Parramatta program participants' satisfaction rating	> 90%	Yearly
Community Care Participant satisfaction rating of community care	> 3.26	Every two years
Community Capacity Building Satisfaction with community capacity building services	> 80%	Yearly
Aquatic and Wellness Customer satisfaction of aquatic centres	> 80%	Quarterly

Social and Community Services

Including: Children and Family Services, Recreation Facilities and Programs, Community Care, Community Capacity Building, and Aquatic and Wellness

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Develop Socio Economic Inclusion Action Plan 2025-2029 and Youth Inclusion Framework <i>Development of two strategic action plans to address socio-economic disadvantage and deliver inclusive work with young people.</i>	30/05/2025	
Renew framework of Homelessness Action Plan 2025-2029 <i>Application of Homelessness Action Plan 2019-2023 learnings to reduce the incidence and impact of homelessness for the next four years.</i>	28/03/2025	
Develop expanded Social Investment Action Plan 2025-2029 <i>Application of Social Inclusion Action Plan 2017-2020 learnings to develop an expanded plan that brings Community Grants programs into scope.</i>	28/03/2025	
Review impact of the Prevention of Family and Domestic Violence Action Plan 2022-2025 <i>Commence impact assessment of Council's work in the primary prevention of domestic and family violence.</i>	27/03/2026	
Epping Aquatic Centre Business Readiness Project <i>Deliver business readiness program for Council's operation of a renovated Epping Aquatic Centre.</i>	30/06/2026	
Disability Inclusion Action Plan (DIAP) Renewal 2026-2030 <i>Review the implementation of Council's current DIAP and renew the plan in line with NSW Government requirements.</i>	30/06/2026	
		F A W G T I







Riverside Theatres

SERVICE DESCRIPTION

Provides Western Sydney's major performing arts venue by delivering:



















- Performing arts programming
- Theatrical production and development
- Education performances
- Community-based events and performances

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1; F.2.1)
 Accessible	(A.1.1)
 Welcoming	W.2.1 (W.1.1; W.2.2)
 Green	
 Thriving	T.2.2 (T.1.1; T.1.2)
 Innovative	

Service Delivery KPI	Target	Frequency
Attendances at performances	≥ 165,000	Quarterly
Student attendances at education performances or events	≥ 18,000	Quarterly
Attendance at Community based events or performances	≥ 16,000	Quarterly
Service Satisfaction KPI	Target	Frequency
Customer satisfaction rating with Riverside Theatres	≥ 80%	Quarterly

KEY PROJECTS







Project name and description	Target Date	CSP Goals
Heritage Centre Adaptive Reuse Project Develop a plan to repurpose the Heritage Centre for cultural uses, including housing the Riverside team during construction and supporting long-term arts programs.	30/04/2025	     
Temporary Venue Strategy Number 1 - PHIVE To provide a temporary medium black box style venue facility for the term that Riverside Theatres site is being redeveloped.	15/08/2025	     
Temporary Venue Strategy Number 2 - Demountable Venue To explore providing a temporary and / or seasonal larger style venue facility for part of the term that Riverside Theatres site is being redeveloped.	12/01/2025	      F A W G T I

Community Hubs and PHIVE

SERVICE DESCRIPTION

Provide a network of community facilities in key locations that deliver integrated services for the community and visitors to the City of Parramatta.

COMMUNITY STRATEGIC PLAN

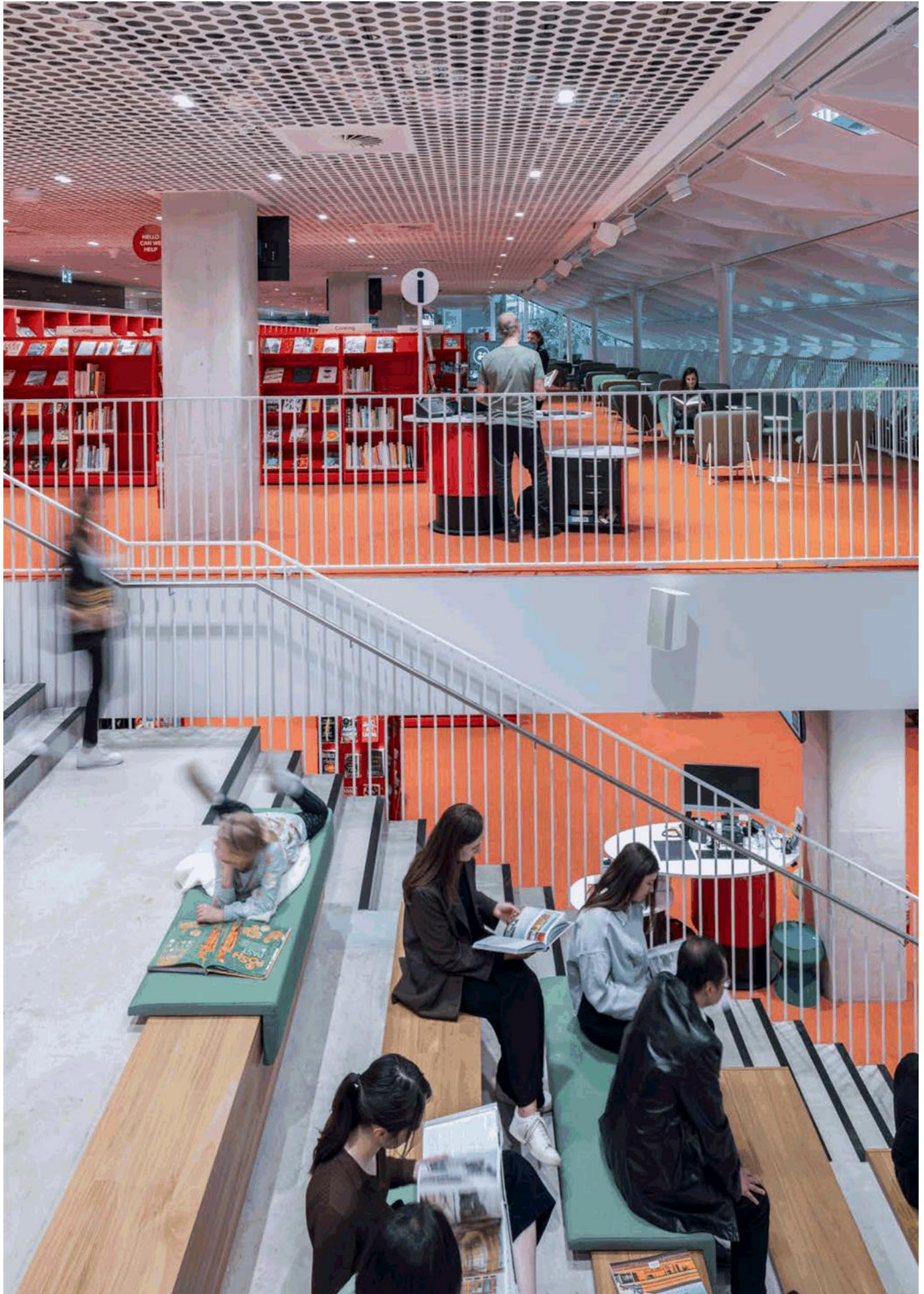
Goals	Strategic Actions
 Fair	F.1.1; F.2.1 (F.4.1)
 Accessible	(A.1.1)
 Welcoming	W.2.1; W.2.2 (W.1.1; W.3.1)
 Green	(G.3.1)
 Thriving	(T.1.2; T.2.1; T.2.2)
 Innovative	(I.2.2; I.3.1)

Service Delivery KPI	Target	Frequency
Utilisation of PHIVE (Number of visits)	750,000 visits	Quarterly
Utilisation of PHIVE (Venue hire)	30%	Quarterly
Utilisation of Wentworth Point Community Centre & Library (Number of visits)	250,000 visits	Quarterly
Utilisation of Wentworth Point Community Centre & Library (Venue hire)	30%	Quarterly
Service Satisfaction KPI	Target	Frequency
Customer satisfaction rating with community hub services	Increase on same quarter previous year	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Carter Street Business Readiness Project Deliver business readiness program for Council's operation of a new Community Centre in the Carter Street Precinct.	30/6/2025	<div>       </div> <div> F A W G T I </div>

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.





4.4

City Engagement and Experience

Services in this area









Communication, Marketing, Strategic Partnerships

SERVICE DESCRIPTION

Provides the community, businesses, key stakeholders, and media with information relating to Council initiatives, services, events, and projects, and drives strategic outcomes via:

- Council websites
- Email and social media
- Printed materials and signage
- Advertising
- Media releases
- Strategic partnerships

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1; F.4.1)
 Accessible	
 Welcoming	(W.1.1; W.2.1; W.2.2)
 Green	
 Thriving	T.2.2 (T.1.1; T.1.2; T.3.1)
 Innovative	(I.3.1)







Service Satisfaction KPI	Target	Frequency
Percentage of respondents who would recommend the Parramatta CBD and its surrounding suburbs to their family and friends as a place to visit	Visit recommendation increase by 2% from previous Perception survey result (from 58% in 2023 to 60% in 2025)	Every two years
Community satisfaction rating with the provision of information	Increase on previous year (3.25/5)	Yearly

Community Engagement and Research

SERVICE DESCRIPTION

Consults with the community to gain feedback on a variety of Council initiatives and projects. Provides Council with community feedback including insights into the community's needs and satisfaction.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.1 (F.4.2)
 Accessible	
 Welcoming	
 Green	
 Thriving	
 Innovative	(I.1.1; I.2.1)

Service Delivery KPI	Target	Frequency
Number of members on Participate Parramatta panel	5% increase on previous year	Yearly
Number of visits to the Participate Parramatta engagement platform	5% increase on previous year	Yearly
Service Satisfaction KPI	Target	Frequency
Community satisfaction rating with the opportunity to have your say on key issues affecting community	Increase on previous year (3.22/5)	Yearly
Community mean rating of "I am confident that Council would respond if I contacted them"	Increase on previous year (3.31/5)	Yearly



Customer Service Centre

SERVICE DESCRIPTION

Supports Council’s operations during business hours by:







- Operating Council’s information phone line
- Assisting customers with enquiries about Council Services
- Maintaining Council’s physical records
- Overseeing Council’s print room, Mailroom, and Corporate Reception operations.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.4.1)
 Accessible	
 Welcoming	
 Green	
 Thriving	
 Innovative	

Service Delivery KPI	Target	Frequency
Percentage of calls answered within 30 seconds	≥ 80%	Quarterly
Percentage of correspondence registered and actioned within 48 business hours	≥ 90%	Quarterly
Service Satisfaction KPI	Target	Frequency
Percentage of customers satisfied with Contact Centre	≥ 80%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Customer Service Transformation Deliver on improved customer experience and customer interfaces for the community.	31/07/2027	<div>       </div> <div> F A W G T I </div>

Events and Festivals

SERVICE DESCRIPTION

- Manages the planning and execution of Council’s civic and major events program.
- Supports internal teams and external community grant event recipients to deliver events.
- Activates the public domain through regular programming and commercial bookings.

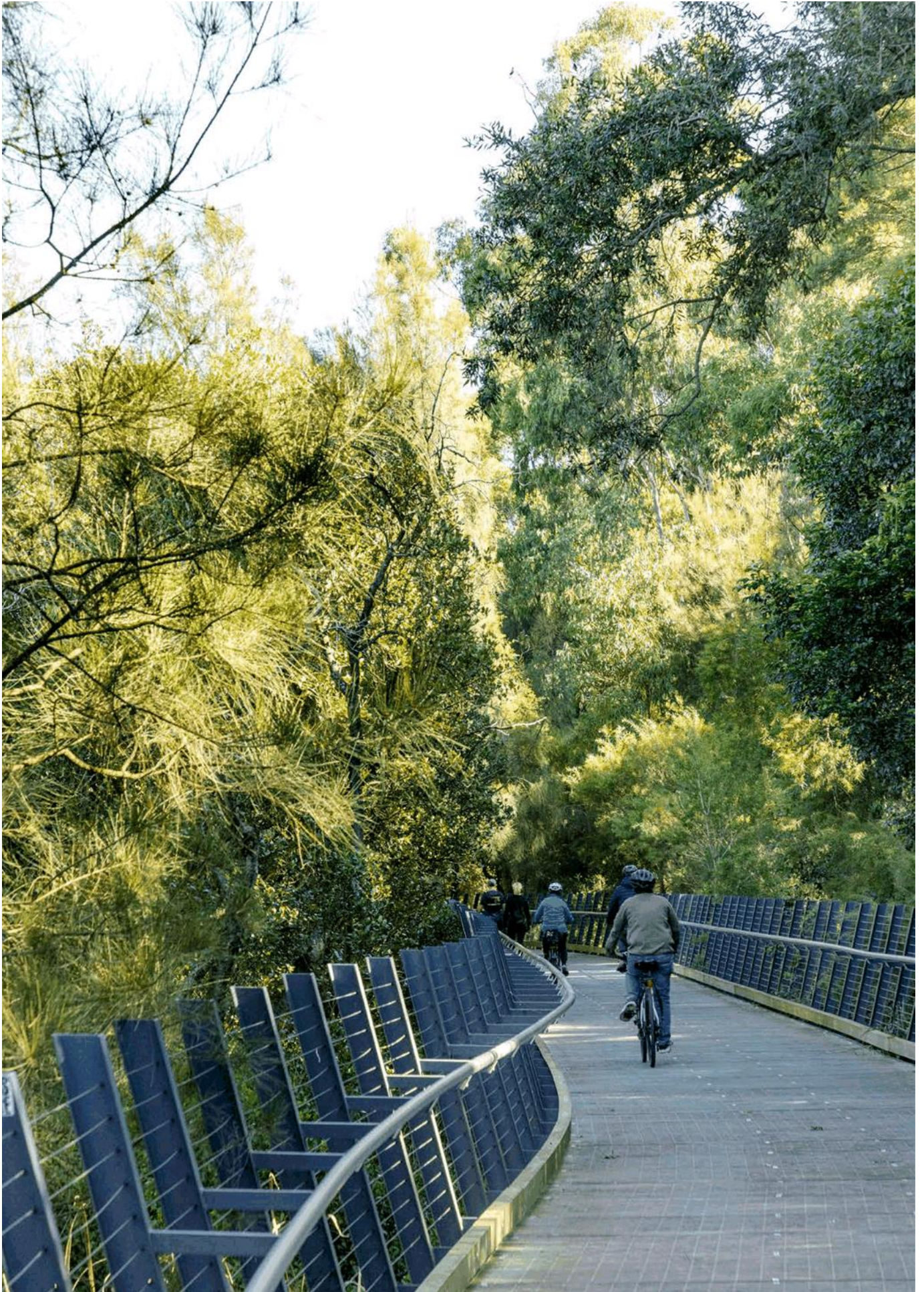
COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input type="radio"/> Fair	
<input type="radio"/> Accessible	
<input checked="" type="radio"/> Welcoming	W.2.1 (W.2.2)
<input type="radio"/> Green	
<input checked="" type="radio"/> Thriving	(T.1.1; T.2.2)
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Attendance at events and festivals	≥ 287,000	Yearly
Service Satisfaction KPI	Target	Frequency
Community satisfaction rating with events and festivals delivered by Council	Score ≥ 7 out of 10	Yearly

KEY PROJECTS

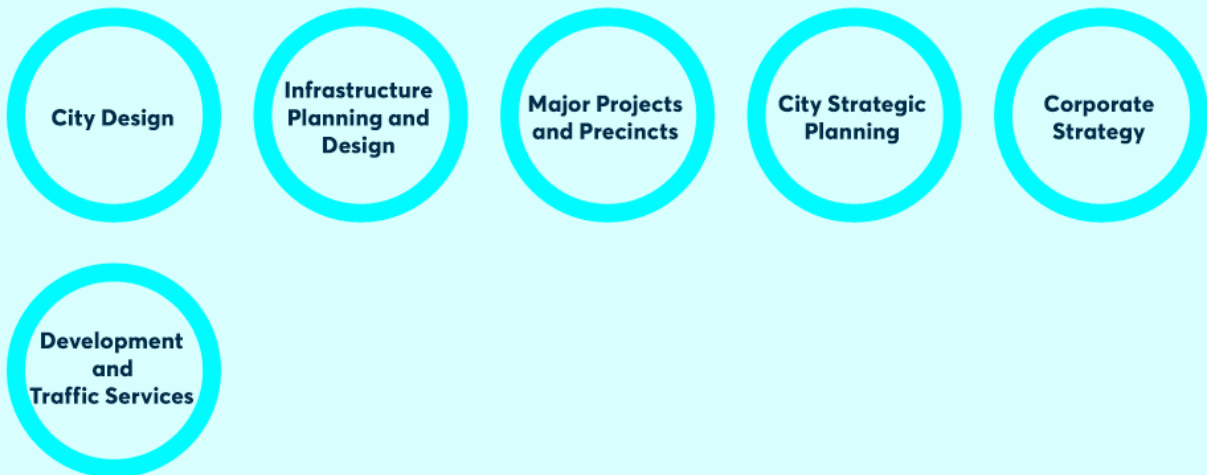
Project name and description	Target Date	CSP Goals
Events and Festivals Strategy 2025-2030 5 year Events and Festivals Plan to realign with Council's overarching Strategies and Plans including Parramatta 2050.	30/06/2025	<div> <input type="radio"/> F <input type="radio"/> A <input checked="" type="radio"/> W <input type="radio"/> G <input checked="" type="radio"/> T <input type="radio"/> I </div>



4.5

City Planning and Design

Services in this area









City Design

SERVICE DESCRIPTION

Champion design excellence and the creation of a healthy, sustainable, liveable and amenable City of Parramatta through:







- Strategic design policy
- Design advice and guidelines
- Design review (public domain and built form)
- Design Excellence Competitions and Design Review Panels
- Supporting the Disability Inclusion Action Plan (DIAP).

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1)
 Accessible	A.1.1 (A.2.2; A.2.3)
 Welcoming	W.1.1 (W.2.2)
 Green	(G.1.1)
 Thriving	T.2.1 (T.1.1)
 Innovative	I.1.1

Service Delivery KPI	Target	Frequency
Percentage of referrals processed within relevant required timeframes	≥85%	Yearly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Epping Town Centre Undertake review of Epping Town Centre laneways.	30/06/2025	      F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.
★ Project delivery and target date are dependent on external funding.







Infrastructure Planning and Design

SERVICE DESCRIPTION

Supports, manages and implements:































- Major State Government project interfaces (Parramatta Light Rail and Metro)
- Design management services for major capital projects (e.g. River Program)
- Development contributions and planning agreements
- Negotiation of planning agreements
- The City's Innovation and Smart City strategic direction.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1; F.3.1)
 Accessible	A.2.1 (A.1.1; A.2.2; A.2.3)
 Welcoming	
 Green	G.1.2; G.4.1
 Thriving	(T.1.1; T.1.2; T.3.1)
 Innovative	(I.1.1)

Service Delivery KPI	Target	Frequency
Percentage of contributions enquiries resolved within two business days	≥ 90%	Quarterly
Percentage of planning agreements that are compliant with milestone delivery timeframes	90%	Yearly

KEY PROJECTS







Project name and description	Target Date	CSP Goals
Civic Link <i>Develop detailed design for Civic Link Block 3.</i>	30/03/2025	     
Western Parramatta River and CBD Precinct Connections ★ <i>Connect the Parramatta City Centre, its river and Parramatta Park, to promote walking and cycling.</i>	16/12/2027	     
Parramatta Light Rail Stage 2 <i>Advocate to the NSW Government to make an investment decision.</i>	30/06/2025	     
Sydney Metro West <i>Advocate for project and additional stations, including stations at Camellia and Newington.</i>	30/06/2025	     
Smart City Strategy <i>Review a Smart City Strategy.</i>	31/12/2024	      F A W G T I

Major Projects and Precincts

SERVICE DESCRIPTION













- Plans, manages and assesses:
- Major growth precincts
 - Developer-led planning proposals

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	(F.1.1; F.3.1)
 Accessible	(A.1.1; A.2.1; A.2.2; A.2.3)
 Welcoming	(W.2.2)
 Green	G.1.2; G.3.1; G.4.1
 Thriving	T.2.1 (T.1.1; T.1.2; T.3.1; T.3.2)
 Innovative	I.1.1

Service Delivery KPI	Target	Frequency
Planning proposals (low/medium/high complexity) determined within 12/18/24 months	80%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Parramatta North & Westmead Innovation District (WID) Advocate for and comment on the Parramatta North Master Plan & Implement Place Strategy.	30/06/2025	     
Precinct Planning – Church Street South, Parramatta Preparation of new planning controls and supporting guidance for Church Street South, Parramatta.	30/06/2025	     
		F A W G T I







City Strategic Planning

SERVICE DESCRIPTION

Leads the City's economic, environment, social and land use strategic direction via development and implementation of the following strategies:

- Environmental
- Social
- Economic
- Transport
- Land use

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.1.1; F.3.1; F.4.2 (F.4.1)
 Accessible	A.2.1; A.2.2 (A.1.1; A.2.3)
 Welcoming	(W.1.1; W.2.1; W.2.2)
 Green	G.1.1; G.1.2; G.4.1 (G.2.1; G.3.2)
 Thriving	T.1.1; T.1.2; T.2.1; T.2.2 (T.3.1; T.3.2)
 Innovative	I.1.1; I.2.1; I.2.2; I.3.1

Service Delivery KPI	Target	Frequency
Use of Parramatta River Foreshore paths by pedestrians and cyclists	5% increase on same quarter previous year	Quarterly

KEY PROJECTS







Project name and description	Target Date	CSP Goals
Integrated Transport Strategy <i>Develop the Integrated Transport Strategy.</i>	30/06/2026	
Local Housing Policy (Stage 2) <i>Review Local Housing Strategy taking into consideration State Government policy changes.</i>	30/06/2025	
Review planning controls in North East Parramatta <i>Review planning controls in North East Parramatta.</i>	31/12/2025	
Tree Canopy Plan <i>Develop a Tree Canopy Plan for the Parramatta LGA.</i>	30/06/2025	
City Economy Strategy <i>Create a City Economy Strategy.</i>	31/12/2025	
Environmental Strategy <i>Refresh Environmental Sustainability Strategy.</i>	31/12/2024	
Heritage Review <i>Undertake year one of the five year heritage review program.</i>	30/06/2025	

Corporate Strategy

SERVICE DESCRIPTION

Leads Council's strategic approach to Integrated Planning & Reporting via the Community Strategic Plan and Delivery Program and Operational Plan.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.1; F.4.2 (F.2.1)
 Accessible	
 Welcoming	
 Green	
 Thriving	T.1.1
 Innovative	(I.2.1; I.3.1)

Service Delivery KPI	Target	Frequency
Percentage of statutory plans and reports completed on time	100%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Community Strategic Plan refresh <i>Review and update the City of Parramatta's Community Strategic Plan.</i>	30/06/2025	     
New four-year Delivery Program <i>Develop a new four-year Delivery Program for the Council term (FY 2025/26-2028/29) including an Operational Plan for FY 2025/26.</i>	30/06/2025	     
Resourcing Strategy refresh <i>Coordinate a review of Council's Resourcing Strategy suite of plans.</i>	30/06/2025	      F A W G T I







Development and Traffic Services

SERVICE DESCRIPTION

Prepares and provides:

- Assessment of development applications and tree permits
- Pre-lodgement advice
- Technical advice
- Traffic services
- Planning and other land-based certificates
- Local Heritage Fund allocations.

COMMUNITY STRATEGIC PLAN

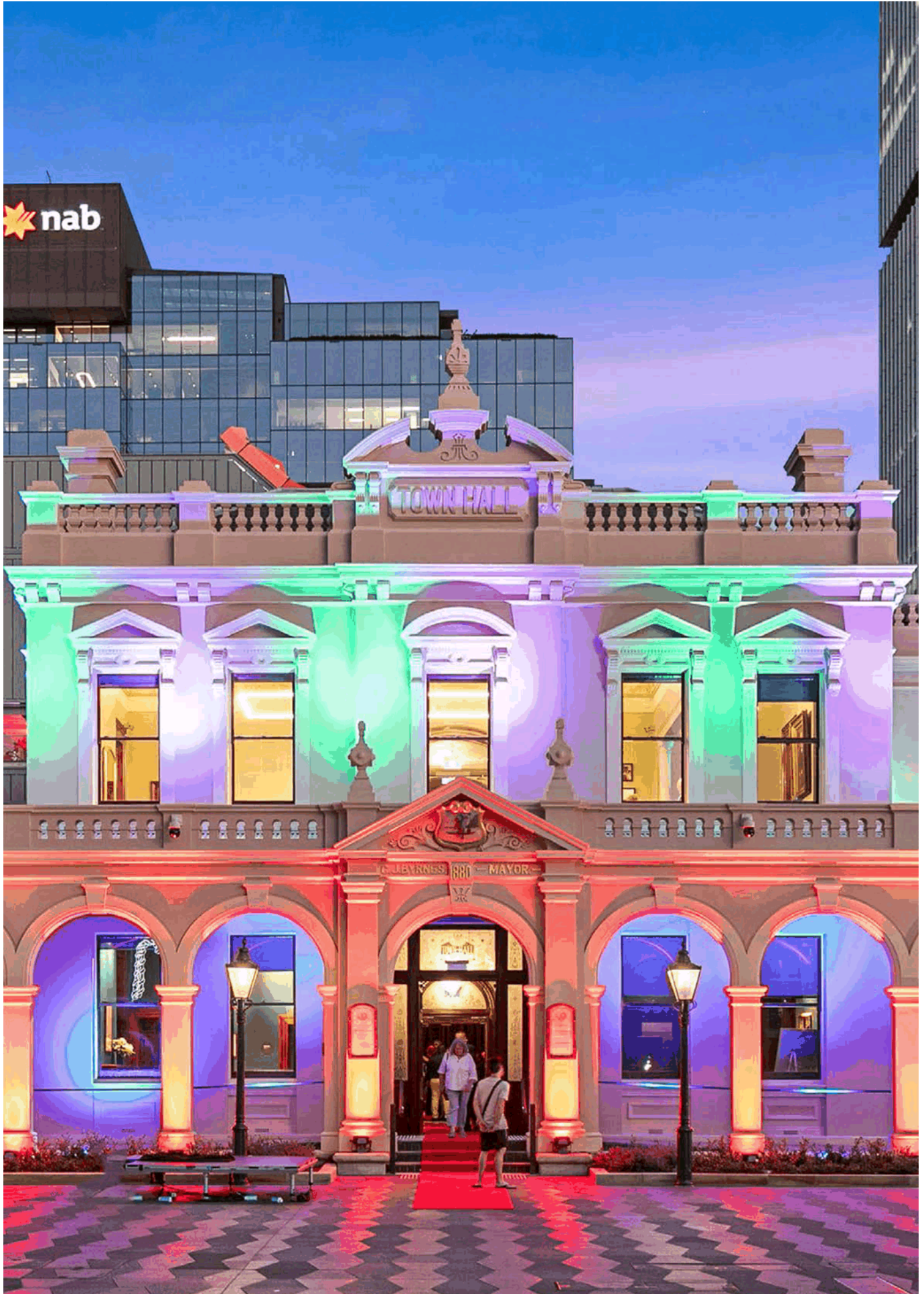
Goals	Strategic Actions
 Fair	(F.1.1; F.3.1)
 Accessible	A.1.1; A.2.3
 Welcoming	W.2.2
 Green	(G.4.1)
 Thriving	T.2.1 (T.1.2; T.3.1)
 Innovative	I.1.1

Service Delivery KPI	Target	Frequency
Percentage of traffic investigation requests resolved within 56 days	≥ 65%	Quarterly
Percentage of low-density residential development applications determined within 140 days	≥ 70%	Quarterly
Percentage of major development applications determined within 180 days	≥ 70%	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Black Spot Program Various traffic safety initiatives.	30/06/2025	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div>F</div> <div>A</div> <div>W</div> <div>G</div> <div>T</div> <div>I</div> </div>

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.



4.6

Supporting Corporate Services

Services in this area









Finance and Information

SERVICE DESCRIPTION

Support City of Parramatta Council's staff and operations via:

- Audit and Risk
- Information and Communications Technology (ICT)
- Governance
- Finance
- Legal
- Procurement
- Property, Assets and Services
- Property Development



COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.2 (F.1.1)
 Accessible	
 Welcoming	
 Green	(G.3.1)
 Thriving	(T.1.1)
 Innovative	I.2.1 (I.2.2)

Service Delivery KPI	Target	Frequency
ICT Availability of CoP-controlled Community Facing Systems (Web-sites; Service Portals), not including non-controlled portals e.g Planning Portal	99.5% excluding scheduled maintenance	Quarterly
Governance Percentage of formal Access to Information requests completed within GIPA Act legislation timeframe	100%	Quarterly
Audit and Risk Percentage of agreed audit recommendations actioned within timeframe indicated	≥ 90%	Yearly
Finance Percentage of statutory plans and reports completed on time (Financial and Committee)	100%	Yearly

Service Delivery KPI	Target	Frequency
Property, Assets and Services Leasing of community space (utilisation)	90% utilisation	Quarterly
Property, Assets and Services Utilisation of Council's multi-level car parking facilities and services	Increase on same quarter previous year	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
TechOne 'One Council' Project Deliver system upgrades and modernisations of system platforms via the TechOne 'One Council' integrated solution, including Finance, Works & Assets, Procurement, P2P, CRM, GIS and ECM systems.	30/06/2026	
Central City Parkway Pilot Project Resolve land agreement with TfNSW for Pilot Project along with funding for Stage 1.	30/06/2025	
		F A W G T I

The full list of capital projects can be viewed in Part 5: Attachment 1 - Budget 2024/25.







People, Culture and Performance

SERVICE DESCRIPTION

Support City of Parramatta Council's staff, operations and strategies via:

- Business Partnering
- Training and Development
- Organisational Development
- Talent and Aquisition
- Workplace, Health and Safety
- Injury Management
- Health and Wellbeing
- Workplace Relations
- Payroll, Remuneration and Benefits

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
 Fair	F.4.2 (F.1.1; F.2.1; F.4.1)
 Accessible	
 Welcoming	(W.1.1; W.2.1; W.3.1)
 Green	
 Thriving	(T.3.2)
 Innovative	(I.2.1)

Service Delivery KPI	Target	Frequency
Workplace, Health and Safety Percentage of all workplace incidents reported within Council's online safety record keeping system within 48 hours of incident occurring	≥90%	Quarterly
Workplace, Health and Safety Number of lost time injuries occurring per 1 million hours worked	12.00 (SafeWork industry standard for local government)	Quarterly
Organisational Development Percentage of Leadership induction training completed	100% of new permanent leaders complete within 6 months of commencement in role	Yearly
Service Satisfaction KPI	Target	Frequency
People and Culture Employee Engagement rating	5 percentage points increase on previous annual survey	Yearly
People and Culture Employee turnover rate	Decrease turnover rate by 3% (full year result)	Yearly

Office of the Lord Mayor and CEO

SERVICE DESCRIPTION

Responsible for the effective governance of all meetings of Council and providing strategic leadership, support, advice and guidance to the CEO, Lord Mayor, Councillors and Executive Team.

COMMUNITY STRATEGIC PLAN

Goals	Strategic Actions
<input checked="" type="radio"/> Fair	F.4.2 (F.4.1)
<input type="radio"/> Accessible	
<input type="radio"/> Welcoming	
<input type="radio"/> Green	
<input type="radio"/> Thriving	
<input type="radio"/> Innovative	

Service Delivery KPI	Target	Frequency
Secretariat Council Meeting agendas are published 7 days prior to a Council Meeting	100%	Quarterly
Secretariat Increased transparency of Council decisions	A maximum of 20% of Council reports to be considered in closed/confidential session	Quarterly

KEY PROJECTS

Project name and description	Target Date	CSP Goals
Community Engagement: Governance of Council Deliver a community education campaign in relation to the structure of Council, Council wards and boundaries and the role of Councillors and the Lord Mayor, including an option to consider the introduction of a popularly elected Lord Mayor.	31/12/2025	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

Address: 126 Church St, Parramatta
PO Box 32, Parramatta NSW, 2124

Phone: 1300 617 058

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Social: X: @parracity

Facebook: @cityofparramatta

Instagram: @cityofparramatta

Delivery Program 2022-26,
Operational Plan & Budget 2024/25
Final Draft June 2024

📞 For non-English speakers, phone interpretation services are available via TIS National on 131 450.

KOREAN

본 소식지와 관련해 통역 지원이 필요하신 경우, TIS (131 450)에 전화하여 Parramatta Customer Service (9806 5050)를 연결해 달라고 요청하시면 됩니다. 업무시간은 월요일에서 금요일, 오전 8시 30분부터 오후 5시까지입니다.

CHINESE

如果你需要翻译协助阅读这份新闻简报, 请联系 TIS, 电话 131 450, 要求他们代表你接通巴拉玛打市议会顾客服务处, 电话 9806 5050。顾客服务处的工作时间是每星期一至星期五, 上午8:30至下午5:00。

ARABIC

إذا كنت بحاجة للمساعدة في ترجمة هذه النشرة, اتصل بـ TIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.

HINDI

यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।



cityofparramatta.nsw.gov.au

**CITY OF PARRAMATTA
FINAL DRAFT
OPERATIONAL PLAN
2024/25
PART 4**

INTRODUCTION

FINANCIAL MANAGEMENT FRAMEWORK

Ensuring financial sustainability underpins Council's financial planning. Council aims to ensure its net operating position is in surplus over the medium to long term through the prudent management of Council's revenue, expenses, assets, liabilities, and insurance.

In 2024/25, Council is budgeting for a surplus Net Operating Result (before capital grants & contributions, and loss/gain on asset disposals), primarily on the assumption of:

- IPART approved Rate peg @ 5.1%
- Uptick in Interest income based on current investment outlook and
- ramp up (first full year plus improved demand) of the new Parramatta Aquatic Centre.

Council forecasts to have continued net underlying operating surplus over the medium to long term.

PROCESS FOR ESTABLISHING AND UPDATING THE BUDGET FOR 2024/25

Under the Local Government Act 1993 and related regulations and guidelines, an Operational Plan is required to be released for public exhibition and subsequent adoption by Council, to issue annual council rates notices to ratepayers by first of August.

The budget has been based on the priorities and objectives adopted for the City of Parramatta through council's internal and external consultation processes.

BUDGET HEADLINES

Council is budgeting for Operating Revenues of \$346.1m (excluding Capital grants and contributions of \$75.7m), with \$229.2m coming from rates and annual charges. Operating expenses are budgeted at \$340.1m, resulting in a surplus of \$6m as net underlying operating result.

In 2024/25, the budget provides funding for strategic priorities identified in the operational plan including:

- a capital works program of \$194.6m
- IPART rate pegging at 5.1%.
- Domestic Waste Reserve 0% increase and one-off \$50 rebate per residential rate payer in FY25
- Full year surplus (excluding depreciation) from Parramatta Aquatic Centre (~\$0.6m)

RESTRICTIONS ON REVENUE

Local Government is restricted in its capacity to raise revenue to fund Community services. The primary sources of revenue are rates and annual charges. In 2024/25, Council will derive 52% of total revenue from ordinary rates and annual charges (including Domestic Waste charges).

Full details of rates to apply in 2024/25 are outlined under Rates and Charges.

OPERATING REVENUE AND EXPENDITURE		Operating Revenue	Operating Expenditure	Underlying Surplus/(Deficit) after Operating Grants
		2024/25	2024/25	2024/25
Directorate	Bus Unit	\$'000	\$'000	\$'000
City Assets and Operations	Capital Project Delivery	105	1,543	(1,437)
	City Services Administration	0	1,493	(1,493)
	Environment and Sustainability	624	19,385	(18,761)
	Fleet and Depot Operations	172	7,311	(7,138)
	Infrastructure Grants and Major Projects	24	3,085	(3,060)
	Parks and Open Spaces	38	18,007	(17,969)
	Project Delivery	1,000	203	797
	Regulatory Services Unit	13,892	11,263	2,629
	Road and Infrastructure	3,184	34,376	(31,193)
	Waste and Cleansing	49,640	47,150	2,490
City Assets and Operations Total		68,680	143,816	(75,136)
Community and Culture	Community Hubs	1,518	10,366	(8,848)
	Community Infrastructure	0	1,073	(1,073)
	Community Services Admin	0	810	(810)
	Libraries	859	10,802	(9,942)
	PAS & Cultural Services	174	1,797	(1,623)
	Riverside Theatres	5,355	8,081	(2,726)
	Social and Community Services	20,006	22,566	(2,560)
	City Culture	0	935	(935)
Community and Culture Total		27,912	56,430	(28,518)
City Planning and Design	City Design	332	4,131	(3,799)
	City Planning and Design	0	964	(964)
	City Strategy	0	4,469	(4,469)
	Development & Traffic Services	7,533	11,856	(4,323)
	Infrastructure Planning & Design	284	2,544	(2,260)
	Major Projects and Precincts	535	2,772	(2,237)
	Strategic Land Use Planning	0	3,019	(3,019)
City Planning and Design Total		8,684	29,754	(21,070)
City Engagement and Experience	City Experience and Engagement Admin	0	1,332	(1,332)
	Communications and Customer Engagement	29	8,154	(8,125)
	Events and Festivals	268	6,823	(6,555)
	Marketing Brand and Creative Services	0	5,992	(5,992)
City Engagement and Experience Total		297	22,301	(22,005)

OPERATING REVENUE AND EXPENDITURE		Operating Revenue	Operating Expenditure	Underlying Surplus/(Deficit) after Operating Grants
		2024/25	2024/25	2024/25
Directorate	Bus Unit	\$'000	\$'000	\$'000
Chief Finance and Information Office	Business Improvement	0	0	0
	Finance Administration	0	446	(446)
	Finance and Information Administration	0	650	(650)
	Financial Accounting Treasury and Payables	22,300	1,975	20,325
	Financial Planning and Analysis	0	1,106	(1,106)
	Financial Systems and Improvement	0	224	(224)
	Governance and Risk	132	10,170	(10,038)
	ICT - Information Communication & Techno	0	24,983	(24,983)
	Property Assets Security and Services	22,855	28,039	(5,184)
	Property Development Group Projects	2,500	265	2,235
	Rates	(268)	2,432	(2,700)
Chief Finance and Information Office Total		47,518	70,289	(22,771)
People Culture and Performance	Organisational Capability & Talent Manager	0	2,333	(2,333)
	People and Culture	0	2,622	(2,622)
	People Culture and Performance Admin	0	705	(705)
	WHS and Wellbeing	130	1,271	(1,141)
	Workplace Relations & Strategic Projects Manager	0	856	(856)
People Culture and Performance Total		130	7,787	(7,657)
Office of the Lord Mayor and CEO	Councillor Support	0	1,509	(1,509)
	Office of the CEO	0	874	(874)
	Office of the Lord Mayor	0	1,213	(1,213)
Office of the Lord Mayor and CEO Total		0	3,596	(3,596)
Organisation Related	Organisational Costs	192,895	6,115	186,780
Organisation Related Total		192,895	6,115	186,780
Underlying Surplus/(Deficit) after Operating Grants		346,117	340,089	6,028
City of Parramatta	Add: Capital Grants and Contributions	75,732	0	75,732
	Add: Loss (Gain) on Assets Disposal & Internal Allocation	20,449	20,643	(194)
	Net Underlying Result Excl. Capital Rev, Asset Disposal & Internal Allocation	442,297	360,731	81,565

2024/25 CAPITAL PROGRAM \$194.6M		
LIST OF CAPITAL PROJECTS		Capital Budget
Projects	FY25 \$'000	Total FY25 to FY27 \$'000
WICR305 Riverside Theatres Redevelopment	5,387	131,051
Roads Renewal Program	8,000	28,756
WICR313 Western Precinct Connections	2,087	26,945
Af1 Dence Park Pool	20,841	24,637
WICR329 Don Moore Community Hub	815	20,182
Civic Link Program (Capital)	6,522	19,472
Mobile Garbage Bin Roll Program	13,800	17,215
WICR346 Duck River Nature Trail	2,000	16,773
Newington Reserve Upgrade	7,281	14,563
Granville Town Square	4,425	12,684
SES Facility	11,000	11,000
WICR295 Parramatta CBD to Sydney CBD Cycleway	3,000	10,696
Belmore Park Stage 1	500	9,700
Hunts Creek Culvert	9,526	9,526
WICR344 Finlaysons Creek Cycleway	1,000	9,286
Kerb & Gutter Renewal Program	3,000	9,227
WICR322 Eastern Parramatta River & CBD Precinct Connections	1,500	9,035
WILGA206 Doyle Ground Sports Facility Improvements	6,321	8,317
WICR1040 Strengthening the Heart of Play	1,653	8,135
Alfred Street Cycleway Stage Two	2,277	7,827
Integrated Parking Solutions Program	3,103	7,008
Community Buildings Capital Improvement	2,210	6,630
Footpaths Construction Program	2,000	6,598
Drainage Construction Program	2,030	6,338
Motor Vehicle Replacement Program	2,000	6,151
WILGA208 Rydalmere Park Stage 4	1,405	5,970
WICR342 Epping Town Centre Oxford St	813	5,800
Major Council Plant & Other Equipment Replacement Program	1,700	5,229
Footpath Renewal Program	1,680	5,167
Pavilion Capital Improvement Program	3,500	5,044
WICR294 Carter Street Community Centre Fit-out	5,007	5,007
Wentworth St and Woodhouse Laneway streetscape upgrade	5,000	5,000
Doyle Ground Stage 2 Sports Facility Improvements	1,500	5,000
Stormwater Drainage Renewal Program	1,600	4,921
Flood Mitigation Program	1,645	4,797
Playground Replacement Program	1,520	4,637
WILGA207 Max Ruddock Reserve Amenities	1,119	4,527
WILGA212 Somerville Park Improvement	3,766	4,270
Sportsground Capital Improvement Program	1,250	4,192
13 Wentworth St, Parramatta Embellish Exp	0	4,000
Roads To Recovery Program	1,319	3,957
Carter Street Regional Cycleway	3,867	3,867
Phillip Street Smart Street Stage 3	285	3,800
WILGA209 Sue Savage Reserve	845	3,674

2-way conversion of Valentine Av & Wentworth St streetscape	600	3,641
Cap N'hood Imp Program	400	3,600
Library Capital Resources	1,133	3,500
City River-South Bank Terrace upgrades	213	3,453
Asbestos Remediation Works Program	1,000	3,283
George Street East Cycleway	3,055	3,055
Eastbound right turn bay-Parkes St at Wigram St,Harris Park	50	3,000
CBD - George Street - Streetscape Upgrade	300	2,800
Client Technology & Computer Renewal Program	2,000	2,620
Ground Floor 9 Wentworth St	2,000	2,000
Robin Thomas Reserve Improvements	1,750	1,750
my Workplace ICT Workstream	1,750	1,750
Public Trees Program	400	1,749
Charles Street Footbridge	250	1,726
Drainage Improvements In Growth Areas	350	1,699
BNP - Epping Town Centre High Streets Upgrade	1,608	1,608
Traffic Signals-Carlingford Rd	1,550	1,550
Phillip Street Smart St Stage 2	1,500	1,500
Public Safety CCTV Network	500	1,500
Bridge Upgrades & Renewal Program	350	1,388
Parks Stormwater Reuse Program	600	1,327
WILGA211 Active Youth are Healthy Youth	640	1,291
Plr Tree Offsets	1,195	1,195
WILGA210 Let's Play at Kilpack	1,191	1,191
Contaminated Land Management In Public Parks and Land	380	1,169
Civil Construction Program	240	1,153
Parks Program	220	1,092
2020/21 Black Spot Program	0	1,000
Protecting Dams Capital Works Program	320	984
WICR327 Lake Parramatta Upgrade Stage 2	486	971
Hill Road Flood Study	320	960
Waterways Restoration	300	923
Roundabout-North Rocks Rd at Loyalty Rd North Rocks	800	800
Energy & Water Upgrades To Council Assets	300	800
Roundabout-Fitzwilliam Rd at Tucks Rd Toongabbie	800	800
Childcare Centres Capital Renewal	220	660
Rydalmere Park Masterplan stage 3	630	630
Street Furniture Program	200	618
Improving Water Quality In Parramatta Waterways	200	615
Parramatta Art and Culture Walk	200	600
Roundabouts-Gladstone St at Brickfield St/Buller St,Nth Parramatta	0	600
Multi-Level Car Parks Capital Renewal Program	200	600
Libraries Capital Renewal	270	590
Nursery Management For Bushland Plants & Landscaping Works	170	523
Community Hubs Capital Purchases	160	493
Riverside Theatres Plant, Staging Equipment	155	477
Bridge Assets - Safety Upgrades	150	461
Ward Initiatives - Parramatta	150	450

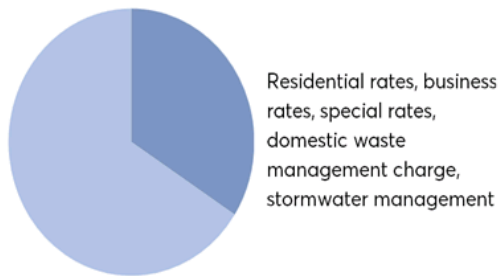
Ward Initiatives - Epping	150	450
Ward Initiatives - Dundas	150	450
Installation Of Rooftop Solar Panels on City Assets Program	150	450
Ward Initiatives - North Rocks	150	450
Ward Initiatives - Rosehill	150	450
Wayfinding Updates	150	450
Rapid Deployment CCTV Cameras	150	450
CBD Bike Lanes	437	437
Walking Track Construction	70	423
Park Signage Replacement Program	132	406
James Ruse Reserve Public Toilet: Local Small Commitments All	150	400
City River-North Bank Terrace upgrades	0	373
Public Domain Lighting	80	350
Roundabout - Thomas St at Morton St, Parramatta	30	330
Sustainable Water Program	100	308
Cemeteries and Memorials Program	92	303
WILGA213 West Epping Dog Off Leash Area	302	302
Bennelong Parkway Bridge Link	269	269
Fennell St Car Pak Redevelopment	250	250
Raised Pedestrian-Macarthur St at Albert St East, Nth Parramatta	25	250
Raised Pedestrian - Midson Road at Grant Close, Epping	25	250
Real-Time Monitoring Network	50	150
Traffic Signals-Pennant Hills Rd at Moseley St, Carlingford	100	100
Caber Park Upgrades: Local Small Commitments Allocation	92	92
Footpath - Yates Ave between Alexander St/McKay St, Dundas	0	80
Replacement of Library RFID Equipment	0	35
Community Facilities & Parks Refurbishments	10	31
Tree Offset Program	20	20
Grand Total	194,638	605,062

WHERE DOES OUR CASH FOR CAPITAL WORKS COMES FROM

Funding Source	Draft BGT FY25 (\$000)	%
Cultural Reserve (Riverside)	1,020	1%
Developer Contributions	35,792	18%
Domestic Waste Management	13,800	7%
General Reserve - Discretionary	27,647	14%
General Reserve - Non-Discretionary	17,963	9%
Grants & Contributions	74,759	38%
Parking Meters	541	0%
Property Development Reserve	21,051	11%
Special Rates	200	0%
Storm water levy	1,865	1%
Total Proposed Capex FY25	194,638	

WHERE DOES COUNCIL'S MONEY COME FROM

Rates & annual charges 52% - \$229.3m



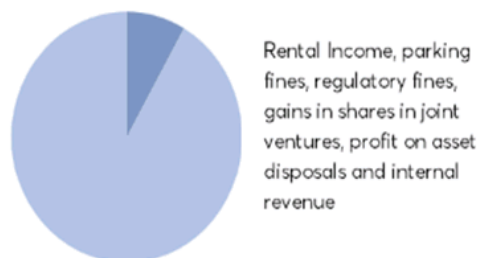
User chargers and fees 11% - \$50m



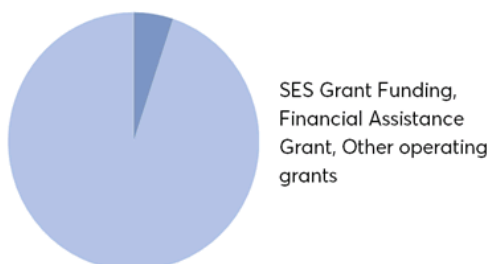
Investment interest 5% - \$23.7m



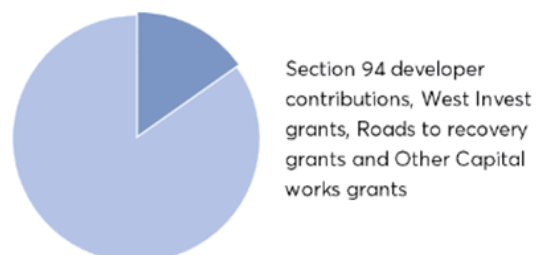
Other revenue 9% - \$39.9m



Operating grants & contributions 5% - \$23.7m



Capital grants & contributions 18% - \$75.7m



HOW DOES COUNCIL SPEND ITS MONEY

Employee costs 41% - \$145.9m



Salaries & Wages, Superannuation, Annual Leave, Long Service Leave, Training & Development, Uniforms, FBT expenses, Workers' Comp

Materials & contracts 20% - \$72.3m



Domestic garbage collection contracts, garbage disposal expenses, IT software and hardware maintenance, building maintenance contracts, plumbers.

Other expenses 21% - \$75.9m



Insurance premiums, Street Lighting, Electricity, Water & Sewerage charges, Bank charges, Fire service levy, Council events, Councillor expenses, Donations, Telephone, Reserve funding.

Depreciation 18% - \$66.5m



Depreciation and amortisation of council assets

STATEMENT OF FINANCIAL PERFORMANCE

Description	(\$,000)
REVENUE FROM CONTINUING OPERATIONS	2024/25
Ordinary Rates	178,974
Annual Charges	50,278
Total Rates & Annual Charges	229,252
User Charges & Fees	49,973
Interest and Investment Revenue	23,690
Grants and Contributions Provided for Operating Purposes	23,721
Internal Revenue	19,799
Other Revenue	18,880
Joint Venture Income	600
Total Revenues from Continuing Operations	365,915
EXPENSES FROM CONTINUING OPERATIONS	
Employee Costs	145,934
Materials & Contracts	72,331
Borrowing Costs	98
Depreciation & Amortisation	66,500
Other Operating Expenses	55,225
Internal Expenses	20,204
Total Expenses from Continuing Operations	360,293
'OPERATING RESULT BEFORE CAPITAL REVENUE, GAIN / LOSS ON ASSET DISPOSALS & INTERNAL ALLOCATIONS	5,623
Capital Grants and Contributions	75,732
Net Gain on Disposal of Assets	211
'OPERATING RESULT AFTER CAPITAL REVENUE & GAIN / LOSS ON ASSET DISPOSALS	81,565

BUDGET

2024/25 STATUTORY REPORT FORMAT

STATEMENT OF FINANCIAL POSITION

Description	(\$,000)
ASSETS	2024/25
Current assets	
Cash and cash equivalents	57,517
Investments	329,853
Receivables	11,327
Inventories	120
Other	1,711
Total current assets	400,528
Non-current assets	
Receivables	109,349
Investments	2,988
Infrastructure Property, Plant & Equipment	3,823,694
Leased Assets	923
Investments Accounted for Using Equity Method	3,635
Total non-current assets	3,940,589
Total assets	4,341,117
Description	(\$,000)
LIABILITIES	2024/25
Current liabilities	
Payables	69,244
Borrowings	0
Lease Liability	1001
Provisions	40,870
Total current liabilities	111,116
Non-current liabilities	
Payables	62
Borrowings	0
Provisions	39,368
Total non-current liabilities	39,430
Total liabilities	150,546
Net assets	4,190,571
EQUITY	
Retained earnings	3,500,051
Reserves	690,520
Total Equity	4,190,571

STATEMENT OF CASH FLOWS

BUDGET

2024/25 STATUTORY REPORT FORMAT

Description	(\$,000)
CASH FLOWS FROM OPERATING ACTIVITIES	2024/25
Receipts:	
Rates and annual charges	229,252
User charges and fees	49,973
Investment revenue and interest	23,690
Grants and contributions	99,453
Other Revenues	18,880
Payments:	
Employee benefits and on-costs	(145,934)
Materials and contracts	(72,331)
Borrowing costs	(98)
Other	(55,225)
Net cash provided (or used in) operating activities	147,660
CASH FLOWS FROM INVESTING ACTIVITIES	
Receipts:	
Sale of investments	886,967
Sale of fixed assets	7,083
Payments:	
Purchase of investments	(857,961)
Purchase of fixed assets	(186,381)
Net cash provided by (or used in) investing activities	(150,292)
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts:	
Borrowings and advances	-
Other	-
Payments:	
Borrowings and advances	(852)
Lease Liabilities	(2,200)
Other	-
Net cash provided by (or used in) financing activities	(3,052)
Net increase/(decrease) in cash & cash equivalents	-
Cash & cash equivalents at beginning of reporting period	63,201
Cash & cash equivalents at end of reporting period	57,517

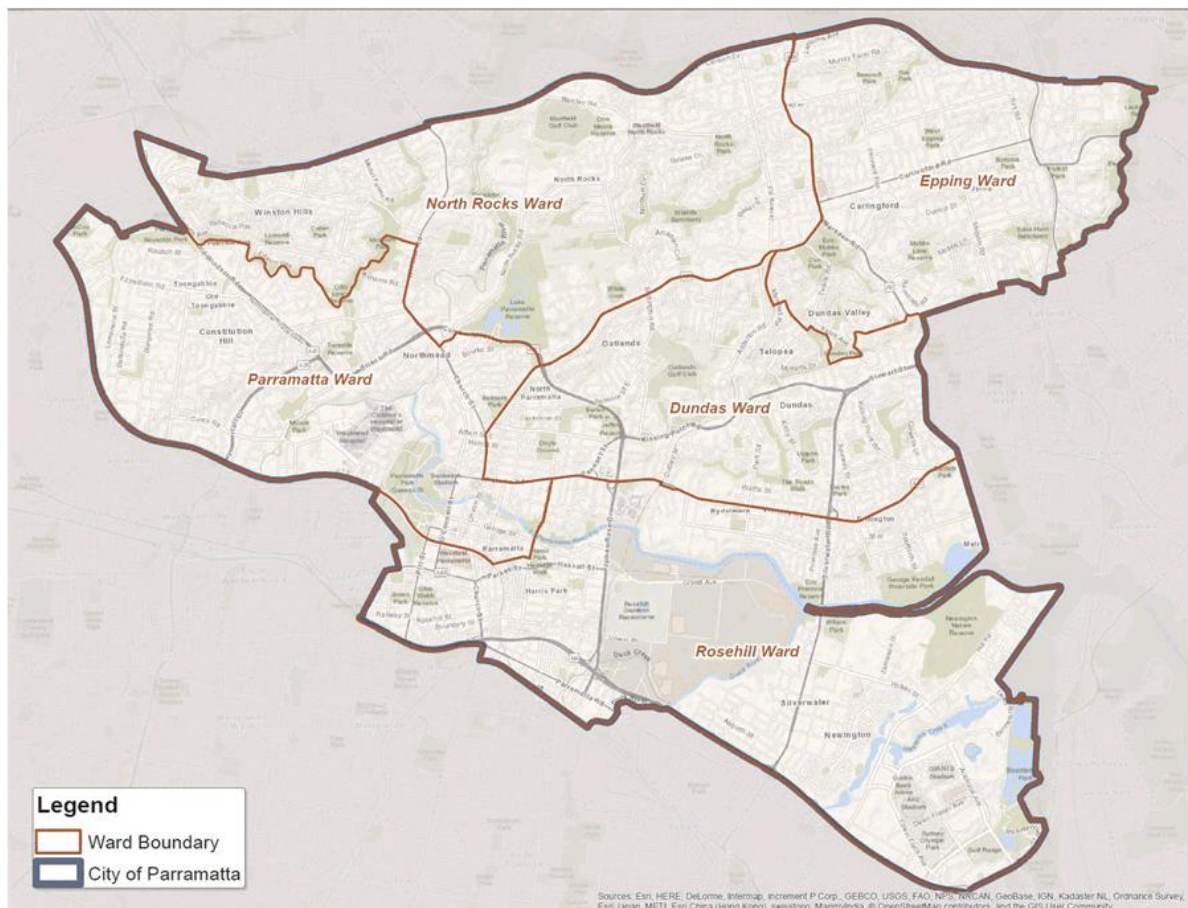
STATEMENT OF REVENUE POLICY - Incorporating the Statement of

BUDGET

2024/25 RATES & CHARGES

Fees & Charges 2024-25

The map below depicts the City of Parramatta Local Government Area by Ward.



BUDGET

2024/25 RATES & CHARGES

RATES & CHARGES

The principle of Council rating is to levy properties within the Local Government Area to recover the cost of providing local government services to those properties. Rates and Charges are the Council's main source of recurrent income and are used to maintain infrastructure and deliver services and facilities for the community.

Annual rate increases are determined by the Independent Pricing and Regulatory Tribunal (IPART) each year, which sets the maximum general income Council can collect from ordinary rates. General income comprises income from ordinary rates but does not include income from Waste Management charges, Water and Sewerage services, Usage charges or Stormwater Management Service Charges.

The *Local Government Act 1993* states that all rateable properties are to be categorised into one of four categories of ordinary rates:

- Residential
- Business
- Farmland (not applicable in the City of Parramatta LGA)
- Mining (not applicable in the City of Parramatta LGA)

Properties that are subject to Mixed Development Apportionment Factors (MDAF) as supplied by the Valuer-General are rated part Residential and part Business based on the MDAF percentage. Properties that are not granted a MDAF are categorised according to the dominant use of the property.

The Rates for 2024/25 will be calculated on land values with a base date of 1 July 2022.

BUDGET

2024/25 RATES & CHARGES

RATE PEGGING

The NSW Government introduced rate pegging in 1976. Rate pegging limits the amount that Councils can increase their rate revenue from one year to the next. The percentage limit is determined by the IPART.

For the 2024/25 rating year IPART has announced the limit by which Council's general rates income may be varied at 5.1%. General income does not include income from Waste Management charges and Stormwater Management Service charges.

IPART changed the rate peg formula to include a population factor percentage. If our LGA population growth percentage exceeded Council's percentage growth in supplementary valuations income, then Council would receive the difference in addition to the rate peg. We have received 0.2% addition as population factor to the rate peg percentage for the 2024/25 rating year.

Over the previous 10-year period, Council has received rate peg increases of between 1.5% and 3.7%.

LAND VALUATIONS

Rates are calculated on the land value of a property multiplied by an adopted 'rate-in-the-dollar'. If the calculated rate is below the minimum rate, the minimum rate applies. The land value is determined by the NSW Valuer General who issues a Notice of Valuation at least every three years.

Council cannot make and levy a rate in respect of a parcel of land unless the Council has been furnished with a valuation in accordance with the *Valuation of Land Act 1916*. The NSW Valuer General issues valuations in accordance with that Act.

Revaluations are undertaken every three years by the NSW Valuer General – an increase or decrease in valuation does not have an impact on the overall general rates income that Council can raise but it does determine how much you pay in rates relative to every other ratepayer.

The land value used in NSW is the Unimproved Value (UV) of the land and does not include the value of the home or other structures on the land.

BUDGET

2024/25 RATES & CHARGES

RATING STRUCTURE

The Local Government Act 1993 (the Act) sets out the methodology by which a council can collect its rates income.

According to the Act, the Council's rating structure may consist of:

- an 'ad valorem' amount – which may be subject to a minimum, or
- a base amount to which an ad valorem amount is added.

Ad Valorem

An ad valorem amount is a variable charge set as a proportion of the unimproved land value of the rateable property – that is, the value of the property without any buildings, houses, or other capital investments.

Minimum amount

The decision as to whether a council will or will not use minimum rates is entirely left to the discretion of each council. If a council resolves to specify one or more minimum amounts of a rate in accordance with section 548(3)(a) of the Act, the size of any minimum amount must not exceed the relevant permissible limits provided for in the Act and Section 126 of the Local Government (General) Regulation 2021 unless special Ministerial approval for a higher amount has been granted.

SPECIAL RATES

Special rates are not levied by City of Parramatta. Special rates were levied but have since been discontinued due to rates harmonisation.

OTHER SPECIFIC RATING ISSUES

Upon registration of a new strata plan or deposited plan, Council will re-rate the property(s) from the date of the new strata plan or deposited plan registration.

Aggregation of rates in accordance with Section 548A of the Act may apply in the following situation – for all the lots categorised as Residential or Business on a minimum for rating purposes, one separately titled car space and one separately titled utility lot that is within the same building or strata plan may apply. All aggregations will apply from the commencement of the quarter following the lodgement of the application with Council. An application fee applies to all the applications for aggregation.

BUDGET

2024/25 RATES & CHARGES

POSTPONEMENT OF RATES

Where a property is used as a single dwelling but because of zoning or permitted use has a land value that reflects the potential use of the land rather than the actual use, Council will provide a postponement of rates in accordance with Section 591 of the Local Government Act 1993.

NON-RATEABILITY

Council will determine land to be non-rateable strictly in accordance with Sections 555 and 556 of the Local Government Act 1993 or the Local Government (General) Regulation 2021.

RATE REDUCTION FOR ELIGIBLE PENSIONERS

All NSW councils provide a mandatory rebate of up to \$250 to eligible pensioners. The former Parramatta City Council is one of the few Councils that granted an additional voluntary rebate of up to \$100 to eligible pensioners in addition to the mandatory rebate. This has now been extended to encompass all areas that now fall within the proclaimed City of Parramatta Council.

Council provides for rate reductions to eligible pensioners under Section 575 of the Local Government Act 1993. In accordance with Section 575(3) (a) of the Act, Council must provide a rate reduction of 50% of the amount of the rate levy, to a maximum rebate for combined general rate and domestic waste management charges of \$250.

PAYMENT OF RATES

Ratepayers may pay their rates in four instalments by 31 August, 30 November, 28 February, and 31 May respectively. Council is obliged to forward reminder notices one month in advance of those due dates.

During the year an additional (supplementary) rate notice may be issued which may affect the amount of rates and charges levied on some parcels of land. The rates and charges are apportioned over the remaining instalments due after the supplementary levy is applied.

CHARGES ON OVERDUE RATES

Interest accrues daily on rates and charges that remain unpaid after they are due and payable. Council will apply the maximum interest allowable pursuant to Section 566 of the Act which is determined by the Minister of Local Government each year (FY2023/24 @9%). In accordance with section 566(3) of the Act the interest rate for FY2024/25 will be 10.5% and will be charged from 1 July 2024.

BUDGET

2024/25 RATES & CHARGES

GENERAL RATING INFORMATION – 2024/2025 RATES & CHARGES

At a rate peg of 5.1% for 2024/25 the following will apply:

The estimated rate income for 2024/25 totals \$178,974,284 reflective of the rate peg and other mandatory adjustments as per the following table:

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum Rate \$		Estimated Rate Income \$
Ordinary	Residential	100,954	0.00110303	790.35		111,655,455
Ordinary	Business – General	2580	0.00294351	558.56		17,654,185
Ordinary	Business – CBD	1145	0.00815030	809.92		28,080,192
Ordinary	Business - CBD #2	11	0.01974971	-		3,879,179
Ordinary	Business Industrial – ICA	1027	0.00407788	809.92		19,466,394
	Total Rates Income CoP including Council Owned Properties					180,735,404
	Rates Income from Council Properties – Internal Revenue					(268,000)
	Pensioner Rebates – Compulsory					(1,906,316)
	Pensioner Rates Subsidy					1,048,474
	Pensioner Rebates – Voluntary					(635,279)
	Total Rates Income CoP excluding Council Owned Properties					178,974,284

STORMWATER MANAGEMENT SERVICES ANNUAL CHARGE

In accordance with the Local Government Amendment (Stormwater) Act 2005 a Stormwater Management Service Charge (SMSC) is levied on all parcels of rateable urban land within the City of Parramatta - categorised for rating purposes as Residential or Business (including all sub-categories) - not being vacant land or land owned by the Crown or land held under lease for private purposes under the Housing Act 2001 or the Aboriginal Housing Act 1998.

Council administers a comprehensive waterways management program. As the principal authority responsible for the management of stormwater, Council:

- maintains over 622 km of stormwater discharge drainage pipes for stormwater conveyance.
- implements essential flood mitigation measures to protect life, property, and infrastructure.
- conserves the natural waterways of our city.
- protects bushland and other natural assets from the impacts of urban run-off by implementing purpose-built pollution control traps and water retention systems.

BUDGET

2024/25 RATES & CHARGES

The SMSC helps council fund these important programs. The following table provide details of the charges.

Category	Property Type	Charge	Estimated Yield \$
Residential	All parcels of rateable urban land categorised as Residential or Residential CBD excluding Strata properties	\$25.00	1,009,175
Residential	All strata properties categorised as Residential or Residential CBD	\$12.50	737,525
Total Residential			1,746,700
Business	All parcels of rateable urban land categorised as Business (all subcategories) including Business Strata properties	25.00 per 350m2. Capped at \$500	345,287
Business	All strata properties categorised as Business	25.00 per 35m2. Capped at \$500 with a minimum of \$5	16,045
Total Business			370,295
Total Estimated Yield			2,108,032

WASTE MANAGEMENT CHARGES

Domestic waste charges

Service	Service Mix	Size	Charge per Property	Estimated Income \$
Basic service	Domestic Waste Collection – 1 per Week	80 Litre Bin	457.85	1,373
	Domestic Waste Collection – 1 per Week	140 Litre Bin	500.54	31,727,680
	Domestic Waste Collection – 1 per Week	240 Litre Bin	754.69	3,793,071
	Domestic Waste Collection – 1 per Week	660 Litre Bin	1,900.71	91,234
	Domestic Waste Collection – 1 per Week	1100 Litre Bin	2,605.84	33,875
	Alternate Week Recyclables and Garden Waste Collection included in above service charges		129.99	10,764,112
Additional service	Per Waste Bin – 1 per Week	140 Litre Bin	500.54	0
	Per Waste Bin – 1 per Week	240 Litre Bin	754.69	55,895
	Recycling – 1 per Fortnight	240 Litre Bin	129.99	328,094
	Garden Waste – 1 per Fortnight	240 Litre Bin	129.99	
Unoccupied Land	Availability Charge	Not Applicable	89.88	178,681

Note: Estimate may differ to financial statements due to rebates given to eligible properties.

Total Domestic Waste 48,178,863

Note: A one-off \$50 rebate to be offered in FY25 to all residential rate payers liable for waste charges

BUDGET

2024/25 RATES & CHARGES

Commercial waste charges

Service	Service Mix	Size	Charge per Property	Estimated Income \$
Basic service	Commercial Waste Collection – 1 per Wk	80 Litre Bin	490.05	0
	Commercial Waste Collection – 1 per Wk	140 Litre Bin	543.90	762,003
	Commercial Waste Collection – 1 per Wk	240 Litre Bin	819.50	734,272
	Commercial Waste Collection – 1 per WK	660 Litre Bin	2052.10	2,052
	Commercial Waste Collection – 1 per WK	1100 Litre Bin	2879.45	17,276
Additional service	Per Waste Bin – 1 per Week	140 Litre Bin	543.90	0
	Per Waste Bin – 1 per Week	240 Litre Bin	819.50	0
	Recycling – 1 per Fortnight	240 Litre Bin	144.20	78,444
	Recycling – Paper/Cardboard - Annual	660 Litre Bin	695.75	0
	Recycling – Paper/Cardboard - Annual	1100 Litre Bin	942.40	9,424
	Garden Waste – 1 per Fortnight	240 Litre Bin	144.20	19,035
Note: Estimate may differ to financial statements due to rebates given to eligible properties.				
Total Commercial Waste				1,622,506

SECTION 611 CHARGES

Section 611 of the Local Government Act 1993 provides that Council may make charges on persons for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel, or structure laid, erected, suspended, constructed, or placed on, under or over a public place.

Where applicable such charges will be made in 2024/25 and will be based on the nature and extent of the benefit enjoyed by the person(s) or entities concerned.

FEES AND OTHER CHARGES

Please see the separate fees and charges document for the fees and other charges to be charged for goods and services in 2024/25. This document also includes the pricing methodology used to determine those fees and charges.

Delivery Program 2022-26, Operational Plan & Budget 2024/25

Part 5: Final Draft Fees & Charges



| PARRAMATTA

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Explanation Table

Classifications

Pricing Policy Category

A	Public Good	The service provides a broad community benefit. Inconceivable or impractical to charge for service on a user basis.
B	Practical Constraint	The service is a minor part of the overall operation of Council, or the potential for future revenue collection is so minor that it is outweighed by the cost of allocation
C	Shared Benefit	Benefits from providing this service accrue to both individuals and the community as whole (Community Service Obligation).
D	Stimulus	A stimulus to the demand for the service is required. In the short term, only part of the cost of the service is to be recovered.
E	Evasion	Charging prices to recover full cost may result in widespread evasion.
F	Equity	The service is targeted to low income users.
G	Economic/Social/Community Welfare	The service promotes or encourages local economic or social activity.
H	Private Good	The service benefits individual users, contributing to their income, welfare or profits, without any broader benefit to the community.
I	Monopoly	Council has a monopoly over provision of the service and there is no community service or equity obligation.
J	Development	The fee set will enable Council to develop and maintain a service.
K	Contribution	Charges are levied to compensate the community for an increase in the demand for a service or facilities because of a development proposal.
L	Regulatory: Non-Fixed	Fee charges cover the costs incurred by legislative requirements where no community service obligation exists.
M	Regulatory: Fixed	The fee is fixed by legislation.
N	Market	The service provided is in competition with that provided by another council or agency (private or public) and there is pressure to set a price that will attract adequate usage of the service.
N/A	No Pricing Policy	No Pricing Policy allocated to Fee
O	In-House	The service is provided predominantly for Council use, but sale to external markets may defray costs.
P	Entrepreneurial	The service is a profit-making activity and the price paid by users should recover an amount greater than the full cost of providing that service.
Q	Penalty	The fees charged are greater than the cost of the service, to act as a disincentive.
R	Utility	Fee charges for possession, occupation or enjoyment of Council land, public land and air space by gas, electricity, telecommunications and water utilities.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1 ASSET STRATEGY AND PROPERTY MANAGEMENT

1.1 APPLICATION FEE RELATING TO EASEMENTS

0001	For creation or for release of easements	H	N	\$3,518.08	\$3,791.21	\$0.00	\$3,791.21	7.76%	\$273.13
0002	Compensation	N/A	Y	Determined by independent valuation					
				Last year fee Determined by valuation prior to being reported to Council					
0003	For advertising and notification of easements	H	N	\$1,540.75	\$1,744.68	\$0.00	\$1,744.68	13.24%	\$203.92
0004	Bond for access and restoration of public land for easement works	H	N	Bond for access and restoration of public land for easement works based on impact on Council land. Minor Impact bond - \$20,000.00. Major impact bond- \$50,000.00.					

1.2 CERTIFICATE FOR CLASSIFICATION OF COUNCIL LAND – SECTION 54 LG ACT

0005	Certificate For Classification Of Council Land – Section 54 LG Act	M	N	\$60.00	\$60.00	\$0.00	\$60.00	0.00%	\$0.00
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1.3 COUNCIL PROPERTY – ROCK ANCHOR PLACEMENT

0006	Bond for anchor placement		N	The bond is to be determined by the Council, and a minimum bond of \$250,000.00 will be charged. Bonds will be retained in full by the Council until six months after the de-stressing of the anchors has been accepted by the Council.					
The bond is to be determined by Council, minimum fee charged of \$250,000.00. Bonds will be retained in full by Council until six months after de-stressing of the anchors has been accepted by Council.									
The bond is to be determined by the Council, minimum fee charged of \$250,000.00. Bonds will be retained in full by the Council until six months after the de-stressing of the anchors has been accepted by the Council.									
0007	Rock Anchor Administrative Fee	H	N	\$3,500.00	\$4,122.50	\$0.00	\$4,122.50	17.79%	\$622.50
0008	Placement Fee – Per anchor	G	N	\$954.09	\$1,487.48	\$0.00	\$1,487.48	55.91%	\$533.39
0009	Disbursements	H	N	As Incurred					

1.4 DIVESTMENT OF PROPERTY INTERESTS – COUNCIL LAND

0010	Administration Fee	H	Y	\$4,961.75	\$4,818.55	\$481.86	\$5,300.41	6.83%	\$338.66
0011	Disbursements	H	Y						
								As Incurred	

1.5 LAND ANNUAL OCCUPATION CHARGE

Note:

1. Low impact telecommunication installations are installations that are exempted under Telecommunications (Low-impact Facilities) Determination 1997 as amended
2. High impact sites are sites where telecommunication installations other than low impact facilities are installed

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1.6 OCCUPYING COUNCIL ROADS AND FOOTWAYS

0012	Administrative/ Application fee for structures on roads	H	N	\$859.12	\$902.10	\$0.00	\$902.10	5.00%	\$42.98
0013	Alfresco Dining & Retail Activity Application Fee	G	N	\$155.57	\$163.35	\$0.00	\$163.35	5.00%	\$7.78

1.6.1 ALFRESCO DINING FEE

0016	Eat Street - administration fee for umbrella submetering		N	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0014	Eat Street - electricity costs to umbrella submetering		N	At Cost					
0015	Eat Street per sq metre per annum		N	\$450.00	\$472.50	\$0.00	\$472.50	5.00%	\$22.50
0017	Parramatta CBD (excluding Eat Street) per sq metre per annum	G	N	\$252.00	\$264.60	\$0.00	\$264.60	5.00%	\$12.60

Suburbs below require Development Application & Alfresco Dining & Retail Activity Application

0018	Epping (main shopping centre) per sq metre per annum	G	N	\$226.00	\$237.30	\$0.00	\$237.30	5.00%	\$11.30
0019	Harris Park, per sq metre per annum	G	N	\$145.50	\$152.80	\$0.00	\$152.80	5.02%	\$7.30
0020	Rydalmere & other locations not listed above	G	N	\$104.00	\$109.20	\$0.00	\$109.20	5.00%	\$5.20
0021	Outdoor Dining Bond	G	N	25% of Annual GST free amount					
0022	Non-Commercial Activity Approval Fee	G	N	\$129.00	\$135.45	\$0.00	\$135.45	5.00%	\$6.45
0023	Parramatta Square per sq metre per annum	G	N	Per Sq Meter rate \$575 (Inc GST)					

Fee may be waived for charitable organisations upon application. Council will waive the fees for current and new outdoor dining approvals during 2018/19 in all areas outside of the Parramatta CBD only

1.7 PROPERTY SERVICES

0024	Road Status Report	H	N	\$450.00	\$515.75	\$0.00	\$515.75	14.61%	\$65.75
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1.7.1 (A) ADMINISTRATION FEE FOR ALLOWING ENTRIES ONTO TITLES OVER WHICH COUNCIL HAS A CAVEAT – MINOR MATTER (EG RE-FINANCING)

0025	Application Fee	N/A	Y	\$791.00	\$894.26	\$89.43	\$983.68	24.36%	\$192.68
0026	Processing and Legal Fees	N/A	Y	\$1,702.36	\$1,851.77	\$185.18	\$2,036.94	19.65%	\$334.59

1.7.2 (B) PROCESSING FEE FOR COVENANT, WITHDRAWAL OF CAVEAT – TO EXTINGUISH, MODIFY OR RELEASE WHERE COUNCIL IS THE AUTHORITY (EXCLUDING LEGAL FEES AND DISBURSEMENTS)

0027	Processing FeeAdministration Fee for Covenant, Withdrawal of Caveat - to extinguish, modify or release where Council is the authority.	N/A	Y	\$1,702.36	\$2,101.77	\$210.18	\$2,311.94	35.81%	\$609.59
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1.8 PARKING METER PARKING FEES

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges

1.8.1 PARKING FEES – PARKING METERS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

1.8.1.1 PARKING METER TARIFFS

0028	Temporary removal	L	N	\$545.45	\$600.00	\$0.00	\$600.00	10.00%	\$54.55
0029	Removal and relocate	L	N	\$1,363.63	\$1,432.65	\$0.00	\$1,432.65	5.06%	\$69.02
0030	New footing installation	L	N	\$1,500.00	\$1,680.00	\$0.00	\$1,680.00	12.00%	\$180.00
0031	Make good of location, once parking meter has been removed	L	N	\$1,500.00	\$1,850.00	\$0.00	\$1,850.00	23.33%	\$350.00
0032	Free Christmas Parking for Christmas Eve (24 December only)	L	Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARKING METER TARIFFS [continued]

0033	Parking fees range from \$2.50 per hour to \$20.00 per day subject to locations and restrictions (incl GST) Considering small alignment for market trend movements	N	Y						Various Fees Apply
0034	Mobile Phone Parking Fee (additional to On-Street Parking Meter Traffic Charges) per call, subject to service fee as per service providers T&C's	N	Y						Various Fees Apply

1.9 PARKING STATIONS

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges

1.10 PAY PARKING FEES – EAT STREET CAR PARK

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.10.1 EAT STREET CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0035	0 – 1 Hour		Y	\$3.00	\$3.19	\$0.32	\$3.50	16.67%	\$0.51
0036	1 – 2 hours		Y	\$6.00	\$5.91	\$0.59	\$6.50	8.33%	\$0.50
0037	2 – 3 hours		Y	\$10.00	\$10.00	\$1.00	\$11.00	10.00%	\$1.00
0038	3 – 4 hours		Y	\$20.00	\$20.00	\$2.00	\$22.00	10.00%	\$1.99
0039	4 – 5 hours		Y	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
0040	5 – 12 hours		Y	\$35.00	\$36.36	\$3.64	\$40.00	14.29%	\$5.00
0041	12 – 24 hours		Y	\$45.00	\$45.45	\$4.55	\$50.00	11.11%	\$5.00
0042	Sunday – First 3 hours free		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0043	Sunday – More than 3 hours a flat rate of \$15		Y	\$10.00	\$13.64	\$1.36	\$15.00	50.00%	\$5.01
0044	Monthly – Push Bike Facilities		Y	\$30.00	\$45.45	\$4.55	\$50.00	66.67%	\$20.00
0045	Filming and event usage, daily rate/per space within Eat Street Car Park	L	Y	\$70.00	\$72.73	\$7.27	\$80.00	14.29%	\$10.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

EAT STREET CAR PARK TARIFFS [continued]

0046	Reprogramming of parking station machines, EG: Special Events, activation	L	Y	\$350.00	\$334.55	\$33.45	\$368.00	5.14%	\$18.00
0047	Free Christmas Parking for Christmas Eve (24 December only)		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00

Waiver of Fees: Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges. Considering some small alignment for market trend movements. Maximum rate shown, with option to reduce on demand. Credit card surcharge will apply.
Free Parking

0048	Mobile Phone Parking Fees (additional to Parking Charges) are subject to service fee as per service providers T&C's		Y							Various Fee's Apply
0049	Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$25.00		Y							Various Fee's Apply
0050	EV Charging fees, pre-booking required		Y							Driven by current market and operational prices

1.11 PAY PARKING FEES – JUSTICE PRECINCT CAR PARK

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.11.1 JUSTICE PRECINCT CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0051	0 – 1 Hour		Y	\$3.00	\$3.19	\$0.32	\$3.50	16.67%	\$0.51
0052	1 – 2 Hours		Y	\$6.00	\$5.91	\$0.59	\$6.50	8.33%	\$0.50
0053	2 – 3 Hours		Y	\$9.00	\$9.09	\$0.91	\$10.00	11.11%	\$1.00
0054	3 – 4 Hours		Y	\$12.00	\$11.82	\$1.18	\$13.00	8.33%	\$1.00
0055	4 – 5 Hours		Y	\$15.00	\$14.55	\$1.45	\$16.00	6.67%	\$1.00
0056	5 – 18 Hours		Y	\$18.00	\$17.27	\$1.73	\$19.00	5.56%	\$1.00
0057	18 – 24 Hours		Y	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
0058	Sunday – More than 4 hours a flat rate of \$10		Y	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00
0059	Sunday – First 4 hours free		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0060	Monthly Unreserved Parkers		Y	\$400.00	\$381.82	\$38.18	\$420.00	5.00%	\$20.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

JUSTICE PRECINCT CAR PARK TARIFFS [continued]

0061	Corporate Rate 100+ daily parkers		Y	\$14.00	\$13.64	\$1.36	\$15.00	7.14%	\$1.00
0062	Daily Corporate Rate 200+		Y	\$12.00	\$11.82	\$1.18	\$13.00	8.33%	\$1.00
0063	PAC membership alignment, with the PAC car park will offer, 2 hours free parking, per day, per membership. T&C Apply		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0064	Reprogrammin g of parking station machines, EG: Special events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0065	Free Christmas Parking for Christmas Eve (24 December only)		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0066	Filming and event usage, per space/per day within Justice Precinct Car Park	L	Y	\$37.00	\$42.73	\$4.27	\$47.00	27.03%	\$10.00
0067	Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$13.00		Y	Various Fee's Apply					
0068	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y	Various Fee's Apply					
0069	EV Charging fees, pre-booking required		Y	Driven by current market and operational prices					

1.12 PAY PARKING FEES – PARRAMATTA STATION CAR PARK

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.12.1 PARRAMATTA STATION CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA STATION CAR PARK TARIFFS [continued]

0070	0 – 1 Hour		Y	\$3.00	\$3.19	\$0.32	\$3.50	16.67%	\$0.51
0071	1 – 2 Hours		Y	\$6.00	\$6.36	\$0.64	\$7.00	16.67%	\$1.00
0072	2 – 3 Hours		Y	\$9.00	\$10.00	\$1.00	\$11.00	22.22%	\$2.00
0073	3 – 4 Hours		Y	\$12.00	\$12.73	\$1.27	\$14.00	16.67%	\$2.00
0074	4 – 5 Hours		Y	\$14.00	\$15.46	\$1.55	\$17.00	21.43%	\$3.00
0075	5 - 18 Hours		Y	\$0.00	\$20.00	\$2.00	\$22.00	∞	\$22.00
0076	18 – 24 Hours		Y	\$25.00	\$27.28	\$2.73	\$30.00	20.00%	\$5.01
0077	Sunday – First 4 hours free		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0078	Sunday – More than 4 hours a flat rate of \$10		Y	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00
0079	Monthly – Push Bike Facilities		Y	\$30.00	\$45.45	\$4.55	\$50.00	66.67%	\$20.00
0080	Monthly Unreserved Parkers		Y	\$308.70	\$381.82	\$38.18	\$420.00	36.05%	\$111.30
0081	Daily Corporate Rate 100+		Y	\$11.00	\$10.91	\$1.09	\$12.00	9.09%	\$1.00
0082	Daily Corporate Rate 200+		Y	\$10.00	\$10.00	\$1.00	\$11.00	10.00%	\$1.00
0083	Free Christmas Parking for Christmas Eve (24 December only)		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0084	Reprogramming of parking station machines, EG: Special Events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0085	Filming/event usage daily rate per space in Parramatta Station car park	L	Y	\$37.00	\$42.73	\$4.27	\$47.00	27.03%	\$10.00
0086	EV Charging fees, pre-booking required		Y	Driven by current market and operational prices					
0088	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y	Various Fees Apply					
0087	Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$15.00		Y	Various Fees Apply					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1.13 PAY PARKING FEES - PHIVE (PARRAMATTA SQUARE)

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.13.1 PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0089	0 - 1 Hour		Y	\$5.00	\$5.00	\$0.50	\$5.50	10.00%	\$0.50
0090	1 - 2 Hours		Y	\$10.00	\$10.00	\$1.00	\$11.00	10.00%	\$1.00
0091	2 - 3 Hours		Y	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	\$2.00
0092	3 - 4 Hours		Y	\$40.00	\$38.18	\$3.82	\$42.00	5.00%	\$2.00
0093	4 - 5 Hours		Y	\$55.00	\$52.73	\$5.27	\$58.00	5.45%	\$3.00
0094	5 - 18 Hours		Y	\$70.00	\$68.18	\$6.82	\$75.00	7.14%	\$5.00
0095	18 - 24 Hours		Y	\$80.00	\$81.82	\$8.18	\$90.00	12.50%	\$10.00
0096	Filming and Event - per space/per day		Y	\$0.00	\$100.00	\$10.00	\$110.00	∞	\$110.00
0097	Reprogrammin g of parking station machines, EG: Special Events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0098	Free Christmas Parking for Christmas Eve (24 December only)		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0099	Motor Bike Parking - 50% of the car parking rates - Fee's range from \$2.75 to \$45.00		Y	Various Fee's Apply					
0100	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y	Various Fees Apply					
0101	EV Charging fees, pre- booking required		Y	Driven by current market and operational prices					

1.14 PAY PARKING FEES - PARRAMATTA AQUATIC CENTRE (PAC)

1.14.1 CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)

Limited parking is provided onsite for the use of facility members and visitors, subject to the following fees. The parking payment system is integrated with the facility visitor and members management system. Spectators and those members receiving the Active Transport Discount do not qualify for the free parking arrangements. Waiver of Fees: Pursuant to section 620E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges. Considering some small alignment for market trend movements. Maximum rate shown, with option to reduce on demand. Credit/Debit card surcharge fees will apply.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED) [continued]

0102	2 Hours complimentary for validated, eligible facility users. Mobility permit users will get 4 Hours complimentary parking. See PAC Terms and Conditions.	C	Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0103	\$3.50 Per half hour up to \$38.00	C	Y						\$3.50 each 30 minutes
0104	Daily Maximum Fee	C	Y	\$36.00	\$34.55	\$3.45	\$38.00	5.56%	\$2.00
0105	Filming and Event - per space/per day		Y	\$0.00	\$50.00	\$5.00	\$55.00	∞	\$55.00
0106	Reprogramming of parking station machines, EG: Special Events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0107	Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$20.00		Y						Various Fees Apply
0108	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y						Various Fees Apply
0109	EV Charging fees, pre-booking required		Y						Driven by current market and operational prices

1.15 ROAD & PLACE NAMING

0111	Alteration to Suburb Boundary - Administrative Fee - Precinct and Non Precinct		N	\$2,205.00	\$2,315.25	\$0.00	\$2,315.25	5.00%	\$110.25
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ROAD & PLACE NAMING [continued]

0110	Alteration to Suburb Boundary - Non Precinct - Public consultation/ exhibition, advertising and gazettal		N	\$5,515.00	\$5,790.75	\$0.00	\$5,790.75	5.00%	\$275.75
0112	Alteration to Suburb Boundary - Precinct - Public consultation/ exhibition, advertising and gazettal		N	\$16,540.00	\$17,367.00	\$0.00	\$17,367.00	5.00%	\$827.00
0113	Renaming of Roads - Administrative Fee (per road)		N	\$2,205.00	\$2,315.25	\$0.00	\$2,315.25	5.00%	\$110.25
0114	Renaming of Roads - Public consultation/ exhibition, advertising and gazettal		N	\$5,515.00	\$5,790.75	\$0.00	\$5,790.75	5.00%	\$275.75
0115	Administrative Fee (per road) – Precinct and Non Precinct	H	N	\$2,205.00	\$2,315.25	\$0.00	\$2,315.25	5.00%	\$110.25
0116	Administrative Fee (per environmental and physical place) – Precinct and Non Precinct	H	N	\$2,205.00	\$2,315.25	\$0.00	\$2,315.25	5.00%	\$110.25
0117	Precinct – Public consultation/ exhibition, advertising and gazettal	H	N	\$16,540.00	\$17,367.00	\$0.00	\$17,367.00	5.00%	\$827.00
0118	Non-Precinct – Public consultation/ exhibition, advertising and gazettal	H	N	\$5,515.00	\$5,790.75	\$0.00	\$5,790.75	5.00%	\$275.75

1.16 ROAD CLOSURES – ADMINISTRATION FEE FOR THE PROCESSING OF ROAD CLOSURE APPLICATIONS

0119	Temporary Road Closure (refer to Traffic under Temporary Road Occupancy)	N/A	N	Refer to Traffic under Temporary Road Occupancy					
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ROAD CLOSURES – ADMINISTRATION FEE FOR THE PROCESSING OF ROAD CLOSURE APPLICATIONS [continued]

0120	Permanent Road Closure Application	G	N	\$3,500.00	\$3,772.50	\$0.00	\$3,772.50	7.79%	\$272.50
0121	Compensation	N/A	Y	Determined by independent valuation.					
0122	For advertising and notification of permanent road closure	H	N	\$1,540.75	\$1,744.68	\$0.00	\$1,744.68	13.24%	\$203.92
0123	Advertising Fee – Road Closure/ Opening Gazettal Fee	N/A	N	Cost imposed by Crown Lands and Council to recoup/reimburse from applicant					

1.17 REQUEST TO PURCHASE COUNCIL LAND

0124	Administrative Fee	H	Y	\$2,308.36	\$2,271.96	\$227.20	\$2,499.15	8.27%	\$190.79
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1.18 SECTION 611 CHARGES

0125	S611 – Annual charge relating to pipelines or other structures laid, erected, suspended, constructed or placed on, under or over a Council place	N/A	N	Assessed on a commercial basis					
				Last year fee By independent valuation					

1.19 SPACE MANAGEMENT

Administration of leases, licences and other approvals for the Occupation of Council Premises (Land and or Building)

0126	Initial Application Fee	N/A	Y	\$187.36	\$178.86	\$17.89	\$196.75	5.01%	\$9.39
0127	Document Preparation Fee	N/A	Y	At cost or per Council's Legal Fees and Charges (as applicable)					
0128	Valuation Fee	N/A	Y	At Cost					
0129	Renewal Fee	N/A	Y	\$249.83	\$238.45	\$23.85	\$262.30	4.99%	\$12.47
0130	Assignment Fee	N/A	Y	At Cost					

1.20 TELECOMMUNICATIONS FACILITIES

0132	Agreement for operation of a telecommunications facility on Council land		Y	Amount as per valuation					
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

TELECOMMUNICATIONS FACILITIES [continued]

0131	Valuation Fee		Y						At Cost
Note: 1. Low impact telecommunication installations are installations that are exempted under Telecommunications (Low-impact Facilities) Determination 1997 as amended. 2. High impact sites are sites where telecommunication installations other than low impact facilities are installed.									
0133	Administrative Fee	H	Y	\$1,703.36	\$1,625.95	\$162.60	\$1,788.55	5.00%	\$85.19

1.21 USE OF COUNCIL LAND FOR CONSTRUCTION OR MATERIAL STORAGE OR COMPOUND

0136	Application Fee		N	\$0.00	\$155.55	\$0.00	\$155.55	∞	\$155.55
0135	Bond		N						Minimum \$20,000
0134	Fee per square metre per week		N						\$40 per square metre per week

2 BUILDING CERTIFICATES – EP&A REG CL 260

2.1 (1) FOR THE PURPOSES OF SECTION 149B (2) OF THE ACT, THE FEE FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING IS

0137	Class 1 Buildings (not exceeding 150m ²)	L	N	\$500.00	\$525.00	\$0.00	\$525.00	5.00%	\$25.00
0138	Class 1 Buildings (exceeding 150m ²)		N	\$600.00	\$630.00	\$0.00	\$630.00	5.00%	\$30.00
0139	Class 2-9 Buildings (not exceeding 200m ²)	L	N	\$600.00	\$630.00	\$0.00	\$630.00	5.00%	\$30.00
0140	Class 2-9 Buildings (200-2,000m ²)	L	N	\$600.00 Plus \$1.00 per sq mtr over 200 sq mtrs					
0141	Class 2-9 Buildings (greater than 2,000m ²)		N	\$2000.00 Plus additional \$1.00 per sq mtr over 2000 sq mtrs					
0142	Class 10 Buildings	L	N	\$500.00	\$525.00	\$0.00	\$525.00	5.00%	\$25.00
0143	Additional Inspection Fee	N/A	N	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	\$5.00
0144	Building Certificate Urgency Fee	N/A	N	\$240.50	\$252.55	\$0.00	\$252.55	5.01%	\$12.05
0145	Building Certifications – Hourly Rate	N/A	N	\$215.50	\$226.30	\$0.00	\$226.30	5.01%	\$10.80

You might need a service that we don't cover in this price sheet. If you do, we will charge you an hourly rate for the service

0146	Copy of Building Certificate – EP&A REG CL. 261	M	N	\$15.80	\$16.60	\$0.00	\$16.60	5.06%	\$0.80
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

(1) FOR THE PURPOSES OF SECTION 149B (2) OF THE ACT, THE FEE FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING IS [continued]

0147	Certified Copy of Document, Map or Plan – EP&A REG CL. 262	M	N	\$63.00	\$66.15	\$0.00	\$66.15	5.00%	\$3.15
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2.1.1 UNAUTHORISED BUILDING INFORMATION CERTIFICATES

0148	Fee for a Certificate for Unauthorised Work to a Class 1 and Class 10 Building (not exceeding 150m2)	L	N	\$500.00 plus the maximum fee payable if the application were an application for Development Consent and Construction Certificate or for a Complying Development Certificate					
0149	Fee for a Certificate for Unauthorised Work to a Class 1 and Class 10 Building (Exceeding 150m2)	L	N	\$600.00 plus the maximum fee payable if the application were an application for Development Consent and Construction Certificate or for a Complying Development Certificate					
0150	Fee for a Certificate for Unauthorised Work to a Class 2-9 Building (not exceeding 200m2)	L	N	\$600.00 plus the relevant fee that should have been paid for the Development Application, Construction Certificate or for a Complying Development Certificate					
0151	Fee for a Certificate for Unauthorised Work to a Class 2-9 Building (200-2,000m2)	L	N	\$600.00 plus \$1.00 per m2 over 200m2 and the relevant fee that should have been paid for the Construction Certificate or Complying Development Certificate					
0152	Fee for a Certificate for Unauthorised Work to a Class 2-9 Building (greater than 2,000m2)	L	N	\$2000.00 plus \$1.00 per m2 over 200m2 and the relevant fee that should have been paid for the Construction Certificate or Complying Development Certificate					
0153	Each additional inspection if more than one is required before issue of Certificate (Class 1 & 10 buildings)	L	N	\$252.00	\$264.60	\$0.00	\$264.60	5.00%	\$12.60

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

UNAUTHORISED BUILDING INFORMATION CERTIFICATES [continued]

0154	Each additional inspection if more than one is required before issue of Certificate (Class 2 to 9 buildings)	L	N	\$423.00	\$444.15	\$0.00	\$444.15	5.00%	\$21.15
0156	Additional fee - Priority issue (2 business days) of certificate (Not applicable for Unauthorised Works)	L	N	\$250.00	\$262.50	\$0.00	\$262.50	5.00%	\$12.50
0155	Copy of certificate	L	N	\$75.00	\$78.75	\$0.00	\$78.75	5.00%	\$3.75

2.2 (3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES APPLY

0157	(a) where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained	N/A	N	Additional Fee as determined in accordance with subclause (3B)					
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES

APPLY [continued]

0158	(b) where a penalty notice has been issued for an offence under section 76A (1) of the Act in relation to the erection of the building and the person to whom it was issued has paid the penalty required by the penalty notice in respect of the alleged offence (or if the person has not paid the penalty and has not elected to have the matter dealt with by a court, enforcement action has been taken against the person under Division 4 of Part 4 of the Fines Act 1996)	N/A	N	Additional Fee as determined in accordance with subclause (3B)					
0159	(c) where order No 2, 12, 13, 15, 18 or 19 in the Table to section 121B (1) of the Act has been given in relation to the building unless the order has been revoked on appeal	N/A	N	Additional Fee as determined in accordance with subclause (3B)					
0160	(d) where a person has been found guilty of an offence under the Act in relation to the erection of the building	N/A	N	Additional Fee as determined in accordance with subclause (3B)					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES

APPLY [continued]

0161	(e) where the court has made a finding that the building was erected in contravention of a provision of the Act	N/A	N	Additional Fee as determined in accordance with subclause (3B)					
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2.3 (3B) THE ADDITIONAL FEE PAYABLE UNDER SUBCLAUSE; (3A) IS THE TOTAL OF THE FOLLOWING AMOUNTS

0162	(a) the amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been the date of the application	N/A	N	Additional Fee as determined in accordance with subclause (3A)					
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

(3B) THE ADDITIONAL FEE PAYABLE UNDER SUBCLAUSE; (3A) IS THE TOTAL OF THE FOLLOWING AMOUNTS [continued]

0163	(b) the amount of the maximum fee that would be payable if the application were an application to the council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application	N/A	N	Additional Fee as determined in accordance with subclause (3A)					
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2.4 (3C) IF AN APPLICATION FOR A BUILDING CERTIFICATE IS MADE IN RELATION TO PART ONLY OF A BUILDING, A REFERENCE IN SUBCLAUSE (3A) TO A BUILDING IS TAKEN TO BE A REFERENCE TO THE PART OF A BUILDING THAT IS THE SUBJECT OF THE APPLICATION

0164	Application Fee	N/A	N	(4) In this clause, a reference to a class 1 building includes a reference to a class 2 building that comprises 2 dwellings only					
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2.5 FLOOR AREA OF BUILDING OR PART

0165	Up to 200 square metres	N/A	N	\$362.00	\$380.10	\$0.00	\$380.10	5.00%	\$18.10
0166	200 square metres but not exceeding 2,000 square metres	N/A	N	\$250 + an additional \$0.50 per square metre over 200					
0167	Exceeding 2,000 square metres	N/A	N	\$1,165 + additional \$0.075 per square metre over 2,000					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6 NON-REGULATED FEES FOR DEVELOPMENT SERVICES

2.6.1 COMPLYING DEVELOPMENT CERTIFICATES

2.6.1.1 FOR THE PURPOSES OF PART 4, DIVISION 3 AND PART 4A OF EP&A ACT THE FOLLOWING FEES APPLY

Packages: When Council has been elected to both issue the Complying Development Certificate and act as the Principal Certifying Authority (PCA), then the package dimensions include a Complying Development Certificate, building inspections up to the maximum number for the structure under assessment and a single Occupation Certificate Complying development certificates submitted under affordable SEPP

2.6.1.1.1 GRANNY FLATS

0168	Package (includes mandatory building inspections)	N/A	Y	\$2,255.00	\$2,152.50	\$215.25	\$2,367.75	5.00%	\$112.75
0169	Complying Development Certificate only	N/A	Y	\$1,025.00	\$978.41	\$97.84	\$1,076.25	5.00%	\$51.25
0170	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$2,030.00	\$1,937.73	\$193.77	\$2,131.50	5.00%	\$101.50

2.6.2 COMPLYING DEVELOPMENT CERTIFICATES SUBMITTED UNDER STATE ENVIRONMENTAL PLANNING POLICY (EXEMPT AND COMPLYING CODES) 2008

2.6.2.1 1. GENERAL HOUSING CODE

2.6.2.1.1 NEW SINGLE DWELLING HOUSES

0171	Package (includes mandatory building inspections)	N/A	Y	\$2,850.00	\$2,720.45	\$272.05	\$2,992.50	5.00%	\$142.50
0172	Complying Development Certificate only	N/A	Y	\$1,040.00	\$992.73	\$99.27	\$1,092.00	5.00%	\$52.00
0173	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$1,755.00	\$1,675.23	\$167.52	\$1,842.75	5.00%	\$87.75

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6.2.1.2 NEW TWO STOREY DWELLING HOUSES

0174	Package (includes mandatory building inspections)	N/A	Y	\$3,795.00	\$3,622.50	\$362.25	\$3,984.75	5.00%	\$189.75
0175	Complying Development Certificate only	N/A	Y	\$1,980.00	\$1,890.00	\$189.00	\$2,079.00	5.00%	\$99.00
0176	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$2,700.00	\$2,577.27	\$257.73	\$2,835.00	5.00%	\$135.00

2.6.2.1.3 ALTERATIONS AND ADDITIONS TO EXISTING SINGLE STOREY AND TWO STOREY DWELLING HOUSES (INCLUDES INTERNAL ALTERATIONS)

0177	Package (includes mandatory building inspections)	N/A	Y	\$2,250.00	\$2,147.73	\$214.77	\$2,362.50	5.00%	\$112.50
0178	Complying Development Certificate only	N/A	Y	\$1,025.00	\$978.41	\$97.84	\$1,076.25	5.00%	\$51.25
0179	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$2,030.00	\$1,937.73	\$193.77	\$2,131.50	5.00%	\$101.50

2.6.2.1.4 ANCILLARY DEVELOPMENT

2.6.2.1.4.1 1. DEMOLITION OR REMOVAL OF DWELLING HOUSES OR ANCILLARY DEVELOPMENT (CLASS 10 STRUCTURES EXCLUDING SWIMMING POOLS)

0180	Package (includes mandatory building inspections)	N/A	Y	\$945.00	\$902.05	\$90.20	\$992.25	5.00%	\$47.25
0181	Complying Development Certificate only	N/A	Y	\$667.00	\$636.68	\$63.67	\$700.35	5.00%	\$33.35

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1. DEMOLITION OR REMOVAL OF DWELLING HOUSES OR ANCILLARY DEVELOPMENT (CLASS 10 STRUCTURES EXCLUDING SWIMMING POOLS) [continued]

0182	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$573.00	\$546.95	\$54.70	\$601.65	5.00%	\$28.65
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2.6.2.1.4.2 2. SWIMMING POOLS

0183	Package (includes mandatory building inspections)	N/A	Y	\$1,885.00	\$1,799.32	\$179.93	\$1,979.25	5.00%	\$94.25
0184	Complying Development Certificate only	N/A	Y	\$840.00	\$801.82	\$80.18	\$882.00	5.00%	\$42.00
0185	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$1,785.00	\$1,703.86	\$170.39	\$1,874.25	5.00%	\$89.25
0186	Swimming Pool Inspection Fee (including Compliance Certificate and re-inspection fee of \$100 which will be refunded if re-inspection does not occur)	N/A	Y						No fee

2.6.2.1.4.3 3. SHEDS & GARAGES

0187	Package (includes mandatory building inspections)	N/A	Y						No fee
0188	Complying Development Certificate only	N/A	Y						No fee

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

3. SHEDS & GARAGES *[continued]*

0189	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y						No fee
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2.6.2.1.4.4 4. MINOR STRUCTURES (DECKS, CARPORTS, RETAINING WALLS)

0190	Package (includes mandatory building inspections)	N/A	Y						No fee
0191	Complying Development Certificate only	N/A	Y						No fee
0192	Principal Certifying Authority only (when CoP has been elected as PCA and the Complying	N/A	Y						No fee
0193	Development Certificate has been issued by another authority)	N/A	Y						No fee

2.6.2.2 2. GENERAL COMMERCIAL & INDUSTRIAL CODE

2.6.2.2.1 1. BUILDING ALTERATIONS (INTERNAL, PER FLOOR OF WORKS)

0194	(a) Package (includes mandatory building inspections)	N/A	Y	\$1,955.00	\$1,866.14	\$186.61	\$2,052.75	5.00%	\$97.75
0195	(b) Complying Development Certificate only	N/A	Y	\$977.00	\$932.59	\$93.26	\$1,025.85	5.00%	\$48.85
0196	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$1,305.00	\$1,245.68	\$124.57	\$1,370.25	5.00%	\$65.25

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6.2.2.2 2. CHANGE OF USE OF PREMISES

0197	(a) Package (includes mandatory building inspections)	N/A	Y	\$1,635.00	\$1,560.68	\$156.07	\$1,716.75	5.00%	\$81.75
0198	(b) Complying Development Certificate only	N/A	Y	\$977.00	\$932.59	\$93.26	\$1,025.85	5.00%	\$48.85
0199	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$1,305.00	\$1,245.68	\$124.57	\$1,370.25	5.00%	\$65.25

2.6.2.2.3 3. MECHANICAL VENTILATION SYSTEMS

0200	(a) Package (includes mandatory building inspections)	N/A	Y	\$1,635.00	\$1,560.68	\$156.07	\$1,716.75	5.00%	\$81.75
0201	(b) Complying Development Certificate only	N/A	Y	\$977.00	\$932.59	\$93.26	\$1,025.85	5.00%	\$48.85
0202	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$1,305.00	\$1,245.68	\$124.57	\$1,370.25	5.00%	\$65.25

2.6.2.2.4 4. SHOP FRONT AND AWNING ALTERATIONS

0203	(a) Package (includes mandatory building inspections)	N/A	Y	\$1,635.00	\$1,560.68	\$156.07	\$1,716.75	5.00%	\$81.75
0204	(b) Complying Development Certificate only	N/A	Y	\$977.00	\$932.59	\$93.26	\$1,025.85	5.00%	\$48.85

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4. SHOP FRONT AND AWNING ALTERATIONS [continued]

0205	(c) Principal Certifying Authority only (when Council has been appointed as PCA and the Complying Development Certificate has been issued by another authority)	N/A	Y	\$1,250.00	\$1,193.18	\$119.32	\$1,312.50	5.00%	\$62.50
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2.6.2.2.5 5. SKYLIGHTS AND ROOF WINDOWS

0206	(a) Package (includes mandatory building inspections)	N/A	Y	\$1,635.00	\$1,560.68	\$156.07	\$1,716.75	5.00%	\$81.75
0207	(b) Complying Development Certificate only	N/A	Y	\$977.00	\$932.59	\$93.26	\$1,025.85	5.00%	\$48.85
0208	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority	N/A	Y	\$1,305.00	\$1,245.68	\$124.57	\$1,370.25	5.00%	\$65.25
0209	Commercial & Industrial Code	N/A	Y	No fee					

2.6.2.3 3. MODIFICATION OF COMPLYING DEVELOPMENT APPLICATION

0210	For the purpose of Section 87 of EP&A Act: Application Fee	N/A	Y	50% of the original fee for Comp Dev Cert					
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2.6.3 COMPLIANCE CERTIFICATE

2.6.3.1 FOR THE PURPOSES OF SECTION 109C (1) (A) OF EP&A ACT THE FOLLOWING FEES APPLY

2.6.3.1.1 BUILDING WORK CERTIFICATE

0211	(i) Specified building work or subdivision work completed as specified in the certificate and complies with specified plans and specifications	N	Y	\$935.00	\$892.50	\$89.25	\$981.75	5.00%	\$46.75
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

BUILDING WORK CERTIFICATE [continued]

0212	(ii) A condition with respect to specified building work or subdivision work, being a condition attached to a development consent or complying development certificate, has been duly complied with	N	Y	\$935.00	\$892.50	\$89.25	\$981.75	5.00%	\$46.75
0213	(iii) A specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia	N	Y	\$935.00	\$892.50	\$89.25	\$981.75	5.00%	\$46.75
0214	(iv) Any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations	N	Y	\$935.00	\$892.50	\$89.25	\$981.75	5.00%	\$46.75
0215	(v) Any specified aspect of development, including design of development, complies with standards or requirements specified in the certificate with respect to the development	N	Y	\$935.00	\$892.50	\$89.25	\$981.75	5.00%	\$46.75

2.6.3.1.2 SUBDIVISION CERTIFICATE

0216	(i) Specified building work or subdivision work completed as specified in the certificate and complies with specified plans and specifications	N	N	\$846.00	\$888.30	\$0.00	\$888.30	5.00%	\$42.30
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SUBDIVISION CERTIFICATE [continued]

0217	(ii) A condition with respect to specified building work or subdivision work, being a condition attached to a development consent or complying development certificate, has been duly complied with	N	N	\$846.00	\$888.30	\$0.00	\$888.30	5.00%	\$42.30
0218	(iii) A specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia	N	N	\$846.00	\$888.30	\$0.00	\$888.30	5.00%	\$42.30
0219	(iv) Any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations	N	N	\$846.00	\$888.30	\$0.00	\$888.30	5.00%	\$42.30
0220	(v) Any specified aspect of development, including design of development, complies with standards or requirements specified in the certificate with respect to the development	N	N	\$846.00	\$888.30	\$0.00	\$888.30	5.00%	\$42.30

2.6.4 CONSTRUCTION CERTIFICATE

2.6.4.1 BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA

Packages: When Council has been elected to both issue the Construction Certificate and act as the Principal Certifying Authority (PCA), then the package dimensions include a Construction Certificate, building inspections up to the maximum for the structure under assessment and a single Occupation Certificate.

Awnings, Pergolas, Open Structures and other class 10 structures including retaining and civil works

A Construction Certificate requires payment of the construction certificate fee and inspection fee. Other charges as levied by the State Government and/or Development Consent are required to be paid prior to determination

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

A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application and Council is elected the PCA. (Discount does not include inspection fees)

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA [continued]

0221	(a) Package (includes mandatory building inspections) – minimum ONE inspection	N	Y	\$1,090.00	\$1,040.45	\$104.05	\$1,144.50	5.00%	\$54.50
0222	(b) Construction Certificate only	N	Y	\$447.00	\$426.68	\$42.67	\$469.35	5.00%	\$22.35
0223	(c) Principal Certifying Authority only	N	Y	\$898.00	\$857.18	\$85.72	\$942.90	5.00%	\$44.90
When Council has been elected as PCA and the Construction Certificate has been issued by another authority									
0224	PLUS Charges for external BCA consultant	N	Y						Full Cost Recovery

2.6.4.2 SWIMMING POOLS AND GARAGES

0225	(a) Package (includes mandatory building inspections)	N	Y	\$1,515.00	\$1,446.14	\$144.61	\$1,590.75	5.00%	\$75.75
0226	(b) Construction Certificate only	N	Y	\$468.00	\$446.73	\$44.67	\$491.40	5.00%	\$23.40
0227	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	N	Y	\$1,420.00	\$1,355.45	\$135.55	\$1,491.00	5.00%	\$71.00

2.6.4.3 ADDITIONS AND ALTERATIONS**2.6.4.3.1 CONSTRUCTION CERTIFICATE WHERE COMBINED WITH A DEVELOPMENT APPLICATION – CANCELLATION/WITHDRAWAL OF CONSTRUCTION CERTIFICATE DURING ASSESSMENT – AFTER COMPLETION OF ASSESSMENT**

0228	(a) Package (includes mandatory building inspections) – Minimum 4 Inspections	N	Y	\$2,320.00	\$2,186.36	\$218.64	\$2,405.00	3.66%	\$85.00
0229	(b) Construction Certificate only	N	Y	\$935.00	\$880.00	\$88.00	\$968.00	3.53%	\$33.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

CONSTRUCTION CERTIFICATE WHERE COMBINED WITH A DEVELOPMENT APPLICATION – CANCELLATION/ WITHDRAWAL OF CONSTRUCTION CERTIFICATE DURING ASSESSMENT – AFTER COMPLETION OF ASSESSMENT [continued]

0230	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	N	Y	\$1,880.00	\$1,772.73	\$177.27	\$1,950.00	3.72%	\$70.00
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2.6.4.4 SINGLE STOREY NEW DWELLINGS

0231	(a) Package (includes mandatory building inspections)	N	Y	\$2,875.00	\$2,744.32	\$274.43	\$3,018.75	5.00%	\$143.75
0232	(b) Construction Certificate only	N	Y	\$998.00	\$952.64	\$95.26	\$1,047.90	5.00%	\$49.90
0233	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	N	Y	\$1,935.00	\$1,847.05	\$184.70	\$2,031.75	5.00%	\$96.75
0234	(d) Mandatory Building Inspection only	N	Y						No fee

2.6.4.5 TWO STOREY NEW DWELLINGS

0235	(a) Package (includes mandatory building inspections)	N	Y	\$3,545.00	\$3,383.86	\$338.39	\$3,722.25	5.00%	\$177.25
0236	(b) Construction Certificate only	N	Y	\$1,675.00	\$1,598.86	\$159.89	\$1,758.75	5.00%	\$83.75
0237	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	N	Y	\$2,605.00	\$2,486.59	\$248.66	\$2,735.25	5.00%	\$130.25

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6.4.6 NEW DWELLINGS – MUTI DWELLING DEVELOPMENT

0238	Town houses / Villas	N	Y	\$4,320.00	\$4,123.64	\$412.36	\$4,536.00	5.00%	\$216.00
0239	More than two units – cost per unit	N	Y	\$693.00	\$661.50	\$66.15	\$727.65	5.00%	\$34.65

2.6.4.7 DUAL OCCUPATION

NOTE: If an inspection is deemed unsatisfactory then a re-inspection is required. Re-inspections of unsatisfactory work will be subject to an additional inspection fee and charged as follows:

0240	(a) Package (includes mandatory building inspections)	N	Y	\$4,585.00	\$4,376.59	\$437.66	\$4,814.25	5.00%	\$229.25
0241	(b) Construction Certificate only	N	Y	\$2,430.00	\$2,319.55	\$231.95	\$2,551.50	5.00%	\$121.50
0242	(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	N	Y	\$3,000.00	\$2,863.64	\$286.36	\$3,150.00	5.00%	\$150.00

2.6.4.8 ADDITIONAL INSPECTION FEE AS FOLLOWS

0243	Major Re-Inspections	N	Y	\$405.00	\$386.59	\$38.66	\$425.25	5.00%	\$20.25
0244	Minor Re-Inspections	N	Y	\$289.00	\$275.86	\$27.59	\$303.45	5.00%	\$14.45
0245	Demolition Inspections	N	Y	\$405.00	\$386.59	\$38.66	\$425.25	5.00%	\$20.25
0246	Additional Final Occupation Certificate	N	Y	\$373.00	\$356.05	\$35.60	\$391.65	5.00%	\$18.65

NOTE: If the applicant requests an Interim Occupation Certificate as part of the package then an additional Final Occupation Certificate is required at an additional charge

2.6.4.9 BUILDING CLASS 2 TO 9 STRUCTURES – BUILDING CODE OF AUSTRALIA

NOTE: The following Package fees (include all mandatory Building Inspections) for structures under building classes under building classes ranging from 2 to 9 are based on the estimated cost of construction

2.6.4.9.1 WHERE ESTIMATED COST OF CONSTRUCTION IS

0247	\$1 to \$50,000	N	Y	\$1,560.00	\$1,489.09	\$148.91	\$1,638.00	5.00%	\$78.00
0248	\$50,000 to 100,000	N	Y	\$2,440.00	\$2,329.09	\$232.91	\$2,562.00	5.00%	\$122.00
0249	Greater than \$100,000 and less than or equal to \$500,000	N	Y	\$6,000.00	\$5,727.27	\$572.73	\$6,300.00	5.00%	\$300.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WHERE ESTIMATED COST OF CONSTRUCTION IS [continued]

0250	Greater than \$500,000 and less than or equal to \$1,000,000	N	Y	\$11,050.00	\$10,547.73	\$1,054.77	\$11,602.50	5.00%	\$552.50
0251	Greater than \$1,000,000 and less than or equal to \$2,500,000	N	Y	\$11,485.00	\$10,962.95	\$1,096.30	\$12,059.25	5.00%	\$574.25
0252	Greater than \$2,500,000 and less than or equal to \$5,000,000	N	Y	\$12,625.00	\$12,051.14	\$1,205.11	\$13,256.25	5.00%	\$631.25
0253	Construction Certificate Only	N	Y						50% of the package fee
0254	Where Council has been elected as Principal Certifying Authority and the Construction Certificate has been issued by another authority	N	Y						75% of the package fee

2.6.4.10 MODIFICATION OF CONSTRUCTION CERTIFICATE

0255	For the purposes of Section 96 of EP&A Act	N	Y	50% of the original fee for Const. Cert.					
0256	Class 1 or 10 buildings	N	Y	50% of the package fee					
0257	Class 2 to 9 buildings greater than 25% change to development	N	Y	25% of the package fee					
0258	Class 2 to 9 buildings less than 25% change to development	N	Y	\$226.00	\$215.73	\$21.57	\$237.30	5.00%	\$11.30
0259	Minimum Fee – applicable to all building classes	N	Y	\$315.00	\$300.68	\$30.07	\$330.75	5.00%	\$15.75
0260	Application fee to provide Developer Contributions Quotes from Developers / Private Certifiers	N	Y	\$373.00	\$356.05	\$35.60	\$391.65	5.00%	\$18.65

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6.5 OCCUPATION CERTIFICATE – INTERIM OR FINAL

0261	For the purposes of Section 109C (1) (c) of EP&A Act being a certificate that authorises; (i) The occupation and use of a new building, (ii) A change of building use for an existing building	N	Y	\$373.00	\$356.05	\$35.60	\$391.65	5.00%	\$18.65
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2.6.6 FOOTPATH HOARDINGS – ROADS ACT SECTION 138 AND EP&A ACT SECTION 91

0262	Tower Crane Application fee	N/A	N	\$363.00	\$381.15	\$0.00	\$381.15	5.00%	\$18.15
0263	Tower Crane Monthly Fee – Slewing over Council property WITH Work Zone	N/A	N	\$972.00	\$1,020.60	\$0.00	\$1,020.60	5.00%	\$48.60
0264	Tower Crane Monthly Fee – Slewing over Council property WITHOUT Work Zone	N/A	N	\$4,785.00	\$5,024.25	\$0.00	\$5,024.25	5.00%	\$239.25

2.6.6.1 APPLICATION FEE – LG ACT SECTION 608 (2)

0265	Type A – Fence type	L	N	\$357.00	\$374.85	\$0.00	\$374.85	5.00%	\$17.85
0266	Type B and Overhead type	L	N	\$725.00	\$761.25	\$0.00	\$761.25	5.00%	\$36.25

2.6.6.2 OCCUPANCY FEE – LG ACT SECTION 608 (2)

2.6.6.2.1 TYPE A WITHOUT TRAFFIC BARRIER

0267	High Risk – Linear metre / p.a (pro rata)	R	N	\$714.00	\$749.70	\$0.00	\$749.70	5.00%	\$35.70
0268	Low Risk – Linear metre / p.a (pro rata)	R	N	\$536.00	\$562.80	\$0.00	\$562.80	5.00%	\$26.80

2.6.6.2.2 TYPE B WITHOUT SITE SHEDS

0269	High Risk – Linear metre / p.a (pro rata)	R	N	\$982.00	\$1,031.10	\$0.00	\$1,031.10	5.00%	\$49.10
0270	Low Risk – Linear metre / p.a (pro rata)	R	N	\$709.00	\$744.45	\$0.00	\$744.45	5.00%	\$35.45

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6.6.2.3 TYPE B WITH SINGLE STOREY SITE SHEDS

0271	High Risk – Linear metre / p.a (pro rata)	R	N	\$1,780.00	\$1,869.00	\$0.00	\$1,869.00	5.00%	\$89.00
0272	Low Risk – Linear metre / p.a (pro rata)	R	N	\$951.00	\$998.55	\$0.00	\$998.55	5.00%	\$47.55

2.6.6.2.4 TYPE B WITH DOUBLE STOREY SITE SHEDS

0273	High Risk – Linear metre / p.a (pro rata)	R	N	\$2,440.00	\$2,562.00	\$0.00	\$2,562.00	5.00%	\$122.00
0274	Low Risk – Linear metre / p.a (pro rata)	R	N	\$1,880.00	\$1,974.00	\$0.00	\$1,974.00	5.00%	\$94.00

2.6.7 DIRECTIONAL/COMMUNITY SIGNS

0275	Purchase of Signage – Confined space	I	Y	\$42.00	\$40.09	\$4.01	\$44.10	5.00%	\$2.10
0276	Purchase of Signage – OSD identification	I	Y	\$21.00	\$20.05	\$2.00	\$22.05	5.00%	\$1.05
0277	Purchase of Signage – Flood Warning Sign	I	Y	\$79.00	\$75.41	\$7.54	\$82.95	5.00%	\$3.95
0278	Banner Poles – Hire – Per Week/Per Pair	N/A	N	\$142.00	\$149.10	\$0.00	\$149.10	5.00%	\$7.10
0279	Banner Poles – Install & Remove Banner – Per banner	N/A	N	\$281.50	\$295.60	\$0.00	\$295.60	5.01%	\$14.10

2.6.8 HOARDINGS, BONDS AND BANK GUARANTEES

2.6.8.1 FOOTPATH DAMAGE DEPOSIT PER STREET FRONTAGE

2.6.8.1.1 CLASS "A " HOARDINGS BONDS

0280	Non CBD Area per street frontage	N/A	N	\$3,170.00	\$3,328.50	\$0.00	\$3,328.50	5.00%	\$158.50
0281	Parramatta CBD area per street frontage	N/A	N	\$6,330.00	\$6,646.50	\$0.00	\$6,646.50	5.00%	\$316.50

2.6.8.1.2 CLASS "B " HOARDINGS BONDS

0282	Non CBD Area per street frontage	N/A	N	\$6,330.00	\$6,646.50	\$0.00	\$6,646.50	5.00%	\$316.50
0283	Parramatta CBD area per street frontage	N/A	N	\$12,655.00	\$13,287.75	\$0.00	\$13,287.75	5.00%	\$632.75

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

2.6.9 STREET TREE AND FURNITURE BONDS

0284	Street tree bond (per street tree) – For all works valued over \$250,000	N/A	N	\$2,410.00	\$2,530.50	\$0.00	\$2,530.50	5.00%	\$120.50
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This bond is not applicable to fit-outs

0285	Street furniture per item – For all works valued over \$250,000	N/A	N	\$2,410.00	\$2,530.50	\$0.00	\$2,530.50	5.00%	\$120.50
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This bond is not applicable to fit-outs

2.6.10 DEVELOPMENT SITES BONDS AND BANK GUARANTEES

0286	Class 1 and Class 10 structures for works valued \$25,000 to \$1,000,000	N/A	N	\$2,575.00	\$2,705.00	\$0.00	\$2,705.00	5.05%	\$130.00
0287	Works valued over \$1,000,000	N/A	N	\$5,150.00	\$5,410.00	\$0.00	\$5,410.00	5.05%	\$260.00
0288	Residential Commercial Class 2 to 9 for works valued \$25,000 to \$250,000	N/A	N	\$5,150.00	\$5,410.00	\$0.00	\$5,410.00	5.05%	\$260.00
0289	Works valued over \$250,000 to \$1,000,000	N/A	N	\$10,300.00	\$10,815.00	\$0.00	\$10,815.00	5.00%	\$515.00
0290	Works valued over \$1,000,000	N/A	N	\$25,750.00	\$27,040.00	\$0.00	\$27,040.00	5.01%	\$1,290.00
0291	A fee under clause 136M of the regulation to inspect the site for any damage will be deducted from the bond	N/A	N	\$232.05	\$244.00	\$0.00	\$244.00	5.15%	\$11.95

2.7 REGISTRATION OF PRIVATELY ISSUED CERTIFICATES – EP&A REG CL. 263 (2)

0292	Fee per certificate for the lodgement of a Complying Development Certificate, Construction Certificate, Occupation Certificate or Subdivision Certificates	N/A	N	\$42.00	\$43.47	\$0.00	\$43.47	3.50%	\$1.47
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

3 CITY DESIGN

0293	Additional fee for development application that is referred to design review panel for advice	M	N						35.08 Fee Units
0294	Additional fee for modification application that is accompanied by statement of qualified designer	M	N						8.89 Fee Units

3.1 DESIGN COMPETITIONS

3.1.1 PRELIMINARY REVIEW FEE - REFERENCE DESIGN

0295	Initial Fee		N	\$0.00	\$10,000.00	\$0.00	\$10,000.00	∞	\$10,000.00
0296	Subsequent revisions submitted		N						25% of the initial fee paid

3.1.2 DESIGN COMPETITION

0297	Design Competitions Fee	L	N						\$15,000 (ex GST) per submission (minimum of 3 submissions)
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3.1.3 DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)

0298	Prior to issuance of Construction Certificate		N	\$0.00	\$3,500.00	\$0.00	\$3,500.00	∞	\$3,500.00
0299	Prior to issuance of Occupation Certificate – Low Complexity		N	\$0.00	\$1,800.00	\$0.00	\$1,800.00	∞	\$1,800.00
0300	Prior to issuance of Occupation Certificate – High Complexity		N	\$0.00	\$3,500.00	\$0.00	\$3,500.00	∞	\$3,500.00

3.2 DEVELOPMENT APPLICATIONS & PLANNING PROPOSALS 3D CAD MODELLING FEES

- 3D data extraction fee is paid once only. This is to cover data extraction time and supply of a specified section of the model and any file translation necessary.
- Lodgement fee is paid once only. This is to cover manipulation of the proposed file within the model and presentation of the contextual model, overlaying of DCP requirements etc.
- The amendment fee is paid every time significant changes are made to the building envelope, which require resubmission of a 3D file.

0301	Initial data extraction	N/A	N	\$744.45	\$782.00	\$0.00	\$782.00	5.04%	\$37.55
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

DEVELOPMENT APPLICATIONS & PLANNING PROPOSALS 3D CAD MODELLING FEES [continued]

0302	Lodgement Fee	N/A	N	\$493.50	\$519.00	\$0.00	\$519.00	5.17%	\$25.50
0303	Resubmission of a 3D file – Amendment Fee	N/A	N	\$493.50	\$519.00	\$0.00	\$519.00	5.17%	\$25.50

3.3 DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (INITIAL DEVELOPMENT APPLICATIONS)

0304	Initial consideration for developments – 3 storeys or less	L	N	\$1,991.85	\$2,335.00	\$0.00	\$2,335.00	17.23%	\$343.15
0305	More than 3 storey	L	N	\$3,991.05	\$4,670.00	\$0.00	\$4,670.00	17.01%	\$678.95
0306	Subsequent referral for developments – 3 storeys or less	L	N	\$668.85	\$783.00	\$0.00	\$783.00	17.07%	\$114.15
0307	More than 3 storey	L	N	\$1,333.50	\$1,565.00	\$0.00	\$1,565.00	17.36%	\$231.50

3.4 DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (\$4.55 MODIFICATION APPLICATIONS)

Fee quoted below PLUS further additional fee for application that EP&A Reg 115 (1A) applies relating to a residential flat development required to be accompanied by a design verification from a qualified designer that the development achieves the principals under State Environmental Planning Policy No. 65 – Design Quality of Residential Flat Development

Additional to any other fees payable:

0308	Initial consideration for developments – 3 storeys or less	L	N	\$1,916.25	\$2,245.00	\$0.00	\$2,245.00	17.16%	\$328.75
0309	More than 3 storey	L	N	\$3,834.60	\$4,490.00	\$0.00	\$4,490.00	17.09%	\$655.40
0310	Subsequent referral for developments – 3 storeys or less	L	N	\$635.25	\$744.00	\$0.00	\$744.00	17.12%	\$108.75
0311	More than 3 storey	L	N	\$1,272.60	\$1,490.00	\$0.00	\$1,490.00	17.08%	\$217.40

4 CITY EVENTS & FESTIVALS

4.1 ECONOMIC DEVELOPMENT FEES

Optional fees associated with small business programs tailored to meet diverse needs and preferences.. The fee structure is tiered into three levels —high cost, medium cost, and low cost—adjusted according to the type and scale of the workshop or event, providing flexibility to accommodate different budgetary constraints and program requirements.

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ECONOMIC DEVELOPMENT FEES [continued]

0312	Economic Development Program (High Cost)	G	Y	\$120.75	\$115.45	\$11.55	\$127.00	5.18%	\$6.25
e.g. Small business course (specialist program); Premium business event; Investment attraction event; Specialist program									
0313	Economic Development Program (Medium Cost)	G	Y	\$24.15	\$23.18	\$2.32	\$25.50	5.59%	\$1.36
e.g. Small business course; Printed publication; Information workshop; Visitor and cultural economy program									
0314	Economic Development Program (Low Cost)	G	Y	\$6.30	\$6.09	\$0.61	\$6.70	6.35%	\$0.40
e.g. Small business course; Employment and skills program; Printed publication; Information workshop									

4.2 EVENT STALL CHARGES

Given the varied nature of events, fee's for stalls will be within the ranges below and will be determined by the Events and Festivals Manager for each event. Other fees may not be listed below such as barricades, fencing, lighting towers etc. Specific major events may operate on a profit share split for food stallholders based on industry standard. These fees will be determined by the Events and Festivals Manager in consideration of cost recovery and profit potential.

Categorisation of Events

Minor Events- 0-200 people

Medium Events - 200-2000 people

Major Events- 2000 people and over

4.2.1 FOOD STALLHOLDER FEE

4.2.1.1 FEES FOR HIRE OR USE OF FACILITIES

0315	Minor Event: Marquee, flooring, 1.8m trestle table, Lighting, 2 x plastic chair, dry waste, shared hand wash, 2 x 15 amp or 2 x 10 amp (food vendor)	G	Y	\$450 - \$650 per day					
0316	Medium Event: Marquee, flooring, 1.8m trestle table, Lighting, 2 x plastic chair, dry waste, shared hand wash, 2 x 15 amp or 2 x 10 amp (food vendor)	N	Y	\$651- \$850 per day					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

FEES FOR HIRE OR USE OF FACILITIES [continued]

0317	Major Event: Marquee, flooring, 1.8m trestle table, Lighting, 2 x plastic chair, dry waste, shared hand wash, 2 x 15 amp or 2 x 10 amp (food vendor)	N	Y					\$851 - \$3000 per day	
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4.2.2 FOOD TRUCK FEE

0320	Major Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]		N					\$601 - \$2000 per day.	
0319	Medium Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]		N					\$401- \$600 per day.	
0318	Minor Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]		N					\$200 - \$400 per day.	

4.2.3 MERCHANDISE STALLHOLDER FEE

0321	Minor Event: One Marquee		Y					\$0 to \$650 per day.	
0322	Medium Event: One Marquee	N	Y					\$0 to \$850 per day.	
0323	Major Event: One Marquee	G	Y					\$0 to \$1050 per day.	

4.2.4 ALL EVENTS EXTRAS FEES

4.2.4.1 FEES FOR HIRE OR USE OF FACILITIES

0325	Extra Stallholder/ Van / Truck Space per m		Y					\$50 to \$500	
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

FEES FOR HIRE OR USE OF FACILITIES [continued]

0326	Merchandise e.g. t-shirts, hats, mugs, bags		Y							\$0 to \$100
0327	Tag and Testing of Electrical items- per item		Y	\$0.00	\$20.00	\$2.00	\$22.00	∞		\$22.00
0324	Ticketed Events		N	\$0 - \$300 plus fees as charged by ticketing platform.						
0330	Cool Room - Maxi		Y	\$506.00	\$700.00	\$70.00	\$770.00	52.17%		\$264.00
0328	Cool Room - Medium	N/A	Y	\$473.00	\$650.00	\$65.00	\$715.00	51.16%		\$242.00
0331	Cool Room - Mini		Y	\$440.00	\$600.00	\$60.00	\$660.00	50.00%		\$220.00
0329	Cool Room - Shared		Y	\$110.00	\$220.00	\$22.00	\$242.00	120.00%		\$132.00
0332	Electric Power – Extra outlet (per 10 amp or 15 amp point)	J	Y	\$44.00	\$45.00	\$4.50	\$49.50	12.50%		\$5.50
0333	Electric Power (3 phase)	J	Y	\$165.00	\$150.00	\$15.00	\$165.00	0.00%		\$0.00
0334	Table: 1.8m	N/A	Y	\$22.00	\$20.00	\$2.00	\$22.00	0.00%		\$0.00
0335	Chairs: plastic/ unit	N/A	Y	\$2.75	\$3.00	\$0.30	\$3.30	20.00%		\$0.55
0336	Pro Floor: per m sq (inclusive laying and removal)	N/A	Y	\$16.50	\$18.00	\$1.80	\$19.80	20.00%		\$3.30

4.3 FILMING IN AREAS UNDER COUNCIL'S CONTROL

0337	Use of Council Buildings	N/A	N	Fee where applicable or to be determined by Council at time of application
Additional charge as per Council's Schedule of Fees and Charges where applicable or to be determined by Council Officers at the time of application				
0338	Use of Roads and Road Closures	N/A	N	Fee where applicable or to be determined by Council at time of application
Additional charge as per Council's Schedule of Fees and Charges where applicable or to be determined by Council Officers at the time of application				

4.3.1 FILMING APPLICATIONS

Note: These fees are mandated by the NSW State Government as per the Local Government Filming Protocol. Given the varied nature of filming applications, fees are listed as a maximum fee. The Manager Events and Festivals will determine the fee based on the specific nature of the application.

0339	Ultra-low impact Filming & Photography		N	\$0.00	\$0.00	\$0.00	\$0.00	0.00%		\$0.00
0340	Low Impact Filming & Photography		N	\$0.00	\$150.00	\$0.00	\$150.00	∞		\$150.00
0341	Medium Impact Filming & Photography		N	\$0.00	\$300.00	\$0.00	\$300.00	∞		\$300.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

FILMING APPLICATIONS [continued]

0342	High Impact Filming & Photography		N	\$0.00	\$500.00	\$0.00	\$500.00	∞	\$500.00
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4.4 PARRAMATTA ARTIST STUDIOS

4.4.1 STUDIO / ROOM RENTAL

Please note, casual daily rates are charged at the same as weekly rates. Further, given the varied nature of studio use, the Director Parramatta Artists' Studios and Cultural Services may determine the fee based on the specific nature and impact of the use proposed.

4.5 STREET ACTIVITY

4.5.1 STREET ENTERTAINMENT APPLICATION FEE

4.5.1.1 PARRAMATTA SQUARE (PSQ)

0343	Parramatta Square (PSQ)		N	\$16.38	\$17.20	\$0.00	\$17.20	5.01%	\$0.82
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4.5.1.2 CENTENARY SQUARE (CSQ)

0344	Centenary Square (CSQ)		N	\$12.60	\$13.25	\$0.00	\$13.25	5.16%	\$0.65
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4.5.1.3 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

0345	LGA Wide (Excluding Parramatta Square and Centenary Square)		N	\$12.60	\$13.25	\$0.00	\$13.25	5.16%	\$0.65
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4.5.2 STAFF CHARGES APPLICABLE TO HIRERS OF THE PUBLIC DOMAIN

0348	Monday to Friday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Senior Officer Public Domain Activation		Y	\$44.00	\$42.00	\$4.20	\$46.20	5.00%	\$2.20
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

STAFF CHARGES APPLICABLE TO HIRERS OF THE PUBLIC DOMAIN [continued]

0346	Public holiday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Senior Officer Public Domain Activation		Y	\$82.50	\$78.77	\$7.88	\$86.65	5.03%	\$4.15
0347	Saturday to Sunday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Senior Officer Public Domain Activation		Y	\$55.00	\$52.50	\$5.25	\$57.75	5.00%	\$2.75

4.5.3 TEMPORARY ART IN PUBLIC SPACES

4.5.3.1 PARRAMATTA SQUARE (PSQ)

0349	Parramatta Square (PSQ)		N	\$20.89	\$21.95	\$0.00	\$21.95	5.07%	\$1.06
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4.5.3.2 CENTENARY SQUARE (CSQ)

0350	Centenary Square (CSQ)		N	\$16.07	\$16.85	\$0.00	\$16.85	4.85%	\$0.78
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4.5.3.3 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

0351	LGA Wide (Excluding Parramatta Square and Centenary Square)		N	\$16.07	\$16.85	\$0.00	\$16.85	4.85%	\$0.78
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4.5.4 MOBILE FOOD VENDING

4.5.4.1 PARRAMATTA SQUARE (PSQ)

0352	Parramatta Square (PSQ)		N	\$0.00	\$550.00	\$0.00	\$550.00	∞	\$550.00
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4.5.4.2 CENTENARY SQUARE (CSQ)

0353	Centenary Square (CSQ)		N	\$1,560.38	\$354.60	\$0.00	\$354.60	-77.27%	-\$1,205.78
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4.5.4.3 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

0354	LGA Wide (Excluding Parramatta Square and Centenary Square)		N	\$1,560.38	\$354.60	\$0.00	\$354.60	-77.27%	-\$1,205.78
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4.5.5 EVENTS AND FESTIVALS

4.5.5.1 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

Given the varied nature of Street Activities, the Manager, City Activation may determine the fee based on the specific nature and impact of the activity proposed.

0358	Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed		N	Fee at the discretion of Senior Officer Public Domain Activation					
0357	High risk event		N	\$0.00	\$688.45	\$0.00	\$688.45	∞	\$688.45
0356	Low risk event		N	\$0.00	\$143.85	\$0.00	\$143.85	∞	\$143.85
0355	Medium risk event		N	\$0.00	\$428.85	\$0.00	\$428.85	∞	\$428.85

4.5.5.2 CENTENARY SQUARE (CSQ)

4.5.5.2.1 COMMERCIAL

0360	1/2 day or less per Activity Zone		Y	\$485.85	\$463.77	\$46.38	\$510.15	5.00%	\$24.30
0359	Full day event per Activity Zone - Price per day		Y	\$2,030.38	\$1,938.09	\$193.81	\$2,131.90	5.00%	\$101.52

4.5.5.2.2 NOT-FOR-PROFIT ORGANISATION, LOW LEVEL RESOURCED OR SELF FUNDED CHARITIES

0361	1/2 day or less per Activity Zone		Y	\$121.29	\$115.77	\$11.58	\$127.35	5.00%	\$6.06
0362	Full day event per Activity Zone - Price per day		Y	\$514.65	\$491.27	\$49.13	\$540.40	5.00%	\$25.75

4.5.5.3 PARRAMATTA SQUARE (PSQ)

4.5.5.3.1 COMMERCIAL

0363	1/2 day or less per Activity Zone		Y	\$728.77	\$695.64	\$69.56	\$765.20	5.00%	\$36.43
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

COMMERCIAL [continued]

0364	Full day event per Activity Zone - Price per day		Y	\$3,045.57	\$2,907.14	\$290.71	\$3,197.85	5.00%	\$152.28
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4.5.5.3.2 NOT FOR PROFIT, LOW LEVEL RESOURCED OR SELF FUNDED CHARITIES ORGANISATION

0366	1/2 day or less per Activity Zone		Y	\$317.04	\$302.64	\$30.26	\$332.90	5.00%	\$15.86
0367	Fees for the Cultural Use of the Dharug Circle to be determined by the Senior Officer Public Domain Activation		Y	Fee is at the officer's discretion.					
0365	Full day event per Activity Zone - price per day		Y	\$1,318.98	\$1,259.05	\$125.90	\$1,384.95	5.00%	\$65.97

4.5.6 LEAFLET DISTRIBUTION, PROMOTIONS AND COMMUNITY OUTREACH**4.5.6.1 PARRAMATTA SQUARE (PSQ)**

0369	Fee per hour, Commercial		Y	\$310.59	\$296.45	\$29.65	\$326.10	4.99%	\$15.52
0370	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$210.66	\$201.09	\$20.11	\$221.20	5.00%	\$10.54
0368	Refundable bond to ensure compliance with rules and guidelines		N	\$185.51	\$194.80	\$0.00	\$194.80	5.01%	\$9.29

4.5.6.2 CENTENARY SQUARE (CSQ)

0372	Fee per hour, Commercial		Y	\$207.05	\$197.64	\$19.76	\$217.40	5.00%	\$10.35
0371	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$140.44	\$134.05	\$13.40	\$147.45	4.99%	\$7.01
0373	Refundable bond to ensure compliance with rules and guidelines		N	\$123.67	\$129.85	\$0.00	\$129.85	5.00%	\$6.18

4.5.6.3 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

0375	Fee per hour, Commercial		Y	\$35.28	\$33.68	\$3.37	\$37.05	5.02%	\$1.77
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE) [continued]

0374	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$17.68	\$16.86	\$1.69	\$18.55	4.92%	\$0.87
0376	Refundable bond to ensure compliance with rules and guidelines		N	\$96.90	\$101.75	\$0.00	\$101.75	5.01%	\$4.85

4.5.7 OCCASIONAL FOOTPATH TRADING

4.5.7.1 PARRAMATTA SQUARE (PSQ)

0377	Commercial trading, per hire, per occasion		Y	\$534.90	\$510.59	\$51.06	\$561.65	5.00%	\$26.75
0378	Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		Y	\$26.52	\$25.32	\$2.53	\$27.85	5.02%	\$1.33

4.5.7.2 CENTENARY SQUARE (CSQ)

0379	Commercial trading, per hire, per occasion		Y	\$356.60	\$324.18	\$32.42	\$356.60	0.00%	\$0.00
0380	Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		Y	\$17.68	\$16.86	\$1.69	\$18.55	4.92%	\$0.87

4.5.7.3 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

0382	Commercial trading, per hire, per occasion		Y	\$142.16	\$135.68	\$13.57	\$149.25	4.99%	\$7.09
0381	Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		Y	\$17.68	\$16.86	\$1.69	\$18.55	4.92%	\$0.87

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4.5.8 OUTDOOR MARKETS (FEES FOR STALLHOLDERS PER DAY AT COUNCIL-ORGANISED MARKET)

4.5.8.1 PARRAMATTA SQUARE (PSQ)

0383	Double Standard Site (6 metres x 6 metres)		Y	\$206.25	\$196.86	\$19.69	\$216.55	4.99%	\$10.30
0385	Hot food site (3 metres x 3 metres)		Y	\$196.35	\$187.41	\$18.74	\$206.15	4.99%	\$9.80
0384	Standard Site (3 metres x 3 metres)		Y	\$140.25	\$133.86	\$13.39	\$147.25	4.99%	\$7.00

4.5.8.2 CENTENARY SQUARE (CSQ)

0387	Double Standard site (6 metres x 6 metres)		Y	\$137.50	\$131.27	\$13.13	\$144.40	5.02%	\$6.90
0386	Hot food site (3 metres x 3 metres)		Y	\$130.90	\$124.95	\$12.50	\$137.45	5.00%	\$6.55
0388	Standard site (3 metres x 3 metres)		Y	\$93.50	\$89.27	\$8.93	\$98.20	5.03%	\$4.70

4.5.8.3 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

0390	Double Standard site (6 metres x 6 metres)		Y	\$68.20	\$65.09	\$6.51	\$71.60	4.99%	\$3.40
0391	Hot food site (3 metres x 3 metres)		Y	\$62.70	\$59.86	\$5.99	\$65.85	5.02%	\$3.15
0389	Standard site (3 metres x 3 metres)		Y	\$44.00	\$42.00	\$4.20	\$46.20	5.00%	\$2.20

4.5.9 OUTDOOR MARKETS (FEES FOR MARKET ORGANISERS, PER TRADING DAY)

0392	1/2 day or less, per Activity Zone		Y	\$728.77	\$695.64	\$69.56	\$765.20	5.00%	\$36.43
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4.5.9.1 PARRAMATTA SQUARE (PSQ)

0393	Full day event (partial use of PSQ) - Price per day		Y	\$1,521.89	\$1,452.73	\$145.27	\$1,598.00	5.00%	\$76.11
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4.5.9.1.1 COMMERCIAL

0394	Full day event (entire use of PSQ) - Price per day		Y	\$3,045.57	\$2,907.14	\$290.71	\$3,197.85	5.00%	\$152.28
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4.5.9.1.2 NOT-FOR-PROFIT, LOW LEVEL RESOURCED OR SELF-FUNDED CHARITIES

0396	1/2 day or less		Y	\$317.04	\$302.64	\$30.26	\$332.90	5.00%	\$15.86
0395	Full day event, per Activity Zone - Price per day		Y	\$1,318.98	\$1,259.05	\$125.90	\$1,384.95	5.00%	\$65.97

4.5.9.2 CENTENARY SQUARE (CSQ)

4.5.9.2.1 COMMERCIAL

0397	1/2 day or less, per Activity Zone		Y	\$485.85	\$463.77	\$46.38	\$510.15	5.00%	\$24.30
0398	Full day event, per Activity Zone - Price per day		Y	\$2,030.38	\$1,938.09	\$193.81	\$2,131.90	5.00%	\$101.52

4.5.9.2.2 NOT-FOR-PROFIT, LOW LEVEL RESOURCED OR SELF-FUNDED CHARITIES

0399	1/2 day or less, per Activity Zone		Y	\$121.29	\$115.77	\$11.58	\$127.35	5.00%	\$6.06
0400	Full day event, per Activity Zone - Price per day		Y	\$514.65	\$491.27	\$49.13	\$540.40	5.00%	\$25.75

4.5.9.3 LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)

0403	Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed		Y	Fee at the discretion of Senior Officer Public Domain Activation					
0402	High risk event		Y	\$757.27	\$722.86	\$72.29	\$795.15	5.00%	\$37.88
0404	Low risk event		Y	\$158.22	\$151.05	\$15.10	\$166.15	5.01%	\$7.93
0401	Medium risk event		Y	\$471.76	\$450.32	\$45.03	\$495.35	5.00%	\$23.59

4.5.10 PORTABLE ADVERTISING

0405	Application Fee		N	\$142.60	\$149.75	\$0.00	\$149.75	5.01%	\$7.15
0406	One year permit		N	\$539.13	\$566.10	\$0.00	\$566.10	5.00%	\$26.97

4.5.11 RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES

0408	CBD Permit, each m2, per annum		N	\$493.49	\$510.76	\$0.00	\$510.76	3.50%	\$17.27
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES [continued]

0414	Centenary Square (CSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		N	\$0.00	\$16.05	\$0.00	\$16.05	∞	\$16.05
0410	Centenary Square (CSQ) - Per hire, per occasion		N	\$0.00	\$324.20	\$0.00	\$324.20	∞	\$324.20
0413	LGA Wide (Excluding Parramatta Square and Centenary Square) - low level resourced, or self-funded charity, per hire, per occasion		N	\$0.00	\$16.05	\$0.00	\$16.05	∞	\$16.05
0411	LGA Wide (Excluding Parramatta Square and Centenary Square) - per hire, per occasion		N	\$0.00	\$129.25	\$0.00	\$129.25	∞	\$129.25
0407	Non-CBD Permit, each m2, per annum		N	\$135.89	\$140.65	\$0.00	\$140.65	3.50%	\$4.76
0409	Parramatta Square (PSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		N	\$0.00	\$24.10	\$0.00	\$24.10	∞	\$24.10
0412	Parramatta Square (PSQ) - Per hire, per occasion		N	\$0.00	\$486.25	\$0.00	\$486.25	∞	\$486.25

4.5.12 FUNDRAISING AND CHARITY COLLECTION

4.5.12.1 PARRAMATTA SQUARE

0417	Fee per hour, Commercial		Y	\$0.00	\$282.36	\$28.24	\$310.60	∞	\$310.60
0416	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$0.00	\$191.50	\$19.15	\$210.65	∞	\$210.65

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA SQUARE [continued]

0415	Refundable bond to ensure compliance with rules and guidelines		N	\$0.00	\$185.50	\$0.00	\$185.50	∞	\$185.50
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4.5.12.2 CENTENARY SQUARE

0419	Fee per hour, Commercial		Y	\$0.00	\$188.23	\$18.82	\$207.05	∞	\$207.05
0420	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$0.00	\$127.68	\$12.77	\$140.45	∞	\$140.45
0418	Refundable bond to ensure compliance with rules and guidelines		N	\$0.00	\$123.65	\$0.00	\$123.65	∞	\$123.65

4.5.12.3 LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)

0423	Fee per hour, Commercial		Y	\$0.00	\$32.09	\$3.21	\$35.30	∞	\$35.30
0422	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$0.00	\$16.09	\$1.61	\$17.70	∞	\$17.70
0421	Refundable bond to ensure compliance with rules and guidelines		N	\$0.00	\$96.90	\$0.00	\$96.90	∞	\$96.90

5 CITY PLANNING

0424	Planning Proposal - Reclassification of Land *Public hearing will be an additional fee		N	\$30,000.00	\$31,500.00	\$0.00	\$31,500.00	5.00%	\$1,500.00
0425	Peer review and/or consultant studies commissioned by Council to assist with assessment of planning proposal/DCP	N/A	N	Full cost recovery					
0426	Public Hearing (if necessary) – cost recovery to Council	N/A	N	Full Cost Recovery					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

CITY PLANNING [continued]

0427	Review of additional studies required by Gateway Determination and prepared by applicant – 25% of category fee payable immediately plus additional costs i.e independent review may also be charged on cost recovery	N/A	N					25% of planning proposal fee	
0428	Preparation of Structure Plan or Significant Site/Precinct Specific DCP prepared by Council – Cost Recovery to Council	N/A	N					Full Cost Recovery	
0429	Lodgement of substantial amendment to planning proposals – 50% of category fee payable immediately plus additional costs i.e independent review may also be charged on cost recovery	N/A	N					50% of planning proposal fee	
0430	Planning Proposal Refund – if withdrawn prior to Local Planning Panel or Council report to request a gateway determination	N/A	N					To be determined by Executive Director City Planning & Design up to a maximum of 50% of fee paid	
0431	Planning Proposal Refunds – if Council resolves not to proceed to request a gateway determination and Applicant chooses not to lodge a Pre-Gateway Review	N/A	N					To be determined by Executive Director City Planning & Design up to a maximum of 25% of fee paid	

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

5.1 AMENDMENT OF AN ENVIRONMENTAL PLANNING INSTRUMENT

5.1.1 SALE OF PLANS & POLICIES – LG ACT SECTION 608 (2)

All plans for sale are available for download from Council's website

0432	Electronic copy of of any Local Environmental Planning Instruments and Maps, Development Control Plans, Contribution Plans or any other City Strategy Plan or Policy	N/A	N	\$60.64	\$64.00	\$0.00	\$64.00	5.54%	\$3.36
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5.1.2 HARDCOPY COPY OF OF ANY LOCAL ENVIRONMENTAL PLANNING INSTRUMENTS AND MAPS, DEVELOPMENT CONTROL PLANS, CONTRIBUTION PLANS OR ANY OTHER CITY STRATEGY PLAN OR POLICY TO BE CHARGED AT THE FOLLOWING RATES PER PAGE

0433	A4 Black & White	N/A	N	\$0.17	\$0.20	\$0.00	\$0.20	17.65%	\$0.03
0434	A3 Black & White	N/A	N	\$0.36	\$0.40	\$0.00	\$0.40	11.11%	\$0.04
0435	A4 Colour	N/A	N	\$1.23	\$1.30	\$0.00	\$1.30	5.69%	\$0.07
0436	A3 Colour	N/A	N	\$1.82	\$1.95	\$0.00	\$1.95	7.14%	\$0.13
0437	Any other size	N/A	N	Full Cost Recovery					

5.2 CATEGORIES OF PLANNING PROPOSALS

Note: The category of planning proposal and DCP would be determined by the Executive Director City Planning & Design

0438	Level 1 Preliminary or Minor Planning Proposals	N/A	N	\$30,000.00	\$31,500.00	\$0.00	\$31,500.00	5.00%	\$1,500.00
0439	Level 2 Planning proposals involving change to zoning and / or development controls of low complexity and / or where the planning proposal is consistent with the identified strategic framework	N/A	N	\$97,372.00	\$102,245.00	\$0.00	\$102,245.00	5.00%	\$4,873.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

CATEGORIES OF PLANNING PROPOSALS [continued]

0440	Level 3 Planning proposals involving change to zoning and / or development controls of high complexity and / or planning proposal is seeking variation from the identified strategic framework	N/A	N	\$133,060.00	\$139,715.00	\$0.00	\$139,715.00	5.00%	\$6,655.00
0441	Level 4 Precinct LEP amendments Any site greater than 1 hectares involving complex proposal with change in zoning and detailed urban design and urban capability assessment	N/A	N	\$180,645.00	\$189,680.00	\$0.00	\$189,680.00	5.00%	\$9,035.00

5.3 DEVELOPMENT CONTROL PLAN/MASTERPLAN APPLICATIONS

Note: Resubmission of substantial amendment – 50% of category fee payable immediately plus additional costs i.e independent review may also be charged on cost recovery. Additional to planning proposal fees

0442	Level 1 Preliminary	L	N	\$10,000.00	\$10,500.00	\$0.00	\$10,500.00	5.00%	\$500.00
0443	Level 2 Low complexity	L	N	\$21,725.00	\$22,815.00	\$0.00	\$22,815.00	5.02%	\$1,090.00
0444	Level 3 High complexity	L	N	\$35,000.00	\$36,750.00	\$0.00	\$36,750.00	5.00%	\$1,750.00
0445	Level 4 Precinct LEP amendments with complexities such as detailed urban design/urban capability assessment or Assessment of Master Plan	L	N	\$60,000.00	\$63,000.00	\$0.00	\$63,000.00	5.00%	\$3,000.00

5.4 NOTIFICATION FEES

0448	DCP Notification Fee (site specific)		N	\$2,500.00	\$2,625.00	\$0.00	\$2,625.00	5.00%	\$125.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

NOTIFICATION FEES [continued]

0447	Planning Proposal Public Notification - Level 1 & 2		N	\$2,500.00	\$2,625.00	\$0.00	\$2,625.00	5.00%	\$125.00
0449	Planning Proposal Public Notification - Level 3 & 4		N	\$6,000.00	\$6,300.00	\$0.00	\$6,300.00	5.00%	\$300.00
0446	Public Hearing		N	Full cost recovery					

5.5 PRE-LODGE MENT CONSULTATION

0450	Planning Proposal/ DCP Pre-Lodgement Consultation	N/A	N	\$5,000.00	\$5,250.00	\$0.00	\$5,250.00	5.00%	\$250.00
0451	Planning Proposal/ DCP Pre-Lodgement Consultation (Subsequent meetings)	N/A	N	\$3,000.00	\$3,150.00	\$0.00	\$3,150.00	5.00%	\$150.00

5.6 VOLUNTARY PLANNING AGREEMENTS & OTHER PUBLIC DOMAIN ASSETS

5.6.1 PRE-EXECUTION

0452	Negotiation, preparation and execution of planning agreement, or deed of variation of planning agreement, or deed of novation including independent assessment of reports, valuations provided as part of negotiations, and costs associated with determining the financial capacity of an incoming Landowner to deliver VPA obligations	N/A	N	Full Cost Recovery					
0453	VPA Notice of Intent / Administration Fee	N/A	N	\$500.00	\$500.00	\$0.00	\$500.00	0.00%	\$0.00
0454	Letter of offer – assessment (Level 1 & 2)	N/A	N	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	0.00%	\$0.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PRE-EXECUTION [continued]

0455	Letter of offer – assessment (Level 3)	N/A	N	\$6,000.00	\$6,000.00	\$0.00	\$6,000.00	0.00%	\$0.00
0456	Letter of offer – assessment (Level 4)	N/A	N	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	0.00%	\$0.00
0457	VPA Advertising	N/A	N	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	0.00%	\$0.00
0458	VPA Re-Advertising	N/A	N	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	0.00%	\$0.00
0459	Registration, variation, and removal of Planning Agreement and associated documents from property title (covenants, other land instruments, caveats)	N/A	N						
				\$750 per transaction					

5.6.2 POST-EXECUTION

0460	Post-execution Council officer inspections (up to final review and sign-off at practical completion and end of defects liability period). Charged per inspection, per Council service area required to attend.	N/A	N	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00
0461	Detailed design review fee (inc. public domain, civil, structural, stormwater/ drainage, easements and other land instruments). Charged for each set of documents / drawings (including each set of reissued documents)	N/A	N	\$750.00	\$750.00	\$0.00	\$750.00	0.00%	\$0.00
0462	Issue of certificate of practical completion / defect liability period sign-off	N/A	N	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00
0463	Enforcement of planning agreement	N/A	N						
				Full Cost Recovery					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6 CORPORATE SERVICES

6.1 ACCESS TO INFORMATION (STATUTORY)

6.1.1 ACCESS TO RECORDS BY NATURAL PERSONS ABOUT THEIR PERSONAL AFFAIRS

0464	Processing Charge – per hour (where applicable)	M	N	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00
0465	Internal Review	M	N	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	\$0.00

6.2 ADMINISTRATION FEE – BOND AND DEPOSIT REFUND

0466	Administration fee on refund of deposits/ bonds – % per annum of Deposit/Bond amount	N/A	N					1.70%	
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6.3 ANNUAL CHARGES – STORMWATER MANAGEMENT CHARGE

6.3.1 PROVISION OF STORMWATER MANAGEMENT SERVICES TO THE CITY OF PARRAMATTA IN ACCORDANCE WITH THE LOCAL GOVERNMENT AMENDMENT (STORMWATER) ACT 2005 (ANNUAL CHARGE PER ASSESSMENT)

6.3.1.1 RESIDENTIAL PROPERTIES

0467	All parcels of rateable urban land categorised as Residential excluding Strata properties – Annual Stormwater Charge per Assessment – SWRES	J	N	\$25.00	\$26.50	\$0.00	\$26.50	6.00%	\$1.50
0468	All strata properties categorised as Residential	J	N	\$12.50	\$13.20	\$0.00	\$13.20	5.60%	\$0.70

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6.3.1.2 BUSINESS PROPERTIES

0469	All parcels of rateable urban land categorised as Business (all sub categories) incl. Business Strata properties – Annual Stormwater Charge per 350 sq m or part thereof (capped at \$200.00) – SWBUS	J	N	\$25.00	\$26.50	\$0.00	\$26.50	6.00%	\$1.50
0470	All parcels of rateable urban land categorised as Business (all sub categories) incl. Business Strata properties – Annual Stormwater Charge per 350 sq m or part thereof (capped at \$500.00)	J	N	\$25.00	\$26.50	\$0.00	\$26.50	6.00%	\$1.50
0471	All parcels of rateable urban land categorised as Business (all sub categories) incl. Business Strata properties – Business Strata per assessment	J	N	\$12.50	\$13.20	\$0.00	\$13.20	5.60%	\$0.70
0472	Land Area less than 1,200sq m	J	N	\$25.00	\$26.50	\$0.00	\$26.50	6.00%	\$1.50
0473	Land Area equal to or greater than 1,200 sq m and less than 5,000 sq m	J	N	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	\$5.00
0474	Land Area equal to or greater than 5,000 sq m and less than 10,000 sq m	J	N	\$375.00	\$394.00	\$0.00	\$394.00	5.07%	\$19.00
0475	Land Area greater than 10,000 sq m	J	N	\$725.00	\$762.00	\$0.00	\$762.00	5.10%	\$37.00

6.3.1.2.1 BUSINESS STRATA PROPERTIES

0476	Minimum Levy	J	N	\$5.00	\$5.30	\$0.00	\$5.30	6.00%	\$0.30
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6.3.1.2.2 LAND VALUE EXCEEDS MINIMUM RATEABLE VALUE AND

0477	Land Area less than 1,200 sq m	J	N	\$25.00	\$26.50	\$0.00	\$26.50	6.00%	\$1.50
0478	Land Area equal to or greater than 1,200 sq m and less than 5,000 sq m	J	N	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	\$5.00
0479	Land Area equal to or greater than 5,000 sq m and less than 10,000 sq m	J	N	\$375.00	\$394.00	\$0.00	\$394.00	5.07%	\$19.00
0480	Land Area greater than 10,000 sq m	J	N	\$725.00	\$762.00	\$0.00	\$762.00	5.10%	\$37.00

6.4 COPY OF RATE NOTICE/INSTALMENT NOTICE

0481	Copies of Rate Notices or Instalment Notices – each	G	N	\$22.50	\$24.00	\$0.00	\$24.00	6.67%	\$1.50
0482	Purchase of Plans (via outsourced information broker – Infotracks)	N/A	Y	\$15.00	\$14.36	\$1.44	\$15.80	5.33%	\$0.80
0483	Purchase of Titles or Deeds (via outsourced information broker – Infotracks)	N/A	Y	\$12.60	\$12.18	\$1.22	\$13.40	6.35%	\$0.80

6.5 COURIER FEES

0484	Courier Fees	N	N	Full Cost Recovery									
Courier fees will be charged per subpoena to recover actual costs													

6.6 COURIER & REGISTERED POST FEES

0485	Courier fees will be charged per subpoena to recover actual costs	N	N	Full Cost Recovery					
0486	Registered Post	N	N	Full Cost Recovery					

6.7 DISHONOURRED CHEQUES

0487	Dishonoured Cheque Fee – per cheque	N/A	N	\$39.00	\$41.00	\$0.00	\$41.00	5.13%	\$2.00
Note: Meals on Wheels are exempt, fees charged by bank or Australia Post to be added to dishonoured cheque fee (as transaction fee or Australia Post Fee)									

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

DISHONOURD CHEQUES [continued]

0488	Aggregation of Land Values for Rating Purposes – Section 548A	N/A	N	\$271.50	\$285.50	\$0.00	\$285.50	5.16%	\$14.00
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6.8 DOCUMENT PREPARATION FOR COURT

0489	Coloured Photocopies (A4) per copy	N	N	\$2.80	\$2.90	\$0.00	\$2.90	3.57%	\$0.10
0490	Coloured Photocopies (A3) per Copy	N	N	\$5.60	\$5.80	\$0.00	\$5.80	3.57%	\$0.20
0491	Black and White Photocopies (A4) per copy	N	N	\$1.35	\$1.40	\$0.00	\$1.40	3.70%	\$0.05
0492	Black and White Photocopies (A3) per copy	N	N	\$2.50	\$2.60	\$0.00	\$2.60	4.00%	\$0.10

6.9 ENVIRONMENTAL UPGRADE AGREEMENTS (EUA)

0493	EUA Application Processing Fee	N/A	Y	\$2,819.76	\$2,695.45	\$269.55	\$2,965.00	5.15%	\$145.24
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6.9.1 EUA ADMINISTRATION FEE

0494	1 Year Loan	N/A	Y	\$1,339.04	\$1,281.82	\$128.18	\$1,410.00	5.30%	\$70.96
0495	2 Year Loan	N/A	Y	\$2,472.35	\$2,363.64	\$236.36	\$2,600.00	5.16%	\$127.65
0496	3 Year Loan	N/A	Y	\$3,605.59	\$3,445.45	\$344.55	\$3,790.00	5.11%	\$184.41
0497	4 Year Loan	N/A	Y	\$4,738.94	\$4,527.27	\$452.73	\$4,980.00	5.09%	\$241.06
0498	5 Year Loan	N/A	Y	\$5,872.20	\$5,609.09	\$560.91	\$6,170.00	5.07%	\$297.80
0499	6 Year Loan	N/A	Y	\$7,005.49	\$6,690.91	\$669.09	\$7,360.00	5.06%	\$354.51
0500	7 Year Loan	N/A	Y	\$8,138.70	\$7,772.73	\$777.27	\$8,550.00	5.05%	\$411.30
0501	8 Year Loan	N/A	Y	\$9,272.05	\$8,854.55	\$885.45	\$9,740.00	5.05%	\$467.95
0502	9 Year Loan	N/A	Y	\$10,405.39	\$9,936.36	\$993.64	\$10,930.00	5.04%	\$524.61
0503	10 Year Loan	N/A	Y	\$11,538.54	\$11,018.18	\$1,101.82	\$12,120.00	5.04%	\$581.46
0504	11 Year Loan	N/A	Y	\$12,671.95	\$12,100.00	\$1,210.00	\$13,310.00	5.04%	\$638.05
0505	12 Year Loan	N/A	Y	\$13,805.20	\$13,181.82	\$1,318.18	\$14,500.00	5.03%	\$694.80
0506	13 Year Loan	N/A	Y	\$14,938.45	\$14,263.64	\$1,426.36	\$15,690.00	5.03%	\$751.55
0507	14 Year Loan	N/A	Y	\$16,071.75	\$15,345.45	\$1,534.55	\$16,880.00	5.03%	\$808.25
0508	15 Year Loan	N/A	Y	\$17,205.00	\$16,427.27	\$1,642.73	\$18,070.00	5.03%	\$865.00
0509	EUA Amendment Fee	N/A	Y	\$176.35	\$168.64	\$16.86	\$185.50	5.19%	\$9.15
0510	Direct Debit Dishonour Fee	N/A	Y	\$49.45	\$47.27	\$4.73	\$52.00	5.16%	\$2.55

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6.10 EXPERT WITNESS FEE

0511	Expert Witness Fee	N	N	Council Officer Hourly Rate					
<p>Expert Witness Fee</p> <p>Where Council Officer is required by a party other than Council itself to attend Court in his/her capacity as a Council employee and give evidence. Council charge is equal to officer's hourly rate PLUS travelling expenses being per km on way after first km up to and including 80km plus parking fees (\$2.45 per km, GST exempt)</p>									

6.11 LEGAL SERVICES

0512	Accredited Specialist Solicitor – Per Hour	O	Y	\$554.00	\$529.09	\$52.91	\$582.00	5.05%	\$28.00
0513	Senior Solicitor (more than 10 yrs post graduate experience) – Per Hour	O	Y	\$491.00	\$469.09	\$46.91	\$516.00	5.09%	\$25.00
0514	Solicitor (with less than 10 years post graduate experience) – Per Hour	O	Y	\$432.00	\$412.73	\$41.27	\$454.00	5.09%	\$22.00
0515	Paralegal – Per Hour	O	Y	\$215.00	\$205.45	\$20.55	\$226.00	5.12%	\$11.00
0516	Administrative / Secretarial services – Per Hour	O	Y	\$123.50	\$118.18	\$11.82	\$130.00	5.26%	\$6.50
0517	Standard contract or deed	O	Y	\$1,760.00	\$1,681.82	\$168.18	\$1,850.00	5.11%	\$90.00
0518	Standard lease or licence	O	Y	\$1,760.00	\$1,681.82	\$168.18	\$1,850.00	5.11%	\$90.00
0519	Standard parking area agreement	O	Y	\$1,030.00	\$986.36	\$98.64	\$1,085.00	5.34%	\$55.00
0520	Documents prepared by external lawyers	O	Y	Full Cost Recovery					

6.12 PAYMENTS/REFUNDS

6.12.1 DISHONOURD DIRECT DEBIT

0521	Dishonoured Direct Debit or electronic funds transfer Fee (Council Administration Fee)	Q	N	\$36.50	\$38.50	\$0.00	\$38.50	5.48%	\$2.00
0522	Direct Debit Dishonour Fees (Meals on Wheels exempt)	N/A	N	Plus dishonour fee charge (bank or AusPost) + GST					

Note: Fees charged by bank or Australia Post to be added to dishonoured cheque fee (as transaction fee or Australia Post Fee)

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

DISHONOURD DIRECT DEBIT [continued]

0523	Dishonoured Credit/Debit Card Fee	N/A	N	\$47.00	\$49.50	\$0.00	\$49.50	5.32%	\$2.50
0524	Cheque Stop Payment Fee	N/A	N	\$47.00	\$49.50	\$0.00	\$49.50	5.32%	\$2.50
0525	Stale Cheque Processing Fee (unpresented after 6 months)	N/A	N	\$70.00	\$73.50	\$0.00	\$73.50	5.00%	\$3.50
0526	Cheque Special Clearance Fee	N/A	N	\$62.50	\$66.00	\$0.00	\$66.00	5.60%	\$3.50
0527	Returned Cheque/EFT	N/A	N	\$34.50	\$36.50	\$0.00	\$36.50	5.80%	\$2.00
0528	Rates and Other Refund Penalty Charge (except Pensioners)	Q	N	\$40.00	\$42.00	\$0.00	\$42.00	5.00%	\$2.00

6.13 PHYSICAL DOCUMENTATION SUPPLIED UNDER ACCESS TO INFORMATION (FORMAL AND INFORMAL GIPA)

0529	Coloured Photocopies (A4) per copy	N	N	\$2.80	\$2.90	\$0.00	\$2.90	3.57%	\$0.10
0530	Coloured Photocopies (A3) per copy	N	N	\$5.60	\$5.80	\$0.00	\$5.80	3.57%	\$0.20
0531	Black and White Photocopies (A3) per copy	N	N	\$2.50	\$2.60	\$0.00	\$2.60	4.00%	\$0.10

6.14 PRESENTED CHEQUE SEARCH

0532	Search Fee to identify presenters bank account	N/A	Y	\$71.00	\$68.18	\$6.82	\$75.00	5.63%	\$4.00
0533	Fee charged by bank to be added to search fee	H	Y	Plus additional bank charges					
0534	Interest on Overdue Rates – per annum (Subject to Ministers Approval)	H	N						

This is a statutory fee or charge set by the provisions of an act or other legislation and will be amended in accordance with requirements of the relevant act or other legislation when updated.

This is a statutory fee or charge set by the provisions of an act or other legislation and will be amended in accordance with requirements of the relevant act or other legislation when updated.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6.15 PROCESSING OF SUBPOENAS

0535	Lodgement	J	N	\$66.50	\$69.00	\$0.00	\$69.00	3.76%	\$2.50
Lodgement of Subpoenas									
0536	Processing per hour	J	N	\$94.00	\$97.00	\$0.00	\$97.00	3.19%	\$3.00
Processing time for Subpoenas									

6.16 RATE INFORMATION CERTIFICATION – STATUTORY – SECTION 603 LGA

0537	Section 603 LGA	M	N	\$95.00	\$100.00	\$0.00	\$100.00	5.26%	\$5.00
This is a statutory fee or charge set by the provisions of an act or other legislation and will be amended in accordance with requirements of the relevant act or other legislation when updated. This is a statutory fee or charge set by the provisions of an act or other legislation and will be amended in accordance with requirements of the relevant act or other legislation when updated.									
0538	Urgency Fee for Section 603 LGA – same day service per fax	H	N	\$62.50	\$66.00	\$0.00	\$66.00	5.60%	\$3.50
0539	Cancellation Fee Section 603 LGA	N/A	N	\$31.00	\$33.00	\$0.00	\$33.00	6.45%	\$2.00
0540	Copy of Sec 603 certificate – per certificate	N/A	N	\$37.50	\$39.50	\$0.00	\$39.50	5.33%	\$2.00

6.17 SALE OF TENDER DOCUMENTS VIA TENDERLINK WEBPORTAL

0541	Minimum fee for projects estimated at less than \$250,000	E	N	\$67.00	\$70.50	\$0.00	\$70.50	5.22%	\$3.50
0542	For projects estimated at \$250,000 or more	E	N	\$161.00	\$169.50	\$0.00	\$169.50	5.28%	\$8.50

6.18 SALE OF DOCUMENTS

6.18.1 MAIL OUTS WITH RATE NOTICES

0543	Community	N/A	Y	Cost plus 10%					
0544	Commercial & Others	N/A	Y	Market plus 10%					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6.19 STATEMENT OF ACCOUNT

0545	A Statement of rates, charges, rebates, reversals or receipts issued against an account for a specific year, or the current year to date	G	N	\$71.00	\$75.00	\$0.00	\$75.00	5.63%	\$4.00
One statement equals one (1) rating year's transactions – Per Statement									

6.20 WRITTEN OWNERSHIP ADVICE

0546	A letter stating the ownership of a property – each	G	N	\$22.50	\$24.00	\$0.00	\$24.00	6.67%	\$1.50
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7 DEVELOPMENT AND TRAFFIC SERVICES

7.1 DEVELOPMENT SERVICES

NOTE: For the purpose of this Schedule, a fee unit is \$107.28 in the financial year ending 30 June 2024 (subject to change from Department of Planning and Environment)

The following DEVELOPMENT APPLICATIONS FEES are prescribed under the Environmental Planning & Assessment Regulation 2021 (EP&A Reg) Schedule 4, Clause 246A to 256B unless otherwise indicated

NOTE: If two or more fees are applicable to a single development, such as an application to subdivide land and erect a building on one of the lots created by the subdivision, the maximum fee payable for the development is the sum of those fees – EP&A Reg Cl. 254

7.1.1 DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING

NOTE: Fees determined do not apply to a development involving the erection of a dwelling-house with an estimated construction cost of \$100,000 or less – EP&A Reg Cl. Schedule 4 Part 2 item 2.3.

NOTE: In determining the fee for a development, Council must make its determination by reference to a genuine estimate of the costs associated with the construction of a building or work, preparation of a building for the purpose it is to be used or the demolition of a building or work – EP&A Reg Cl. 232.

NOTE: The Department of Planning Monitoring and Review Levy applies to developments over \$50,000 and the following fees apply based on the estimated cost of the development. The above Levy includes a fee of 64 cents per \$1000 where the estimated cost of the proposed development exceeds \$50,000 – EP&A Reg Cl. 246

0547	Up to \$5,000	M	N							1.29 Fee Units
0548	\$5,001 – \$50,000	M	N							1.98 Fee Units
0549	PLUS an additional fee for each \$1,000 (or part of \$1,000) of the estimated cost	M	N	\$3.00	\$3.00	\$0.00	\$3.00	0.00%	\$0.00	
0550	\$50,001 – \$250,000	M	N							4.12 Fee Units

continued on next page ...

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING [continued]

0551	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	M	N	\$3.64	\$3.64	\$0.00	\$3.64	0.00%	\$0.00
0552	\$250,001 – \$500,000	M	N	13.56 Fee Units					
0553	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	M	N	\$2.34	\$2.34	\$0.00	\$2.34	0.00%	\$0.00
0554	\$500,001 – \$1,000,000	M	N	20.41 Fee Units					
0555	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	M	N	\$1.64	\$1.64	\$0.00	\$1.64	0.00%	\$0.00
0556	\$1,000,001 – \$10,000,000	M	N	30.58 Fee Units					
0557	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	M	N	\$1.44	\$1.44	\$0.00	\$1.44	0.00%	\$0.00
0558	More than \$10,000,000	M	N	185.65 Fee Units					
0559	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	M	N	\$1.19	\$1.19	\$0.00	\$1.19	0.00%	\$0.00

7.2 APPLICATION FOR A PERMIT TO REMOVE/PRUNE A TREE/S

Administration Fee applies to development applications and/or tree preservation order applications. Single fee structure for all tree applications.

Pensioner discount of 25% on the total application fee (holders of a Pensioner Concession Card, Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs)

0560	1 Tree	J	N	\$130.00	\$136.50	\$0.00	\$136.50	5.00%	\$6.50
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

APPLICATION FOR A PERMIT TO REMOVE/PRUNE A TREE/S [continued]

0561	Each additional tree	J	N	\$110.00	\$115.50	\$0.00	\$115.50	5.00%	\$5.50
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7.3 APPLICATION FOR REVIEW OF DECISION TO REJECT AND NOT DETERMINE A DEVELOPMENT APPLICATION UNDER THE ACT, SECTION 8.2(1)(C) IF THE ESTIMATED DEVELOPMENT COST IS

0562	(a) if the estimated development cost is less than \$100,000	M	N							0.64 Fee Unit
0563	(b) if the estimated development cost is \$100,000 or more and less than or equal to \$1,000,000	M	N							1.75 Fee Units
0564	(c) if the estimated development cost is more than \$1,000,000	M	N							2.92 Fee Units
0565	Appeal against determination of modification application under the Act, section 8.9	M	N	50% fee that was payable for the application the subject of appeal						

7.4 CONSULTANCY FEES

0566	Fee for appointment of external consultants for development applications	N/A	N							Full Cost Recovery
0567	Fee for appointment of external consultants for Environmentally Sustainable Design – commercial	N/A	N	\$5,512.00	\$5,790.00	\$0.00	\$5,790.00	5.04%	\$278.00	
0568	Fee for appointment of external consultants for Environmentally Sustainable Design – residential	N/A	N	\$8,268.00	\$8,685.00	\$0.00	\$8,685.00	5.04%	\$417.00	
0569	Fee for appointment of external consultants relating to wind testing reports	N/A	N	\$3,030.00	\$3,185.00	\$0.00	\$3,185.00	5.12%	\$155.01	

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.4.1 FEE FOR APPOINTMENT OF EXTERNAL CONSULTANTS RELATING TO QUANTITY SURVEY REPORTS

0570	Cost of works is greater than \$25,000,000 and less than \$50,000,000	N/A	N	\$1,100.00	\$1,155.00	\$0.00	\$1,155.00	5.00%	\$55.00
0571	Cost of Works is greater than \$50,000,000 and less than \$100,000,000		N	\$2,200.00	\$2,310.00	\$0.00	\$2,310.00	5.00%	\$110.00
0572	Cost of works is greater than \$100,000,000 and less than \$150,000,000		N	\$3,300.00	\$3,465.00	\$0.00	\$3,465.00	5.00%	\$165.00
0573	Cost of works is greater than \$150,000,000		N	\$4,400.00	\$4,620.00	\$0.00	\$4,620.00	5.00%	\$220.00

7.5 CONVEYANCING ACT CERTIFICATES

7.5.1 PROCESSING AND RELEASE OF REQUESTS UNDER THE CONVEYANCING ACT NOT BEING PART OF A SUBDIVISION OR CONSOLIDATION APPLICATION

0574	Section 88B – Creation and release of easements	N/A	N	\$425.00	\$447.00	\$0.00	\$447.00	5.18%	\$22.00
0575	Section 88E – Regulation of use of land	N	N	\$425.00	\$447.00	\$0.00	\$447.00	5.18%	\$22.00
0576	Section 88G – Certificate of amount payable due to failure to comply with a public positive covenant on land – Conveyancing (General) Reg Cl. 29	N	N	0.10 Fee Unit					
0577	Issue of certificate requiring inspection of land Conveyancing (General) Reg Cl. 29	M	N	0.35 Fee Unit					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.6 DEVELOPMENT APPLICATION PRE-LODGE MENT CONSULTATION

0578	Dwelling house, alterations and additions to domestic dwelling and change of use for retail, commercial and industrial	J	Y	\$418.00	\$399.00	\$39.90	\$438.90	5.00%	\$20.90
0579	Dual occupancy	J	Y	\$1,034.00	\$987.00	\$98.70	\$1,085.70	5.00%	\$51.70
0580	Multi-unit dwellings, commercial (outside Parramatta CBD) and child care centre	J	Y	\$2,079.00	\$1,985.00	\$198.50	\$2,183.50	5.03%	\$104.50
0581	Residential flat building, industrial and commercial (within Parramatta CBD)	J	Y	\$4,670.60	\$4,460.00	\$446.00	\$4,906.00	5.04%	\$235.40
0582	Additional meeting – 25% of original fee paid	N/A	Y	25% of original fee paid (+ GST)					

7.7 DEVELOPMENT INVOLVING APPLICATION FOR ADVERTISEMENTS OR ADVERTISING SIGNS – EP&A REG SCHEDULE 4 PART 2 ITEM 2.2 BUT ONLY IF THE FEE UNDER THIS ITEM EXCEEDS THE FEE THAT WOULD BE PAYABLE UNDER EP&A REG SCHEDULE 4 PART 2 ITEM 2.1

0583	Base – for one advertisement	M	N	3.33 Fee Units					
0584	PLUS for each additional advertisement	M	N	\$93.00	\$93.00	\$0.00	\$93.00	0.00%	\$0.00

7.8 DEVELOPMENT INVOLVING THE ERECTION OF A DWELLING-HOUSE WITH AN ESTIMATED CONSTRUCTION COST OF \$100,000 OR LESS – EP&A REG SCHEDULE 4 PART 2 ITEM 2.3

0585	Development involving the erection of a dwelling-house with an estimated construction cost of \$100,000 or less – EP&A Reg Schedule 4 part 2 itm 2.3	M	N							5.32 Fee Units
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.9 DEVELOPMENT INVOLVING THE SUBDIVISION OF LAND (SUBDIVISION FEE) – EP&A REG SCHEDULE 4 PART 2 ITEM 2.4-2.6

0586	Involving the opening of a public road	M	N							7.77 Fee Units
0587	PLUS for each additional lot created	M	N	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	\$0.00	
0588	Not involving the opening of a public road	M	N							3.86 Fee Units
0589	PLUS for each additional lot created	M	N	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	\$0.00	
0590	Strata Subdivision	M	N							3.86 Fee Units
0591	PLUS for each additional lot created	M	N	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	\$0.00	

7.10 DEVELOPMENT NOT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF A WORK, THE SUBDIVISION OF LAND, OR THE DEMOLITION OF A BUILDING OR WORK – EP&A REG SCHEDULE 4 PART 2 ITEM 2.7

0592	Land use fee (no building or demolition works)	M	N							3.33 Fee Units
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7.11 DESIGNATED DEVELOPMENT – EP&A REG SCHEDULE 4 PART 3 ITEM 3.3

7.11.1 SPECIFIC TYPE OF DEVELOPMENT AS DESCRIBED IN EP&A REG SCHEDULE 3, PART 1

0593	Additional to any other fees payable	M	N							10.76 Fee Units
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7.12 HERITAGE MINOR WORKS

0594	Heritage Minor Works Applications	J	N	\$125.00	\$131.25	\$0.00	\$131.25	5.00%	\$6.25	
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7.13 INFRASTRUCTURE AND RESTORATION ADMINISTRATION FEE

0595	Estimated cost of works \$0 – \$100,000	N/A	N	\$154.50	\$162.50	\$0.00	\$162.50	5.18%	\$8.00	
0596	Estimated cost of works \$100,001 – \$500,000	N/A	N	\$436.00	\$458.00	\$0.00	\$458.00	5.05%	\$22.00	
0597	Estimated cost of works \$500,001 – \$1,000,000	N/A	N	\$657.00	\$690.00	\$0.00	\$690.00	5.02%	\$33.00	

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

INFRASTRUCTURE AND RESTORATION ADMINISTRATION FEE [continued]

0598	Estimated cost of works \$1,000,001 – \$5000,000	N/A	N	\$872.00	\$916.00	\$0.00	\$916.00	5.05%	\$44.00
0599	Estimated cost of works \$5,000,001 – 10,000,000	N/A	N	\$1,090.00	\$1,145.00	\$0.00	\$1,145.00	5.05%	\$55.00
0600	Estimated cost of works \$10,000,001 and above	N/A	N	\$1,310.00	\$1,380.00	\$0.00	\$1,380.00	5.34%	\$70.00
0601	Class 1 Residential dwelling (single) alterations and additions & Class 10 Buildings 50% of above fees	N/A	N	50% of above fees					

7.14 MODIFICATION OF A CONSENT – EP&A REG SCHEDULE 4 PART 4 ITEMS 4.1-4.9

7.14.1 FEES FOR MODIFICATION OF DEVELOPMENT CONSENTS – OTHER THAN STATE SIGNIFICANT DEVELOPMENT

0602	Application under section 4.55(1)	M	N							0.83 Fee Unit
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7.14.1.1 APPLICATION UNDER SECTION 4.55(1A) OR 4.56(1)

0603	Modification application— (a) under the Act, section 4.55(1A), or (b) under the Act, section 4.56(1) that involves, in the consent authority's opinion, minimal environmental impact	M	N							Lesser of— (a) 7.54 fee units, or (b) 50% fee for original application
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.14.1.2 MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF

0604	(a) the fee for the original development application was 1 fee unit or more, and (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	M	N	2.22 Fee Units					
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7.14.1.3 APPLICATION UNDER SECTION 4.55(2) OR SECTION 4.56(1) – WHERE THE CONSENT AUTHORITY IS OF THE OPINION THERE IS NOT MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL DEVELOPMENT APPLICATION WAS

0605	(a) less than 1 fee unit, or (b) 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	M	N	50% of the original DA fee					
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7.14.1.4 MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF

0606	Up to \$5,000	M	N	0.64 Fee Unit					
0607	\$5,001 – \$250,000	M	N	0.99 Fee Unit					
0608	PLUS an additional fee for each \$1,000 (or part of \$1,000) of the estimated cost	M	N	\$1.50	\$1.50	\$0.00	\$1.50	0.00%	\$0.00
0609	\$250,001 – \$500,000	M	N	5.85 Fee Units					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF [continued]

0610	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	M	N	\$0.85	\$0.85	\$0.00	\$0.85	0.00%	\$0.00
0611	\$500,001 – \$1,000,000	M	N	8.33 Fee Units					
0612	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	M	N	\$0.50	\$0.50	\$0.00	\$0.50	0.00%	\$0.00
0613	\$1,000,001 – \$10,000,000	M	N	11.54 Fee Units					
0614	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	M	N	\$0.40	\$0.40	\$0.00	\$0.40	0.00%	\$0.00
0615	More than \$10,000,000	M	N	55.40 Fee Units					
0616	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	M	N	\$0.27	\$0.27	\$0.00	\$0.27	0.00%	\$0.00
0617	Modification: Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	M	N	7.78 Fee Units					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.15 NOTIFICATION OF A DEVELOPMENT APPLICATION

0618	(1) New dwelling and alterations/ additions to existing dwelling	J	N	\$130.00	\$136.50	\$0.00	\$136.50	5.00%	\$6.50
0619	(2) Other residential development i.e. dual occupancy	J	N	\$325.00	\$342.00	\$0.00	\$342.00	5.23%	\$17.00
0620	(3) Non residential development	J	N	\$260.00	\$273.00	\$0.00	\$273.00	5.00%	\$13.00

7.15.1 NOTIFICATION OF A DEVELOPMENT APPLICATION - EP&A REG SCHEDULE 4 PART 3 ITEM 3.5-3.7 ADDITIONAL FEE TO ANY OTHER FEES PAYABLE

NOTE: The consent authority must refund so much of the fee paid under this clause as is not spent in giving the notice

0621	(a) in the case of designated development	M	N							25.96 Fee Units
0622	(b) in the case of nominated integrated development, threatened species development or Class 1 aquaculture development	M	N							12.92 Fee Units
0623	(c) in the case of prohibited development	M	N							12.92 Fee Units

7.16 OTHER FEES AND CHARGES

The following OTHER FEES AND CHARGES are prescribed under the Environmental Planning & Assessment Regulation 2021 (EP&A Reg) Schedule 4 Part 7, item 7.1 to 7.7 unless otherwise indicated

7.16.1 APPLICATION TO REVIEW A DEVELOPMENT DETERMINATION UNDER EP&A ACT, SECTION 8.2- 8.5

0624	(a) Request with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or a building	M	N							50% of the original DA fee
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

APPLICATION TO REVIEW A DEVELOPMENT DETERMINATION UNDER EP&A ACT, SECTION 8.2- 8.5 [continued]

0625	(b) Request with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	M	N							2.22 Fee Units
0626	Notice of application for review of a determination under the Act, section 8.3	M	N							7.25 Fee Units

7.16.2 APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF

0627	Up to \$5,000	M	N							0.64 Fee Unit
0628	\$5,001 – \$250,000	M	N							1.00 Fee Unit
0629	PLUS an additional fee for each \$1,000 (or part of \$1,000) of the estimated cost	M	N	\$1.50	\$1.50	\$0.00	\$1.50	0.00%	\$0.00	
0630	\$250,001 – \$500,000	M	N							5.85 Fee Units
0631	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	M	N	\$0.85	\$0.85	\$0.00	\$0.85	0.00%	\$0.00	
0632	\$500,001 – \$1,000,000	M	N							8.33 Fee Units
0633	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	M	N	\$0.50	\$0.50	\$0.00	\$0.50	0.00%	\$0.00	
0634	\$1,000,001 – \$10,000,000	M	N							11.54 Fee Units

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF [continued]

0635	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	M	N	\$0.40	\$0.40	\$0.00	\$0.40	0.00%	\$0.00
0636	More than \$10,000,000	M	N	55.40 Fee Units					
0637	PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	M	N	\$0.27	\$0.27	\$0.00	\$0.27	0.00%	\$0.00

7.17 OTHER APPROVALS - LG ACT SECTION 68, PART B - WATER SUPPLY, SEWERAGE AND STORMWATER DRAINAGE WORK

0638	LG Act Section 68 (2) – Concurrently as part of development approval	N/A	N	\$152.50	\$160.50	\$0.00	\$160.50	5.25%	\$8.00
0639	LG Act Section 68 (2) – Where separate approval is sought	N/A	N	\$1,535.00	\$1,615.00	\$0.00	\$1,615.00	5.21%	\$80.00
0640	Fee – Install a manufactured home, moveable dwelling or associated structure on land	N/A	N	\$104.00 and DA Fee					

7.18 PLANNING CERTIFICATE – EP&A REG SCHEDULE 4 PART 9 9.7-9.8

0641	Section 10.7 (1) EP&A Act	M	N							0.62 Fee Unit
0642	Section 10.7 (5) EP&A Act – Additional Advice	M	N							0.94 Fee Unit
0643	Section 10.7 (1) & 10.7 (5) EP&A Act – Combined Advice	M	N							0.62 Fee unit and 0.94 Fee unit

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PLANNING CERTIFICATE – EP&A REG SCHEDULE 4 PART 9 9.7-9.8 [continued]

0644	Urgency Fee for Planning Certificate – LG Act Section 608 (2) Certificate issued within 1 working day of receipt of application	I	N	\$120.00	\$120.00	\$0.00	\$120.00	0.00%	\$0.00
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7.19 SUBMISSION OF AMENDED PLANS – PRIOR TO DETERMINATION OF DA

0645	Estimated values of works \$100k – \$1m	N/A	N	\$192.00	\$202.00	\$0.00	\$202.00	5.21%	\$10.00
0646	Estimated values of works > \$1m to \$5m	N/A	N	\$320.00	\$336.00	\$0.00	\$336.00	5.00%	\$16.00
0647	Estimated values of works > \$5m to \$10m	N/A	N	\$641.00	\$674.00	\$0.00	\$674.00	5.15%	\$33.00
0648	Estimated values of works > \$10m	N/A	N	\$1,275.00	\$1,340.00	\$0.00	\$1,340.00	5.10%	\$65.00

7.20 STATE SIGNIFICANT DEVELOPMENT (SSD) AND STATE SIGNIFICANT INFRASTRUCTURE (SSI)

0649	SSD and SSI Request for advice where no written feedback required		N	\$1,200.00	\$1,260.00	\$0.00	\$1,260.00	5.00%	\$60.00
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7.21 SUBDIVISION CERTIFICATE – LINEN PLAN RELEASE

7.21.1 LAND (TORRENS) SUBDIVISION / STRATA SUBDIVISION

0650	Minimum Fee	N/A	N	\$740.00	\$740.00	\$0.00	\$740.00	0.00%	\$0.00
0651	Plus \$55 for each lot which includes GST	N/A	N	+ \$55 per lot					

7.21.2 STRATA SUBDIVISION WITH STRATUM COMPONENT

0652	Minimum Fee	N/A	N	\$740.00	\$740.00	\$0.00	\$740.00	0.00%	\$0.00
0653	Plus \$110 for each lot which includes GST	N/A	N	+ \$110 per lot					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.22 STAMPING ADDITIONAL PLANS & SPECIFICATIONS – LG ACT SECTION 608 (2) PER SET

0654	Stamping Additional Plans & Specifications – LG Act Section 608 (2) Per Set	H	N	\$27.00	\$27.00	\$0.00	\$27.00	0.00%	\$0.00
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7.23 SUPPLY OF INFORMATION – LG ACT SECTION 608 (2)

7.23.1 INFORMATION IN RELATION TO DEVELOPMENT APPLICATIONS AND CONSENTS AND CONSTRUCTION CERTIFICATES – EP&A REG CL. 268

0655	Lists of approvals – per month	I	N	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	\$0.00
0656	Lists of approvals – yearly subscription	I	N	\$450.00	\$450.00	\$0.00	\$450.00	0.00%	\$0.00

7.24 SALE OF ENVIRONMENTAL IMPACT STATEMENTS

0657	Sale of Environmental Impact Statements	M	N	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00
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7.25 TRAFFIC SERVICES

7.25.1 ASSESSMENT OF TRAFFIC FACILITY PLANS TO BE DELIVERED AS PART OF A CONDITION OF CONSENT THROUGH TRAFFIC COMMITTEE PROCESS (EXC. SUPPLY AND INSTALLATION)

0659	Changes to traffic signs and/or parking restrictions within a local street for a length of less than 50m		N	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00
0658	Traffic Facilities in accordance within Schedule 4(4) of the Delegations to Council		N	\$2,000.00	\$2,100.00	\$0.00	\$2,100.00	5.00%	\$100.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ASSESSMENT OF TRAFFIC FACILITY PLANS TO BE DELIVERED AS PART OF A CONDITION OF CONSENT THROUGH TRAFFIC COMMITTEE PROCESS (EXC. SUPPLY AND INSTALLATION) [continued]

0660	Traffic Facilities other than those within Schedule 4(4) of the Delegations to Council and/or changes to parking restrictions and/or linemarking greater than 50m which do not require advertisement within a local newspaper		N	\$1,000.00	\$1,050.00	\$0.00	\$1,050.00	5.00%	\$50.00
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7.25.2 ASSESSMENT OF CONSTRUCTION TRAFFIC MANAGEMENT PLAN (CTMP) BY COUNCIL AS PER DA CONDITION

0661	* CBD		N	\$500.00	\$525.00	\$0.00	\$525.00	5.00%	\$25.00
0662	* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead		N	\$300.00	\$315.00	\$0.00	\$315.00	5.00%	\$15.00
0663	* All other areas		N	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	\$5.00

7.25.3 SPECIAL EVENTS (EXCLUDING FREE PUBLIC ENTRY EVENTS OR STREET PARTIES)

7.25.3.1 ASSESSMENT OF SPECIAL EVENT TRAFFIC MANAGEMENT PLAN (SETMP)

0664	Low Impact - Class 3 as per TfNSW Guide to Traffic and Transport Management for Special Events		N	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00
0665	High Impact - Class 2 and above as per TfNSW Guide to Traffic and Transport Management for Special Events		N	\$1,000.00	\$1,050.00	\$0.00	\$1,050.00	5.00%	\$50.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.25.4 WORK ZONES

0666	Application Fee (non-refundable; processing time: approximately 8 weeks)	R	N	\$1,735.00	\$1,825.00	\$0.00	\$1,825.00	5.19%	\$90.00
0667	Urgency fee for Works Zone approval within 5 weeks for new applications and within 3 weeks for amendments to existing Works Zones (in addition to application fee)	R	N	\$867.00	\$911.00	\$0.00	\$911.00	5.07%	\$44.00

7.25.4.1 ADDITIONAL WEEKLY CHARGE PER METRE LENGTH OF 'WORKS ZONE', TEMPORARY 'NO PARKING' & 'NO STOPPING' ASSOCIATED WITH CONSTRUCTION ON NARROW ROADS

0668	CBD	R	N	\$80.00	\$84.00	\$0.00	\$84.00	5.00%	\$4.00
0669	* High Density and/or Town Centre areas within North Parramatta, South Parramatta & Epping + Granville, Carlingford & Westmead	R	N	\$51.00	\$54.00	\$0.00	\$54.00	5.88%	\$3.00
0670	All other areas	R	N	\$16.50	\$17.40	\$0.00	\$17.40	5.45%	\$0.90
0671	Amendment of existing work zone fee	R	N	\$1,735.00	\$1,825.00	\$0.00	\$1,825.00	5.19%	\$90.00

7.25.5 ROAD/FOOTPATH OCCUPANCY

0672	Application Fee (non-refundable; processing time: generally, 3 days, Road Closures 10 working days)	R	N	\$87.80	\$92.50	\$0.00	\$92.50	5.35%	\$4.70
0673	Urgency fee for Road Occupancy approval within 24 hours (in addition to application fee, excluding Road Closures)	R	N	\$87.80	\$92.50	\$0.00	\$92.50	5.35%	\$4.70

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.25.5.1 DAILY ADMINISTRATION AND MONITORING FEE FOR OCCUPYING ROAD AND/OR FOOTPATH

0675	* CBD		N	\$235.00	\$247.00	\$0.00	\$247.00	5.11%	\$12.00
0677	* High Density and/or Town Centre areas within North Parramatta, South Parramatta & Epping + Granville, Carlingford & Westmead		N	\$140.00	\$147.00	\$0.00	\$147.00	5.00%	\$7.00
0678	* All other areas		N	\$80.00	\$84.00	\$0.00	\$84.00	5.00%	\$4.00

7.25.5.2 DAILY FEE FOR FULL FOOTPATH OR FULL NATURESTRIP CLOSURES (IN ADDITION TO OTHER RELEVANT FEES)

0674	* Per metre length of full footpath closure in the CBD		N	\$12.10	\$12.80	\$0.00	\$12.80	5.79%	\$0.70
0676	* Per metre length of full footpath closure in High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead		N	\$7.70	\$8.10	\$0.00	\$8.10	5.19%	\$0.40
0679	* Per metre length all other areas (not applied if also occupying a road lane)		N	\$2.00	\$2.10	\$0.00	\$2.10	5.00%	\$0.10

7.25.5.3 DAILY FEE PER METRE LENGTH PER LANE UP TO 2 LANES OF ROAD LANE OR PER AT-GRADE CAR PARK SPACE OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)

Angled parking spaces are subject to a charge of 6m/angled parking space/day.

0680	CBD	R	N	\$12.10	\$12.80	\$0.00	\$12.80	5.79%	\$0.70
0681	* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	R	N	\$7.70	\$8.10	\$0.00	\$8.10	5.19%	\$0.40
0682	All other areas	R	N	\$2.50	\$2.70	\$0.00	\$2.70	8.00%	\$0.20

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.25.5.4 DAILY FEE PER METRE LENGTH OF EACH SUBSEQUENT ROAD LANES OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)

0683	* CBD		N	\$15.00	\$15.80	\$0.00	\$15.80	5.33%	\$0.80
0684	* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead		N	\$9.63	\$10.20	\$0.00	\$10.20	5.92%	\$0.57
0685	* All other areas		N	\$2.50	\$2.70	\$0.00	\$2.70	8.00%	\$0.20

7.25.6 BUILDING WASTE CONTAINERS

7.25.6.1 UNDER 10M3 PER CONTAINER

0686	Application fee (includes one day or part thereof usage fee)	R	N	\$41.80	\$44.00	\$0.00	\$44.00	5.26%	\$2.20
0687	Additional fee for each additional day or part thereof	R	N	\$41.80	\$44.00	\$0.00	\$44.00	5.26%	\$2.20

7.25.6.2 OVER 10M3 PER CONTAINER PER DAY OR PART THEREOF

0688	Application fee (includes one day or part thereof usage fee)	R	N	\$74.80	\$79.00	\$0.00	\$79.00	5.61%	\$4.20
0689	Additional fee for each additional day or part thereof	R	N	\$74.80	\$79.00	\$0.00	\$79.00	5.61%	\$4.20
0690	Urgency fee for Waste Container approval within 24 hours (in addition to the above fee)	R	N	\$42.90	\$45.50	\$0.00	\$45.50	6.06%	\$2.60

7.25.7 RESIDENT PARKING PERMIT

0691	Purchase and renewal fee – ordinary	H	N	\$16.50	\$17.40	\$0.00	\$17.40	5.45%	\$0.90
0692	Purchase and renewal fee – full pensioners, full time students, and unemployed	F	N	\$8.80	\$9.30	\$0.00	\$9.30	5.68%	\$0.50

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

RESIDENT PARKING PERMIT [continued]

0693	Replacement Parking Permit – ordinary	H	N	\$8.80	\$9.30	\$0.00	\$9.30	5.68%	\$0.50
0694	Replacement Parking Permit – full pensioners, full time students, and unemployed	F	N	\$4.40	\$4.70	\$0.00	\$4.70	6.82%	\$0.30

7.25.8 BUSINESS PARKING PERMIT

0695	Purchase and renewal fee	H	N	\$48.40	\$51.00	\$0.00	\$51.00	5.37%	\$2.60
0696	Replacement Parking Permit	H	N	\$44.00	\$46.50	\$0.00	\$46.50	5.68%	\$2.50

7.25.9 TRANSFERRABLE RESIDENT VISITORS PARKING PERMIT

0697	Purchase and renewal fee – ordinary	H	N	\$16.50	\$17.40	\$0.00	\$17.40	5.45%	\$0.90
0698	Purchase and renewal fee – full pensioners, full time students, and unemployed	F	N	\$8.80	\$9.30	\$0.00	\$9.30	5.68%	\$0.50
0699	Replacement Parking Permit – ordinary	H	N	\$8.80	\$9.30	\$0.00	\$9.30	5.68%	\$0.50
0700	Replacement Parking Permit – full pensioners, full time students, and unemployed	F	N	\$4.40	\$4.70	\$0.00	\$4.70	6.82%	\$0.30

7.25.10 ON-STREET AND OFF STREET CAR SHARE SPACES IN THE PARRAMATTA CBD CORE

0701	Initial Application Fee*	N/A	N	\$4,870.80	\$5,115.00	\$0.00	\$5,115.00	5.01%	\$244.20
0702	Annual (Renewal) Application Fee*	N/A	N	\$4,870.80	\$5,115.00	\$0.00	\$5,115.00	5.01%	\$244.20
0703	Replacement Parking Permit Application Fee	N/A	N	\$92.40	\$97.50	\$0.00	\$97.50	5.52%	\$5.10

7.25.11 ON-STREET AND OFF-STREET CAR SHARE SPACES OUTSIDE THE PARRAMATTA CBD CORE

The Parramatta CBD core is defined as the area bounded by Victoria Road, Wilde Avenue, Parramatta River, Macarthur Street, Harris Street, Parkes Street, Great Western Highway, Pitt Street, Macquarie Street and O'Connell Street.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ON-STREET AND OFF-STREET CAR SHARE SPACES OUTSIDE THE PARRAMATTA CBD CORE [continued]

0704	Initial Application Fee*	N/A	N	\$471.90	\$496.00	\$0.00	\$496.00	5.11%	\$24.10
0705	Annual (Renewal) Fee*	H	N	\$188.10	\$198.00	\$0.00	\$198.00	5.26%	\$9.90
0706	Replacement Parking Permit Application Fee	N/A	N	\$92.40	\$97.50	\$0.00	\$97.50	5.52%	\$5.10
0707	Plus Annual usage fee per car share space where it replaces a metered parking car space	N/A	N	\$2,841.30	\$2,985.00	\$0.00	\$2,985.00	5.06%	\$143.70

7.25.12 USER PAY PARKING SIGNS (INCLUDING TEMPORARY BUS ZONES)

0708	Administration fee (not related to Development Consent)		Y	\$200.50	\$191.82	\$19.18	\$211.00	5.24%	\$10.50
0709	Installation/ relocation/ maintenance - per sign	H	Y	\$80.27	\$76.82	\$7.68	\$84.50	5.27%	\$4.23
0710	Installation/ relocation/ maintenance - per post	H	Y	\$300.50	\$287.27	\$28.73	\$316.00	5.16%	\$15.50

7.25.13 OVERSIZE VEHICLE ACCESS ON LOCAL ROAD

0711	Permit Fee as set by National Heavy Vehicle Regulator	M	N	\$83.60	\$83.00	\$0.00	\$83.00	-0.72%	-\$0.60
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7.25.14 LINEMARKING OF DRIVEWAYS

0712	Installation per driveway (for first driveway)	I	N	\$342.00	\$360.00	\$0.00	\$360.00	5.26%	\$18.00
0713	Installation per driveway (for second or more driveways)	I	N	\$237.00	\$249.00	\$0.00	\$249.00	5.06%	\$12.00

7.25.15 DIRECTIONAL COMMUNITY SIGNS

0714	Installation – sign only	I	Y	\$537.39	\$513.64	\$51.36	\$565.00	5.14%	\$27.61
0715	Installation – sign and post	I	Y	\$808.70	\$772.73	\$77.27	\$850.00	5.11%	\$41.30

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.25.16 ELECTRIC VEHICLE CHARGING INFRASTRUCTURE ON COUNCIL ROADS

0716	Regulated EV charging space monitoring and administration fee (excludes sign installation/ maintenance and any lease/ license agreements)		N					\$10 annually	
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8 ENVIRONMENT & SUSTAINABILITY

8.1 GIS DRAINAGE SEARCH & PLAN SERVICE

0717	Plan search fee – Cost/ half-hour and part thereof	N	N	\$117.00	\$122.85	\$0.00	\$122.85	5.00%	\$5.85
0718	Plan copy fee	N	N	\$47.50	\$49.90	\$0.00	\$49.90	5.05%	\$2.40

8.2 REPAIR/RECONSTRUCTION OF STORMWATER DRAINAGE PITS/PIPES

0719	Junction Pit – New Stormwater Pit size 900mm square and 1.2m depth with heavy duty gatic cover	I	N	\$7,700.00	\$8,085.00	\$0.00	\$8,085.00	5.00%	\$385.00
0720	Inlet Pit – New Stormwater Pit size 600mm square and 1.2m depth with Grate only (Bicycle Safe Grate and Frame)	I	N	\$7,700.00	\$8,085.00	\$0.00	\$8,085.00	5.00%	\$385.00
0721	Road Grated Kerb Inlet Pit – New Stormwater Pit size 600mm X 1200mm and 1.2m depth with Grate (Bicycle Safe Grate and Frame) and Extended Kerb Inlet Lintel 3.7m long (external)	I	N	\$9,900.00	\$10,395.00	\$0.00	\$10,395.00	5.00%	\$495.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

REPAIR/RECONSTRUCTION OF STORMWATER DRAINAGE PITS/PIPES [continued]

0722	Pipe 375mm Diameter pipe-Reinforced Concrete Rubber Ring Spigot and Socket Jointed Class 3 – 1.2m deep	I	N	\$1,980.00	\$2,079.00	\$0.00	\$2,079.00	5.00%	\$99.00
0723	Independent professional engineering services relating to private development	I	N	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0724	Minimum charge	I	N	\$2,310.00	\$2,425.50	\$0.00	\$2,425.50	5.00%	\$115.50
0725	Per Hour	I	N	\$347.00	\$364.35	\$0.00	\$364.35	5.00%	\$17.35

8.3 STANDARD DRAWINGS & FLOOD DATA

0726	Issue copy of standard drawings / drainage map(s)	N	N	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00
0727	Issue copy of flood model information		N	\$556.00	\$583.80	\$0.00	\$583.80	5.00%	\$27.80
0728	Issue copy of reports / flood studies	N	N	\$150.00	\$157.50	\$0.00	\$157.50	5.00%	\$7.50

8.4 STORMWATER DESIGN CHECKING & APPROVALS

0730	All Other Drainage Related Development Assessments	J	N	\$2,500.00	\$2,625.00	\$0.00	\$2,625.00	5.00%	\$125.00
0729	Site Stormwater drainage connections	J	N	\$556.00	\$583.80	\$0.00	\$583.80	5.00%	\$27.80

8.5 STORMWATER SITE INSPECTIONS & REVIEWS

0731	Site inspection and assessment	I	N	\$147.00	\$154.35	\$0.00	\$154.35	5.00%	\$7.35
0732	Preparation of report	I	N	\$556.00	\$583.80	\$0.00	\$583.80	5.00%	\$27.80
0733	Final Handover Inspection & Review	J	N	\$556.00	\$583.80	\$0.00	\$583.80	5.00%	\$27.80
Fee Charged per Assessment									

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

8.6 WRITTEN FLOOD LEVELS

8.6.1 FLOOD LEVELS AND STORMWATER SYSTEM/DATA SEARCH

0734	Residential	N	N	\$248.50	\$260.95	\$0.00	\$260.95	5.01%	\$12.45
0735	Development – Duplex +	N	N	\$342.00	\$359.10	\$0.00	\$359.10	5.00%	\$17.10
0736	Commercials	N	N	\$599.00	\$628.95	\$0.00	\$628.95	5.00%	\$29.95

9 COMMUNITY HUBS

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Individual Private Hirers
- Not-for-profit agencies who receive government funding or primarily run revenue generating activities (eg. Licenced Clubs)

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups
- Full-time student (Wentworth Point music rooms only)

Note: Landmark venues exclusions: Parramatta Town Hall

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment

0739	Fire Isolation (From 5pm Friday through to midnight Saturday - Per hour (Minimum 4 Hours)		Y	\$0.00	\$130.91	\$13.09	\$144.00	∞	\$144.00
0737	Fire Isolation (Sunday / Public Holiday) - Per hour (Minimum 4 Hours)		Y	\$0.00	\$154.55	\$15.45	\$170.00	∞	\$170.00
0738	Fire Isolation (Weekdays - Monday through to Friday 5pm) - Per hour (Minimum 4 Hours)		Y	\$0.00	\$109.09	\$10.91	\$120.00	∞	\$120.00
0740	Cleaning Fee (Minimum 3 Hours, Price on Application)	N/A	Y	Price on Application					
0741	Waste Removal	N/A	Y	\$130.00	\$122.73	\$12.27	\$135.00	3.85%	\$5.01
0742	Red Carpet Package (Price on Application)	N/A	Y	Price on Application					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

COMMUNITY HUBS [continued]

0743	Charge to deliver community programs, including payment of facilitators/ tutors, cost of materials – per attendee, per program	N/A	Y						Various Fees Apply
0744	Individual programs	N/A	Y						Various Fees Apply

Note that it is not appropriate to determine fees for individual programs – programs provided vary based on community needs and seasonality

9.1 STAFF HIRE RATE – PER HOUR

0745	Audio Visual Specialist Operator (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$65.45	\$6.55	\$72.00	∞	\$72.00
0746	Audio Visual Specialist Operator (from 5pm Friday through to midnight Saturday)		Y	\$0.00	\$77.27	\$7.73	\$85.00	∞	\$85.00
0747	Audio Visual Specialist Operator (Sunday / Public Holiday)		Y	\$0.00	\$90.00	\$9.00	\$99.00	∞	\$99.00
0748	Audio Visual Technician (Weekdays - Monday through to Friday 5pm)	N/A	Y	\$55.00	\$47.27	\$4.73	\$52.00	-5.45%	-\$3.00
0749	Audio Visual Technician (From 5pm Friday through to midnight Saturday)	N/A	Y	\$80.00	\$54.55	\$5.45	\$60.00	-25.00%	-\$20.00
0750	Audio Visual Technician (Sunday / Public Holiday)		Y	\$0.00	\$63.64	\$6.36	\$70.00	∞	\$70.00
0751	Cloakroom Attendant (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$45.45	\$4.55	\$50.00	∞	\$50.00
0752	Cloakroom Attendant (From 5pm Friday through to midnight Saturday)		Y	\$0.00	\$52.73	\$5.27	\$58.00	∞	\$58.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

STAFF HIRE RATE – PER HOUR [continued]

0753	Cloakroom Attendant (Sunday / Public Holiday)		Y	\$0.00	\$61.82	\$6.18	\$68.00	∞	\$68.00
0754	Venue Services Manager (Weekdays - Monday through to Friday 5pm)	N/A	Y	\$60.00	\$80.00	\$8.00	\$88.00	46.67%	\$28.00
0755	Venue Services Manager (From 5pm Friday through to midnight Saturday)	N/A	Y	\$80.00	\$95.45	\$9.55	\$105.00	31.25%	\$25.00
0756	Venue Services Manager (Sunday / Public Holiday)		Y	\$0.00	\$112.73	\$11.27	\$124.00	∞	\$124.00
0757	Facility Support Officer (Weekdays - Monday through to Friday 5pm)	N/A	Y	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	\$0.01
0758	Facility Support Officer (From 5pm Friday through to midnight Saturday)	N/A	Y	\$80.00	\$52.73	\$5.27	\$58.00	-27.50%	-\$22.00
0759	Facility Support Officer (Sunday / Public Holiday)		Y	\$0.00	\$61.82	\$6.18	\$68.00	∞	\$68.00
0760	Loading Dock Attendant (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$50.00	\$5.00	\$55.00	∞	\$55.00
0761	Loading Dock Attendant (From 5pm Friday until midnight Saturday)		Y	\$0.00	\$59.09	\$5.91	\$65.00	∞	\$65.00
0762	Loading Dock Attendant (Sunday / Public Holiday)		Y	\$0.00	\$68.18	\$6.82	\$75.00	∞	\$75.00
0763	Security Concierge (Weekdays - Monday through Friday 5pm)	N/A	Y	\$55.00	\$54.55	\$5.45	\$60.00	9.09%	\$5.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

STAFF HIRE RATE – PER HOUR [continued]

0764	Security Concierge (From 5pm Friday through to midnight Saturday)	N/A	Y	\$80.00	\$65.45	\$6.55	\$72.00	-10.00%	-\$8.00
0765	Security Concierge (Sunday / Public Holiday)		Y	\$0.00	\$77.27	\$7.73	\$85.00	∞	\$85.00
0766	Cleaning Attendant (Weekdays - Monday through to Friday 5pm)	N/A	Y	\$50.00	\$59.09	\$5.91	\$65.00	30.00%	\$15.01
0767	Cleaning Attendant (From 5pm Friday through to midnight Saturday)	N/A	Y	\$80.00	\$72.73	\$7.27	\$80.00	0.00%	\$0.00
0768	Cleaning Attendant (Sunday / Public Holiday)		Y	\$0.00	\$89.09	\$8.91	\$98.00	∞	\$98.00
0769	Usher (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$45.45	\$4.55	\$50.00	∞	\$50.00
0770	Usher (From 5pm Friday through to midnight Saturday)		Y	\$0.00	\$52.73	\$5.27	\$58.00	∞	\$58.00
0771	Usher (Sunday / Public Holiday)		Y	\$0.00	\$61.82	\$6.18	\$68.00	∞	\$68.00

9.2 EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT

0772	Flat Screen TV - Trolley		Y	\$82.50	\$91.00	\$9.10	\$100.10	21.33%	\$17.60
0777	High Bar Tables		Y	\$44.00	\$41.82	\$4.18	\$46.00	4.55%	\$2.00
0775	Lectern		Y	\$55.00	\$55.00	\$5.50	\$60.50	10.00%	\$5.50
0783	Portable PA System		Y	\$110.00	\$110.00	\$11.00	\$121.00	10.00%	\$11.00
0782	Stage Hire - Large		Y	\$450.00	\$418.18	\$41.82	\$460.00	2.22%	\$10.00
0773	Stage Hire - Small		Y	\$240.00	\$225.45	\$22.55	\$248.00	3.33%	\$8.00
0776	Tablecloths		Y	\$14.40	\$13.64	\$1.36	\$15.00	4.17%	\$0.60
0779	Tea and Coffee (per person - all day service)		Y	\$7.70	\$7.27	\$0.73	\$8.00	3.90%	\$0.30
0780	Tea and Coffee (per person)		Y	\$3.30	\$3.18	\$0.32	\$3.50	6.06%	\$0.20

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT [continued]

0774	Video Conferencing - Trolley		Y	\$110.00	\$110.00	\$11.00	\$121.00	10.00%	\$11.00
0778	Wireless Microphone - Handheld		Y	\$55.00	\$55.00	\$5.50	\$60.50	10.00%	\$5.50
0781	Wireless Microphone - Headset		Y	\$55.00	\$56.82	\$5.68	\$62.50	13.64%	\$7.50
0784	Additional Microphone (per unit)	N/A	Y	\$15.00	\$14.55	\$1.45	\$16.00	6.67%	\$1.00
0785	Display Plinths/ Easels (per unit)	N/A	Y	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00

9.3 WENTWORTH POINT COMMUNITY CENTRE AND LIBRARY

9.3.1 FUNCTION ROOM HIRE

Function Rooms listing:

Group 1: Group Booking (Dance Studio, Function Room 1 & Function Room 2 Combined)

Group 2: Group Booking (Function Room 1 & Function Room 2) Combined

Group 3: Function Room 1, Dance Studio

Group 4: Function Room 2

9.3.1.1 FUNCTION ROOM FEES – WEEKDAY HOURLY RATE (MON TO FRI 5PM)

0786	Group 1 – Function Room – Commercial	N/A	Y	\$112.50	\$107.36	\$10.74	\$118.10	4.98%	\$5.60
0787	Group 1 – Function Room- Community	N/A	Y	\$67.50	\$64.41	\$6.44	\$70.85	4.96%	\$3.35
0788	Group 1 – Function Room – Unfunded Not-for-profit	N/A	Y	\$35.00	\$33.41	\$3.34	\$36.75	5.00%	\$1.75
0789	Group 2 – Function Room – Commercial	N/A	Y	\$88.50	\$84.45	\$8.45	\$92.90	4.97%	\$4.40
0790	Group 2 – Function Room – Community	N/A	Y	\$52.50	\$50.14	\$5.01	\$55.15	5.05%	\$2.65
0791	Group 2 – Function Room – Unfunded Not-for-profit	N/A	Y	\$26.50	\$25.27	\$2.53	\$27.80	4.91%	\$1.30
0792	Group 3 – Function Room – Commercial	N/A	Y	\$66.50	\$63.45	\$6.35	\$69.80	4.96%	\$3.30
0793	Group 3 – Function Room – Community	N/A	Y	\$40.00	\$38.18	\$3.82	\$42.00	5.00%	\$2.00
0794	Group 3 – Function Room – Unfunded Not-for-profit	N/A	Y	\$20.00	\$19.09	\$1.91	\$21.00	5.00%	\$1.00
0795	Group 4 – Function Room – Commercial	N/A	Y	\$56.00	\$53.45	\$5.35	\$58.80	5.00%	\$2.80

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

FUNCTION ROOM FEES – WEEKDAY HOURLY RATE (MON TO FRI 5PM) [continued]

0796	Group 4 – Function Room – Community	N/A	Y	\$34.00	\$32.46	\$3.25	\$35.70	5.00%	\$1.70
0797	Group 4 – Function Room – Unfunded Not-for-profit	N/A	Y	\$17.00	\$16.23	\$1.62	\$17.85	5.00%	\$0.85

9.3.1.2 FUNCTION ROOM FEES – WEEKEND RATE (FRIDAY 5PM TO SUN) / PUBLIC HOLIDAY

Half Day Rate

Friday: 5pm to 11pm

Saturday & Sunday:

Morning: 9.30am to 3.30pm

Evening: 4.30pm to 10.30pm

Weekday hourly rate only applicable on weekends for Dance Studio only

9.3.1.3 HALF DAY RATE (WEEKENDS)

Only Group 1 (Function Room 1 and 2 and Dance Studio) and Group 2 (Function Room 1 and 2) available on weekends. Half Day Rates apply for all hirers.

0798	Group 1 – Half Day Rate	N/A	Y	\$690.00	\$640.91	\$64.09	\$705.00	2.17%	\$15.00
0799	Group 2 – Half Day Rate	N/A	Y	\$540.00	\$501.82	\$50.18	\$552.00	2.22%	\$12.00
0800	Group 3 – Half Day Rate	N/A	Y	\$421.00	\$391.82	\$39.18	\$431.00	2.38%	\$10.00

9.3.2 MEETING ROOMS HIRE

Meeting Rooms listing:

Group 1: Meeting Room (Combined), Creative Studio & Creative Space (Combined), Learning Lab, Learning Lab

Group 2: Meeting Room 1, Meeting Room 2, Boardroom, Co-working meeting room

9.3.2.1 MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON TO FRI 6PM)

0801	Group 1 – Meeting Rooms – Commercial	N/A	Y	\$57.00	\$54.41	\$5.44	\$59.85	5.00%	\$2.85
0802	Group 1 – Meeting Rooms – Community	N/A	Y	\$34.00	\$32.45	\$3.25	\$35.70	5.00%	\$1.70
0803	Group 1 – Meeting Rooms – Unfunded Not-for-profit	N/A	Y	\$17.00	\$16.23	\$1.62	\$17.85	5.00%	\$0.85
0804	Group 2 – Meeting Rooms – Commercial	N/A	Y	\$51.50	\$49.18	\$4.92	\$54.10	5.05%	\$2.60
0805	Group 2 – Meeting Rooms – Community	N/A	Y	\$30.50	\$29.14	\$2.91	\$32.05	5.08%	\$1.55
0806	Group 2 – Meeting Rooms – Unfunded Not-for-profit	N/A	Y	\$15.80	\$15.09	\$1.51	\$16.60	5.06%	\$0.80

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.3.2.2 MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM TO SUN)/ PUBLIC HOLIDAY HOURLY RATE

0807	Group 1 – Meeting Rooms – Commercial	N/A	Y	\$68.50	\$65.36	\$6.54	\$71.90	4.96%	\$3.40
0808	Group 1 – Meeting Rooms – Community	N/A	Y	\$41.00	\$39.14	\$3.91	\$43.05	5.00%	\$2.05
0809	Group 1 – Meeting Rooms – Unfunded Not-for-profit	N/A	Y	\$20.00	\$19.09	\$1.91	\$21.00	5.00%	\$1.00
0810	Group 2 – Meeting Rooms – Commercial	N/A	Y	\$62.00	\$59.18	\$5.92	\$65.10	5.00%	\$3.10
0811	Group 2 – Meeting Rooms – Community	N/A	Y	\$37.00	\$35.32	\$3.53	\$38.85	5.00%	\$1.85
0812	Group 2 – Meeting Rooms – Unfunded Not-for-profit	N/A	Y	\$19.00	\$18.14	\$1.81	\$19.95	5.00%	\$0.95

9.3.3 MUSIC STUDIO HIRE

Music/Studio listing:

Group 1: Music/Studio 1 and Music/Studio 2

Group 2: Music/Studio 1, Music/Studio 2

Group 3: Music/Studio 3

* Additional limited equipment hire available (on request). Only available for use when hiring Music/ Studio Rooms.

* Booking for Music/ Studio 1 and Music Studio 2 are only available during staffed hours.

9.3.3.1 MUSIC/STUDIO FEES – WEEKDAY HOURLY RATE (MON TO FRI 6PM)

0813	Group 1 – Music/Studio – Commercial	N/A	Y	\$39.00	\$35.45	\$3.55	\$39.00	0.00%	\$0.00
0814	Group 1 – Music/Studio – Community	N/A	Y	\$27.50	\$25.00	\$2.50	\$27.50	0.00%	\$0.00
0815	Group 1 – Music/Studio – Unfunded Not-for-profit	N/A	Y	\$22.50	\$20.45	\$2.05	\$22.50	0.00%	\$0.00
0816	Group 2 – Music Room – Commercial	N/A	Y	\$34.00	\$30.91	\$3.09	\$34.00	0.00%	\$0.00
0817	Group 2 – Music Room – Community	N/A	Y	\$22.50	\$20.45	\$2.05	\$22.50	0.00%	\$0.00
0818	Group 2 – Music Room – Unfunded Not-for-profit	N/A	Y	\$17.00	\$15.45	\$1.55	\$17.00	0.00%	\$0.00
0819	Group 3 – Music Room – Commercial	N/A	Y	\$22.50	\$20.45	\$2.05	\$22.50	0.00%	\$0.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MUSIC/STUDIO FEES – WEEKDAY HOURLY RATE (MON TO FRI 6PM) [continued]

0820	Group 3 – Music Room – Community	N/A	Y	\$17.00	\$15.45	\$1.55	\$17.00	0.00%	\$0.00
0821	Group 3 – Music Room – Unfunded Not-for-profit	N/A	Y	\$11.60	\$10.55	\$1.05	\$11.60	0.00%	\$0.00

9.3.3.2 MUSIC STUDIO FEES – WEEKEND HOURLY RATE (FRI 6PM TO SUN)/ PUBLIC HOLIDAY HOURLY RATE

0822	Group 1 – Music/Studio – Commercial	N/A	Y	\$44.50	\$40.45	\$4.05	\$44.50	0.00%	\$0.00
0823	Group 1 – Music/Studio – Community	N/A	Y	\$34.00	\$30.91	\$3.09	\$34.00	0.00%	\$0.00
0824	Group 1 – Music/Studio – Unfunded Not-for-profit	N/A	Y	\$27.50	\$25.00	\$2.50	\$27.50	0.00%	\$0.00
0825	Group 2 – Music Room – Commercial	N/A	Y	\$39.00	\$35.45	\$3.55	\$39.00	0.00%	\$0.00
0826	Group 2 – Music Room – Community	N/A	Y	\$27.50	\$25.00	\$2.50	\$27.50	0.00%	\$0.00
0827	Group 2 – Music Room – Unfunded Not-for-profit	N/A	Y	\$22.50	\$20.45	\$2.05	\$22.50	0.00%	\$0.00
0828	Group 3 – Music Room – Commercial	N/A	Y	\$27.50	\$25.00	\$2.50	\$27.50	0.00%	\$0.00
0829	Group 3 – Music Room – Community	N/A	Y	\$22.50	\$20.45	\$2.05	\$22.50	0.00%	\$0.00
0830	Group 3 – Music Room – Unfunded Not-for-profit	N/A	Y	\$17.00	\$15.45	\$1.55	\$17.00	0.00%	\$0.00

9.3.4 CO-WORKING DESK HIRE

Hot Desk: Casual Hire of co-working desk on a daily and weekly frequency. Includes the use/access to Kitchenette, coffee/tea, limited printing and limited office stationery. Dedicated Desk: Permanent hire of co-working desk on a monthly, 6 monthly and yearly arrangement (Free 6 hrs use of meeting room per month for monthly arrangements and 7 hours per month per yearly arrangements). Includes the use/access to Kitchenette, coffee/tea, limited printing, limited office stationery and meeting room access

2 User Categories**Commercial Category**

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community, Unfunded Not-for-profit and Charity Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Casual/ Private Hirers for LGA residents
- Not-for-profit agencies
- Self-help groups
- Students

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.3.4.1 HOT DESK

9.3.4.1.1 COMMERCIAL/ PRIVATE USERS

0831	Day Rate Weekday	N/A	Y	\$39.00	\$35.45	\$3.55	\$39.00	0.00%	\$0.00
0832	Weekly (7 Days/ Week Access)	N/A	Y	\$166.00	\$150.91	\$15.09	\$166.00	0.00%	\$0.00
0833	Day Rate Weekend/ Public Holiday	N/A	Y	\$49.50	\$45.00	\$4.50	\$49.50	0.00%	\$0.00

9.3.4.1.2 COMMUNITY/ NOT FOR PROFIT/ CHARITY

0834	Day Rate Weekday	N/A	Y	\$23.50	\$21.36	\$2.14	\$23.50	0.00%	\$0.00
0835	Weekly (7 Days/ Week Access)	N/A	Y	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	\$0.00
0836	Day Rate Weekend/ Public Holiday	N/A	Y	\$29.50	\$26.82	\$2.68	\$29.50	0.00%	\$0.00

9.3.4.2 DEDICATED DESK

9.3.4.2.1 COMMERCIAL/ PRIVATE USERS

0837	Monthly (7 Days/ Week Access)	N/A	Y	\$560.00	\$509.09	\$50.91	\$560.00	0.00%	\$0.00
0838	6 Months (7 Days/ Week Access)	N/A	Y	\$3,030.00	\$2,754.55	\$275.45	\$3,030.00	0.00%	\$0.00
0839	Yearly (7 Days/ Week Access)	N/A	Y	\$5,725.00	\$5,204.55	\$520.45	\$5,725.00	0.00%	\$0.00

9.3.4.2.2 COMMUNITY/ NOT FOR PROFIT/ CHARITY

0840	Monthly (7 Days/ Week Access)	N/A	Y	\$336.00	\$305.45	\$30.55	\$336.00	0.00%	\$0.00
0841	6 Months (7 Days/ Week Access)	N/A	Y	\$1,815.00	\$1,650.00	\$165.00	\$1,815.00	0.00%	\$0.00
0842	Yearly (7 Days/ Week Access)	N/A	Y	\$3,430.00	\$3,118.18	\$311.82	\$3,430.00	0.00%	\$0.00

9.3.5 BOOKING CANCELLATION

All cancellations must be in writing

0843	Cancellation Fee to apply if less than 14 days notice is given for a cancellation	N/A	Y	50% of the Total Charge (+ GST)					
0844	Cancellation Fee to apply if less than 7 days notice is given for a cancellation	N/A	Y	100% of the Total Charge (+ GST)					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.3.6 PENALTY RATES

0845	Minimum penalty for not complying with Conditions of Hire including cleaning, damage and garbage (Maximum fee as assessed)	Q	Y	Maximum fee as assessed					
0846	Fire brigade calls outs	Q	Y	As prescribed by Fire NSW					
0847	Breakage of Equipment or Damage to Building or Fixtures	Q	Y	Full Cost Recovery					

9.3.7 FUNCTION PACKAGE (INCLUDES OUTDOOR OR FURNITURE OR EVENT PACKAGE)

0848	Additional Function Package		Y	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	\$0.00
0849	Base Function Package (Includes Outdoor or Furniture or Event Package)	N/A	Y	\$200.00	\$181.82	\$18.18	\$200.00	0.00%	\$0.00

9.3.8 ADDITIONAL VENUE HIRE MISCELLANEOUS FEES

0851	Laptop Hire		Y	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	\$0.00
0850	Tablets		Y	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00
0852	Video Conferencing Camera		Y	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	\$0.00
0853	Technical Music Producer – Hourly Rate (minimum 4 hours)	N/A	Y	\$70.00	\$63.64	\$6.36	\$70.00	0.00%	\$0.00
0854	Tables and Chairs Set Up (within the hours hired by hirer)	N/A	Y	\$70.00	\$63.64	\$6.36	\$70.00	0.00%	\$0.00
0855	Waste Removal	N/A	Y	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	\$0.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.3.9 ACTIVITIES, EVENTS, WORKSHOPS & PROGRAMS

0856	Charge to conduct programs, including payment of facilitators/ tutors, cost of materials – per applicant, per course	N/A	Y						Various Fees Apply
0857	Individual programs	N/A	Y						Various Fees Apply

Note that it is not appropriate to determine fees for individual programs – programs provided vary constantly based on community needs, seasonal variances etc. Some programs will cross subsidise others

9.4 CARTER STREET COMMUNITY HUB

Note: Carter St Facility fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.

9.4.1 FUNCTION ROOM HIRE

9.4.1.1 FUNCTION ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)

0859	Function Room – Commercial		Y	\$0.00	\$84.45	\$8.45	\$92.90	∞	\$92.90
0860	Function Room – Community		Y	\$0.00	\$50.14	\$5.01	\$55.15	∞	\$55.15
0858	Function Room – Unfunded		Y	\$0.00	\$25.27	\$2.53	\$27.80	∞	\$27.80

9.4.1.2 FUNCTION ROOM FEES - WEEKEND HALF DAY RATE (FRI 5PM - SUN/PUBLIC HOLIDAYS)

0861	Function Room – Weekend half day rate		Y	\$0.00	\$536.36	\$53.64	\$590.00	∞	\$590.00
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9.4.2 MEETING ROOMS HIRE

9.4.2.1 MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)

0864	Meeting Rooms - Commercial		Y	\$0.00	\$54.41	\$5.44	\$59.85	∞	\$59.85
0862	Meeting Rooms - Community		Y	\$0.00	\$32.45	\$3.25	\$35.70	∞	\$35.70
0863	Meeting Rooms - Unfunded		Y	\$0.00	\$16.23	\$1.62	\$17.85	∞	\$17.85

9.4.2.2 MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)

0867	Meeting Room - Commercial		Y	\$0.00	\$65.36	\$6.54	\$71.90	∞	\$71.90
0865	Meeting Room - Community		Y	\$0.00	\$39.14	\$3.91	\$43.05	∞	\$43.05
0866	Meeting Room - Unfunded		Y	\$0.00	\$19.09	\$1.91	\$21.00	∞	\$21.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.5 PARRAMATTA SQUARE (PHIVE)

9.5.1 VENUE HIRE FEES

9.5.1.1 WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)

0870	BM.01 – (Commercial)		Y	\$0.00	\$90.91	\$9.09	\$100.00	∞	\$100.00
0872	BM.01 – (Community)		Y	\$0.00	\$54.55	\$5.45	\$60.00	∞	\$60.00
0869	BM.01 – (Unfunded Not for Profit)		Y	\$0.00	\$27.27	\$2.73	\$30.00	∞	\$30.00
0875	Civic Reception - (Commercial)		Y	\$200.00	\$190.91	\$19.09	\$210.00	5.00%	\$10.00
0868	Civic Reception - (Community)		Y	\$120.00	\$114.54	\$11.45	\$126.00	5.00%	\$6.00
0873	Civic Reception - (Unfunded Not for Profit)		Y	\$60.00	\$57.27	\$5.73	\$63.00	5.00%	\$3.00
0874	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Commercial)		Y	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00
0876	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Community)		Y	\$0.00	\$23.64	\$2.36	\$26.00	∞	\$26.00
0878	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Unfunded Not for Profit)		Y	\$0.00	\$11.82	\$1.18	\$13.00	∞	\$13.00
0871	Parramatta Square (PHIVE) Foyer - (Commercial)		Y	\$294.50	\$281.82	\$28.18	\$310.00	5.26%	\$15.50
0877	Parramatta Square (PHIVE) Foyer - (Community)		Y	\$176.50	\$169.09	\$16.91	\$186.00	5.38%	\$9.50
0879	Parramatta Square (PHIVE) Foyer - (Unfunded Not for Profit)		Y	\$88.50	\$84.54	\$8.45	\$93.00	5.08%	\$4.50
0880	Small Meeting Room – (Commercial)	N/A	Y	\$42.00	\$40.91	\$4.09	\$45.00	7.14%	\$3.00
0881	Small Meeting Room – (Community)	N/A	Y	\$25.50	\$23.64	\$2.36	\$26.00	1.96%	\$0.50

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)

[continued]

0882	Small Meeting Room – (Unfunded Not for Profit)	N/A	Y	\$12.60	\$11.82	\$1.18	\$13.00	3.17%	\$0.40
0883	Medium Meeting Room – (Commercial)	N/A	Y	\$52.50	\$50.91	\$5.09	\$56.00	6.67%	\$3.50
0884	Medium Meeting Room – (Community)	N/A	Y	\$31.50	\$30.00	\$3.00	\$33.00	4.76%	\$1.50
0885	Medium Meeting Room – (Unfunded Not for Profit)	N/A	Y	\$15.80	\$14.55	\$1.45	\$16.00	1.27%	\$0.20
0886	Large Meeting Room – (Commercial)	N/A	Y	\$90.00	\$86.36	\$8.64	\$95.00	5.56%	\$4.99
0887	Large Meeting Room – (Community)	N/A	Y	\$54.00	\$51.82	\$5.18	\$57.00	5.56%	\$2.99
0888	Large Meeting Room – (Unfunded Not for Profit)	N/A	Y	\$27.00	\$25.46	\$2.55	\$28.00	3.70%	\$1.00
0889	West Terrace (Level 3) – (Commercial)	N/A	Y	\$105.00	\$100.91	\$10.09	\$111.00	5.71%	\$6.00
0890	West Terrace (Level 3) – (Community)	N/A	Y	\$63.00	\$60.00	\$6.00	\$66.00	4.76%	\$3.00
0891	West Terrace (Level 3) – (Unfunded Not for Profit)	N/A	Y	\$31.50	\$30.00	\$3.00	\$33.00	4.76%	\$1.50
0892	Active Wellness Studio/Maker Space – (Commercial)	N/A	Y	\$112.50	\$108.18	\$10.82	\$119.00	5.78%	\$6.50
0893	Active Wellness Studio/Maker Space – (Community)	N/A	Y	\$68.00	\$64.54	\$6.45	\$71.00	4.41%	\$3.00
0894	Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	N/A	Y	\$34.00	\$31.82	\$3.18	\$35.00	2.94%	\$1.00
0895	Tech Lab – (Commercial)	N/A	Y	\$60.00	\$54.55	\$5.45	\$60.00	0.00%	\$0.00
0896	Tech Lab – (Community)	N/A	Y	\$36.00	\$32.73	\$3.27	\$36.00	0.00%	\$0.00
0897	Tech Lab – (Unfunded Not for Profit)	N/A	Y	\$18.00	\$16.36	\$1.64	\$18.00	0.00%	\$0.00
0898	Sound Studio – (Commercial)	N/A	Y	\$42.00	\$38.18	\$3.82	\$42.00	0.00%	\$0.00
0899	Sound Studio – (Community)	N/A	Y	\$25.50	\$23.18	\$2.32	\$25.50	0.00%	\$0.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)

[continued]

0900	Sound Studio – (Unfunded Not for Profit)	N/A	Y	\$12.60	\$11.45	\$1.15	\$12.60	0.00%	-\$0.01
0901	Civic Gallery and foyer – (Commercial) - Minimum hire of 4 hours	N/A	Y	\$294.50	\$277.27	\$27.73	\$305.00	3.57%	\$10.50
0902	Civic Gallery and foyer – (Community) - Minimum hire of 4 hours	N/A	Y	\$176.50	\$166.00	\$16.60	\$182.60	3.46%	\$6.10
0903	Civic Gallery and foyer – (Unfunded Not for Profit) - Minimum of 4 hours hire	N/A	Y	\$88.50	\$83.18	\$8.32	\$91.50	3.39%	\$3.00

9.5.1.2 WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)

0906	Civic Reception - (Commercial)		Y	\$2,000.00	\$1,909.09	\$190.91	\$2,100.00	5.00%	\$100.00
0904	Civic Reception - (Community)		Y	\$1,200.00	\$1,145.46	\$114.55	\$1,260.00	5.00%	\$60.00
0908	Civic Reception (Unfunded Not for Profit)		Y	\$600.00	\$572.73	\$57.27	\$630.00	5.00%	\$30.00
0907	Discovery Space - (Commercial)		Y	\$3,000.00	\$2,822.72	\$282.27	\$3,105.00	3.50%	\$105.00
0905	Discovery Space - (Community)		Y	\$1,800.00	\$1,693.63	\$169.36	\$1,863.00	3.50%	\$63.00
0909	West Terrace (Level 3) – (Commercial)	N/A	Y	\$1,050.00	\$1,002.73	\$100.27	\$1,103.00	5.05%	\$53.00
0910	West Terrace (Level 3) – (Community)	N/A	Y	\$630.00	\$600.91	\$60.09	\$661.00	4.92%	\$31.00
0911	West Terrace (Level 3) – (Unfunded Not for Profit)	N/A	Y	\$315.00	\$300.00	\$30.00	\$330.00	4.76%	\$15.00
0912	Active Wellness Studio/Maker Space – (Commercial)	N/A	Y	\$1,125.00	\$1,074.55	\$107.45	\$1,182.00	5.07%	\$57.00
0913	Active Wellness Studio/Maker Space – (Community)	N/A	Y	\$680.00	\$644.55	\$64.45	\$709.00	4.26%	\$29.00
0914	Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	N/A	Y	\$340.00	\$321.81	\$32.18	\$354.00	4.12%	\$14.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)

[continued]

0915	Civic Gallery and foyer – (Commercial)	N/A	Y	\$2,945.00	\$2,772.73	\$277.27	\$3,050.00	3.57%	\$105.00
0916	Civic Gallery and foyer – (Community)	N/A	Y	\$1,765.00	\$1,660.64	\$166.06	\$1,826.70	3.50%	\$61.70
0917	Civic Gallery and foyer – (Unfunded Not for Profit)	N/A	Y	\$885.00	\$832.64	\$83.26	\$915.90	3.49%	\$30.90

9.5.1.3 WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)

0919	BM.01 – (Commercial)		Y	\$0.00	\$109.09	\$10.91	\$120.00	∞	\$120.00
0918	BM.01 – (Community)		Y	\$0.00	\$65.45	\$6.55	\$72.00	∞	\$72.00
0925	BM.01 – (Unfunded Not for Profit)		Y	\$0.00	\$30.91	\$3.09	\$34.00	∞	\$34.00
0921	Civic Reception - (Commercial)		Y	\$260.00	\$248.18	\$24.82	\$273.00	5.00%	\$13.00
0928	Civic Reception - (Community)		Y	\$156.00	\$148.18	\$14.82	\$163.00	4.49%	\$7.00
0922	Civic Reception - (Unfunded Not for Profit)		Y	\$78.00	\$73.64	\$7.36	\$81.00	3.85%	\$3.00
0927	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Commercial)		Y	\$0.00	\$48.18	\$4.82	\$53.00	∞	\$53.00
0920	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Community)		Y	\$0.00	\$28.18	\$2.82	\$31.00	∞	\$31.00
0929	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Unfunded Not for Profit)		Y	\$0.00	\$13.64	\$1.36	\$15.00	∞	\$15.00
0924	Parramatta Square (PHIVE) Ground Foyer - (Commercial)		Y	\$355.00	\$339.09	\$33.91	\$373.00	5.07%	\$18.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT) [continued]

0923	Parramatta Square (PHIVE) Ground Foyer - (Community)		Y	\$213.00	\$202.73	\$20.27	\$223.00	4.69%	\$10.00
0926	Parramatta Square (PHIVE) Ground Foyer - (Unfunded Not for Profit)		Y	\$106.50	\$100.91	\$10.09	\$111.00	4.23%	\$4.50
0930	Small Meeting Room – (Commercial)	N/A	Y	\$50.50	\$48.19	\$4.82	\$53.00	4.95%	\$2.50
0931	Small Meeting Room – (Community)	N/A	Y	\$29.50	\$28.18	\$2.82	\$31.00	5.08%	\$1.50
0932	Small Meeting Room – (Unfunded Not for Profit)	N/A	Y	\$14.80	\$13.63	\$1.36	\$15.00	1.35%	\$0.20
0933	Medium Meeting Room – (Commercial)	N/A	Y	\$63.00	\$60.91	\$6.09	\$67.00	6.35%	\$4.00
0934	Medium Meeting Room – (Community)	N/A	Y	\$38.00	\$36.37	\$3.64	\$40.00	5.26%	\$2.00
0935	Medium Meeting Room – (Unfunded Not for Profit)	N/A	Y	\$19.00	\$18.18	\$1.82	\$20.00	5.26%	\$1.00
0936	Large Meeting Room – (Commercial)	N/A	Y	\$108.00	\$103.64	\$10.36	\$114.00	5.56%	\$6.00
0937	Large Meeting Room – (Community)	N/A	Y	\$65.50	\$61.82	\$6.18	\$68.00	3.82%	\$2.50
0938	Large Meeting Room – (Unfunded Not for Profit)	N/A	Y	\$33.00	\$30.91	\$3.09	\$34.00	3.03%	\$1.00
0939	West Terrace (Level 3) – (Commercial)	N/A	Y	\$126.00	\$120.91	\$12.09	\$133.00	5.56%	\$7.00
0940	West Terrace (Level 3) – (Community)	N/A	Y	\$76.00	\$71.81	\$7.18	\$79.00	3.95%	\$3.00
0941	West Terrace (Level 3) – (Unfunded Not for Profit)	N/A	Y	\$38.00	\$35.46	\$3.55	\$39.00	2.63%	\$1.00
0942	Active Wellness Studio/Maker Space – (Commercial)	N/A	Y	\$135.00	\$129.09	\$12.91	\$142.00	5.19%	\$7.00
0943	Active Wellness Studio/Maker Space – (Community)	N/A	Y	\$81.00	\$77.27	\$7.73	\$85.00	4.94%	\$4.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT) [continued]

0944	Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	N/A	Y	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50
0945	Tech Lab – (Commercial)	N/A	Y	\$72.00	\$65.45	\$6.55	\$72.00	0.00%	\$0.01
0946	Tech Lab – (Community)	N/A	Y	\$43.00	\$39.09	\$3.91	\$43.00	0.00%	\$0.00
0947	Tech Lab – (Unfunded Not for Profit)	N/A	Y	\$22.00	\$20.00	\$2.00	\$22.00	0.00%	\$0.00
0948	Sound Studio – (Commercial)	N/A	Y	\$50.40	\$45.82	\$4.58	\$50.40	0.00%	\$0.00
0949	Sound Studio – (Community)	N/A	Y	\$29.50	\$26.82	\$2.68	\$29.50	0.00%	\$0.00
0950	Sound Studio – (Unfunded Not for Profit)	N/A	Y	\$14.70	\$13.36	\$1.34	\$14.70	0.00%	-\$0.01
0951	Civic Gallery – (Commercial)	N/A	Y	\$355.00	\$334.55	\$33.45	\$368.00	3.66%	\$13.00
0952	Civic Gallery – (Community)	N/A	Y	\$213.00	\$200.36	\$20.04	\$220.40	3.47%	\$7.40
0953	Civic Gallery – (Unfunded Not for Profit)	N/A	Y	\$106.50	\$100.18	\$10.02	\$110.20	3.47%	\$3.70

9.5.1.4 WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)

0958	Civic Reception - (Commercial)		Y	\$2,600.00	\$2,481.82	\$248.18	\$2,730.00	5.00%	\$130.00
0954	Civic Reception - (Community)		Y	\$1,560.00	\$1,489.09	\$148.91	\$1,638.00	5.00%	\$78.00
0957	Civic Reception - (Unfunded Not for Profit)		Y	\$780.00	\$744.54	\$74.45	\$819.00	5.00%	\$39.00
0955	Discovery Space - (Commercial)		Y	\$3,750.00	\$3,531.82	\$353.18	\$3,885.00	3.60%	\$135.00
0956	Discovery Space - (Community)		Y	\$2,250.00	\$2,117.00	\$211.70	\$2,328.70	3.50%	\$78.70
0959	West Terrace (Level 3) – (Commercial)	N/A	Y	\$1,260.00	\$1,202.72	\$120.27	\$1,323.00	5.00%	\$62.99
0960	West Terrace (Level 3) – (Community)	N/A	Y	\$760.00	\$720.91	\$72.09	\$793.00	4.34%	\$33.00
0961	West Terrace (Level 3) – (Unfunded Not for Profit)	N/A	Y	\$380.00	\$360.00	\$36.00	\$396.00	4.21%	\$16.00
0962	Active Wellness Studio/Maker Space – (Commercial)	N/A	Y	\$1,350.00	\$1,289.09	\$128.91	\$1,418.00	5.04%	\$68.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT) [continued]

0963	Active Wellness Studio/Maker Space – (Community)	N/A	Y	\$810.00	\$772.73	\$77.27	\$850.00	4.94%	\$40.00
0964	Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	N/A	Y	\$405.00	\$386.36	\$38.64	\$425.00	4.94%	\$19.99
0965	Civic Gallery – (Commercial)	N/A	Y	\$3,550.00	\$3,340.91	\$334.09	\$3,675.00	3.52%	\$125.00
0966	Civic Gallery – (Community)	N/A	Y	\$2,130.00	\$2,004.09	\$200.41	\$2,204.50	3.50%	\$74.50
0967	Civic Gallery – (Unfunded Not for Profit)	N/A	Y	\$1,065.00	\$1,002.00	\$100.20	\$1,102.20	3.49%	\$37.20

9.5.1.5 PROGRAM, WORKSHOP, EXHIBITIONS, TOURS AND EVENT FEES

0978	Community Tour Fees - 1 Hour		Y	\$225.00	\$211.82	\$21.18	\$233.00	3.56%	\$8.00
0976	Community Tour Fees - 2 Hours		Y	\$375.00	\$352.82	\$35.28	\$388.10	3.49%	\$13.10
0970	Corporate Tour Fees - 1 Hour		Y	\$300.00	\$282.28	\$28.23	\$310.50	3.50%	\$10.50
0983	Corporate Tour Fees - 2 Hours		Y	\$500.00	\$470.91	\$47.09	\$518.00	3.60%	\$18.00
0971	First Nations Cultural Tour: Adult (per person)		Y	\$20.00	\$18.82	\$1.88	\$20.70	3.50%	\$0.70
0969	First Nations Cultural Tour: Concession / Student Price (per person)		Y	\$18.00	\$16.91	\$1.69	\$18.60	3.33%	\$0.61
0973	First Nations Custodians - Education and Program Tour Fees: (20 Students up to 2 hours)		Y	\$300.00	\$282.28	\$28.23	\$310.50	3.50%	\$10.50
0979	First Nations Custodians - Education and Program Tour Fees: (20 Students up to 4 hours)		Y	\$450.00	\$423.36	\$42.34	\$465.70	3.49%	\$15.70
0981	First Nations Custodians - Education and Program Tour Fees: (per additional student up to 2 hours)		Y	\$15.00	\$14.09	\$1.41	\$15.50	3.33%	\$0.50

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PROGRAM, WORKSHOP, EXHIBITIONS, TOURS AND EVENT FEES [continued]

0984	First Nations Custodians - Education and Program Tour Fees: (per additional student up to 4 hours)		Y	\$22.00	\$20.64	\$2.06	\$22.70	3.18%	\$0.70
0977	Heritage and Cultural Tours: Category A (Adult)		Y	\$20.00	\$18.82	\$1.88	\$20.70	3.50%	\$0.70
0975	Heritage and Cultural Tours: Category A (Concession / Student)		Y	\$18.00	\$16.91	\$1.69	\$18.60	3.33%	\$0.61
0968	Heritage and Cultural Tours: Category B (Adult)		Y	\$15.00	\$14.09	\$1.41	\$15.50	3.33%	\$0.50
0974	Heritage and Cultural Tours: Category B (Concession / Student)		Y	\$13.50	\$12.73	\$1.27	\$14.00	3.70%	\$0.51
0972	Host and Guide - Education and Program Tour Fees: (20 students up to 2 hours)		Y	\$200.00	\$188.18	\$18.82	\$207.00	3.50%	\$7.00
0980	Host and Guide - Education and Program Tour Fees: (20 students up to 4 hours)		Y	\$300.00	\$282.28	\$28.23	\$310.50	3.50%	\$10.50
0985	Host and Guide - Education and Program Tour Fees: (per additional student up to 2 hours)		Y	\$10.00	\$9.36	\$0.94	\$10.30	3.00%	\$0.30
0982	Host and Guide - Education and Program Tour Fees: (per additional student up to 4 hours)		Y	\$15.00	\$14.09	\$1.41	\$15.50	3.33%	\$0.50

9.6 PARRAMATTA TOWN HALL

Town Hall fees for FY23/24 indicated in this document have been revised as was placed on public exhibition from 31 July 2023 to 28 August 2023, and endorsed by the Council.

100% venue hire fee waiver is applied to the annual Parramatta Art Society Exhibition in Parramatta Town Hall up to a maximum of 9 days (inclusive of 2 weekends) in recognition of their longstanding presentation of their annual free community exhibition in this landmark Council venue.

100% venue hire fee waiver is applied to the "Making a Difference for Christmas" Christmas Day brunch event in Parramatta Town Hall in recognition of their longstanding association hosting of this community event in this landmark Council venue.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.6.1 PARRAMATTA TOWN HALL - CATERING COMMISSION

0986	Parramatta Town Hall Kitchen Commission - (fewer than 100 guests)		Y	\$1,155.00	\$954.55	\$95.45	\$1,050.00	-9.09%	-\$105.00
0988	Parramatta Town Hall Kitchen Commission - (100 - 149 guests)		Y	\$1,386.00	\$1,145.45	\$114.55	\$1,260.00	-9.09%	-\$126.01
0987	Parramatta Town Hall Kitchen Commission - (150 - 199 guests)		Y	\$1,617.00	\$1,336.36	\$133.64	\$1,470.00	-9.09%	-\$147.00
0989	Parramatta Town Hall Kitchen Commission - (200 - 249 guests)		Y	\$1,848.00	\$1,527.27	\$152.73	\$1,680.00	-9.09%	-\$168.00
0990	Parramatta Town Hall Kitchen Commission - (250 - 299 guests)		Y	\$2,079.00	\$1,718.18	\$171.82	\$1,890.00	-9.09%	-\$189.00
0991	Parramatta Town Hall Kitchen Commission - (300 - 349 guests)		Y	\$2,310.00	\$1,909.09	\$190.91	\$2,100.00	-9.09%	-\$210.00
0992	Parramatta Town Hall Kitchen Commission - (350-399 Guests)		Y	\$0.00	\$2,100.00	\$210.00	\$2,310.00	∞	\$2,310.00

9.6.2 PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY)

1003	Parramatta Town Hall - Charles Byrnes Room (Commercial)		Y	\$180.00	\$163.64	\$16.36	\$180.00	0.00%	\$0.00
1004	Parramatta Town Hall - Charles Byrnes Room (Community)		Y	\$118.80	\$98.18	\$9.82	\$108.00	-9.09%	-\$10.80
0997	Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)		Y	\$0.00	\$49.09	\$4.91	\$54.00	∞	\$54.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY) [continued]

1001	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Commercial)		N	\$550.00	\$500.00	\$0.00	\$500.00	-9.09%	-\$50.00
0998	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)		N	\$0.00	\$300.00	\$0.00	\$300.00	∞	\$300.00
0994	Parramatta Town Hall - Ngurra Gunya Room (Commercial)		Y	\$440.00	\$272.73	\$27.27	\$300.00	-31.82%	-\$140.00
0995	Parramatta Town Hall - Ngurra Gunya Room (Community)		Y	\$264.00	\$163.64	\$16.36	\$180.00	-31.82%	-\$84.00
0993	Parramatta Town Hall - The Great Hall & Ngurra Gunya Room (Commercial)		Y	\$825.00	\$454.55	\$45.45	\$500.00	-39.39%	-\$325.00
1000	Parramatta Town Hall - The Great Hall & Ngurra Gunya Room (Community)		Y	\$495.00	\$272.73	\$27.27	\$300.00	-39.39%	-\$195.00
0996	Parramatta Town Hall - The Great Hall & Ngurra Gunya Room (Election Rate)		Y	\$550.00	\$454.55	\$45.45	\$500.00	-9.09%	-\$50.00
1005	Parramatta Town Hall - The Great Hall Bump in/out (Commercial)		Y	\$550.00	\$454.55	\$45.45	\$500.00	-9.09%	-\$50.00
1007	Parramatta Town Hall - The Great Hall Bump in/out (Community)		Y	\$330.00	\$272.73	\$27.27	\$300.00	-9.09%	-\$30.00
1002	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Commercial)		Y	\$165.00	\$136.36	\$13.64	\$150.00	-9.09%	-\$15.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY) [continued]

1006	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Community)		Y	\$99.00	\$81.82	\$8.18	\$90.00	-9.09%	-\$9.00
0999	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)		Y	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00

9.6.3 PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)

1020	Parramatta Town Hall - Charles Byrnes Room (Commercial)		Y	\$247.50	\$196.36	\$19.64	\$216.00	-12.73%	-\$31.50
1022	Parramatta Town Hall - Charles Byrnes Room (Community)		Y	\$148.50	\$117.82	\$11.78	\$129.60	-12.73%	-\$18.90
1013	Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)		Y	\$0.00	\$58.91	\$5.89	\$64.80	∞	\$64.80
1016	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Commercial)		N	\$0.00	\$600.00	\$0.00	\$600.00	∞	\$600.00
1015	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)		N	\$0.00	\$360.00	\$0.00	\$360.00	∞	\$360.00
1009	Parramatta Town Hall - Ngurra Gunya Room (Commercial)		Y	\$550.00	\$327.27	\$32.73	\$360.00	-34.55%	-\$190.00
1008	Parramatta Town Hall - Ngurra Gunya Room (Community)		Y	\$330.00	\$196.36	\$19.64	\$216.00	-34.55%	-\$114.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) [continued]

1021	Parramatta Town Hall - The Great Hall & Ngurra Gunya Room (Commercial)		Y	\$1,031.80	\$545.45	\$54.55	\$600.00	-41.85%	-\$431.81
1018	Parramatta Town Hall - The Great Hall & Ngurra Gunya Room (Community)		Y	\$619.30	\$327.27	\$32.73	\$360.00	-41.87%	-\$259.30
1019	Parramatta Town Hall - The Great Hall & Ngurra Gunya Room (Election Rate)		Y	\$687.50	\$545.45	\$54.55	\$600.00	-12.73%	-\$87.51
1011	Parramatta Town Hall - The Great Hall Bump in/out (Commercial)		Y	\$687.50	\$545.45	\$54.55	\$600.00	-12.73%	-\$87.51
1010	Parramatta Town Hall - The Great Hall Bump in/out (Community)		Y	\$412.50	\$327.27	\$32.73	\$360.00	-12.73%	-\$52.50
1014	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Commercial)		Y	\$206.80	\$163.64	\$16.36	\$180.00	-12.96%	-\$26.80
1017	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Community)		Y	\$124.30	\$98.18	\$9.82	\$108.00	-13.11%	-\$16.30
1012	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)		Y	\$0.00	\$49.09	\$4.91	\$54.00	∞	\$54.00

9.6.4 PARRAMATTA TOWN HALL - CHARGES NOT INCLUDED IN VENUE HIRE

1023	Additional Equipment Hire - Rate on Application		Y	
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.6.5 PARRAMATTA TOWN HALL - WEEKDAY RATES (DAILY)

1027	Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)		Y	\$0.00	\$4,090.91	\$409.09	\$4,500.00	∞	\$4,500.00
1026	Parramatta Town Hall - Exhibition Rate (15 days+) (Community)		Y	\$0.00	\$2,454.55	\$245.45	\$2,700.00	∞	\$2,700.00
1024	Parramatta Town Hall - Main Hall Exhibition Rate (1-2 days) (Community)		Y	\$3,300.00	\$2,727.27	\$272.73	\$3,000.00	-9.09%	-\$300.00
1029	Parramatta Town Hall - The Great Hall Exhibition Rate (1-2 days) (Commercial)		Y	\$5,500.00	\$4,545.45	\$454.55	\$5,000.00	-9.09%	-\$500.01
1028	Parramatta Town Hall-Exhibition Rate (3-14 days) (Commercial)		Y	\$4,400.00	\$4,318.18	\$431.82	\$4,750.00	7.95%	\$350.00
1025	Parramatta Town Hall-Exhibition Rate (3-14 days) (Community)		Y	\$2,640.00	\$2,590.91	\$259.09	\$2,850.00	7.95%	\$210.00

9.6.6 PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)

1030	Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)		Y	\$0.00	\$4,909.09	\$490.91	\$5,400.00	∞	\$5,400.00
1033	Parramatta Town Hall - Exhibition Rate (15 days+) (Community)		Y	\$0.00	\$2,945.45	\$294.55	\$3,240.00	∞	\$3,240.00
1035	Parramatta Town Hall - Main Hall Exhibition Rate (1-2 days) (Community)		Y	\$4,125.00	\$3,272.73	\$327.27	\$3,600.00	-12.73%	-\$525.00
1031	Parramatta Town Hall - The Great Hall Exhibition Rate (1-2 days) (Commercial)		Y	\$6,875.00	\$5,454.55	\$545.45	\$6,000.00	-12.73%	-\$875.00
1034	Parramatta Town Hall-Exhibition Rate (3-14 days) (Commercial)		Y	\$0.00	\$5,181.82	\$518.18	\$5,700.00	∞	\$5,700.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY) [continued]

1032	Parramatta Town Hall-Exhibition Rate (3-14 days) (Community)		Y	\$0.00	\$3,109.09	\$310.91	\$3,420.00	∞	\$3,420.00
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9.6.7 PARRAMATTA TOWN HALL - BONDS

1037	Kitchen Bond Per Occasion On Quotation from		N	\$0.00	\$500.00	\$0.00	\$500.00	∞	\$500.00
1036	Venue Hire Security Bond Per Occasion On Quotation from		N	\$0.00	\$1,000.00	\$0.00	\$1,000.00	∞	\$1,000.00

10 PARKS & OPEN SPACE

1038	Fees for Tree Offset Planting	I	N	\$373.00	\$1,200.00	\$0.00	\$1,200.00	221.72%	\$827.00
1039	High Significance Tree 5:1	I	N	\$1,865.00	\$6,000.00	\$0.00	\$6,000.00	221.72%	\$4,135.00
1040	Medium Significance Tree 3:1	I	N	\$1,120.00	\$3,600.00	\$0.00	\$3,600.00	221.43%	\$2,480.00
1041	Low Significance Tree 1:1	I	N	\$373.00	\$1,200.00	\$0.00	\$1,200.00	221.72%	\$827.00

10.1 COUNCIL RESERVE & STREET TREE BONDS

Refundable security bonds for existing Council reserve and street trees required to be protected as part of a complying development or development consent

1042	Existing Council reserve and street tree refundable security bonds	N	N	As valued by THYER tree evaluation method (bond range between \$2,000 and \$100,000) per tree Last year fee As valued by THYER tree evaluation method (bond range between \$2,000 and \$10,000)					
1043	Council reserve and/or street tree inspections	N	N	Minimum \$250 per inspection for the first hour. \$250 every hour or part thereof Last year fee Minimum \$250 and per tree for every 1-10 additional trees thereafter					

Includes re-inspection where non-compliant

10.2 BUILDING CERTIFICATES – EP&A REG CL 260 | NON-REGULATED FEES FOR DEVELOPMENT SERVICES

Where new or upgraded open spaces and street trees are delivered by developers and require officers to assess plans and undertake inspections at hold points, practical completion and handover.

As valued by THYER tree evaluation method (bond range between \$2,000 and \$100,000) per tree

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

BUILDING CERTIFICATES – EP&A REG CL 260 | NON-REGULATED FEES FOR DEVELOPMENT SERVICES [continued]

1044	Open Space Works Inspections (Hold Point / Practical Completion / Handover)	N	N	\$308.00	\$280.00	\$0.00	\$280.00	-9.09%	-\$28.00
Includes re-inspection where non-compliant									
1045	New Public Domain Tree Planting Inspections		N	Minimum \$250 per inspection for the first hour. \$250 every hour or part thereof Last year fee Minimum \$250 and per tree for every 1-10 additional trees thereafter					
Includes re-inspection where non-compliant									
1046	Assessment and/or approval of public open space and street tree plans and specifications for DA and VPA	N	N	\$600.00	\$630.00	\$0.00	\$630.00	5.00%	\$30.00
(Minimum of 4 hours)									
1047	Assessment and/or approval of public open space and street tree plans and specifications for DA and VPA	N	N	\$180.00	\$250.00	\$0.00	\$250.00	38.89%	\$70.00
Additional hours									

10.3 TEMPORARY ACCESS VIA PARK

1049	Damage deposit/bond (Non-Resident / Commercial - Major)		N	\$0.00	\$12,440.00	\$0.00	\$12,440.00	∞	\$12,440.00
1050	Damage deposit/bond (Non-Resident / Commercial - Medium)		N	\$0.00	\$6,200.00	\$0.00	\$6,200.00	∞	\$6,200.00
1048	Key Bond	N	N	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	\$0.00
1051	Application Fee	N	N	\$200.00	\$210.00	\$0.00	\$210.00	5.00%	\$10.00
1052	Inspection Fee	N	N	\$150.00	\$157.50	\$0.00	\$157.50	5.00%	\$7.50
1053	Damage deposit/bond (Resident)	N	N	\$1,500.00	\$1,575.00	\$0.00	\$1,575.00	5.00%	\$75.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

TEMPORARY ACCESS VIA PARK [continued]

1054	Damage deposit/bond (Non-Resident / Commercial - Minor)	N	N	\$3,000.00	\$3,150.00	\$0.00	\$3,150.00	5.00%	\$150.00
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11 AQUATIC FACILITIES

11.1 EPPING AQUATIC CENTRE

Epping Aquatic Centre is due to close for renovations and upgrade in the first half of 2024. These fees represent what will be used up until the closure takes effect. Prior to the upgraded facility opening, new fees and charges will be advertised to take effect from its opening, as per the normal exhibition process.

1059	Family Entry A1(1 Adult +3 children) Epping Aquatic Only.		Y	\$0.00	\$19.09	\$1.91	\$21.00	∞	\$21.00
1055	Family Entry A2(1 adult and 4 children) Epping Aquatic Only		Y	\$0.00	\$23.64	\$2.36	\$26.00	∞	\$26.00
1057	Kiosk		Y						

Recommended Retail Price
Recommended Retail Price

1056	Merchandise		Y						
1058	NSW Police, Pilot and Defence Force Swim Assessment		Y	\$0.00	\$9.41	\$0.94	\$10.35	∞	\$10.35
1060	Adult Entry (ages 18 and over)	C	Y	\$7.50	\$7.09	\$0.71	\$7.80	4.00%	\$0.30
1061	Child Entry (ages 5 to 17 inclusive)	C	Y	\$5.50	\$5.00	\$0.50	\$5.50	0.00%	\$0.00
1062	Spectator Fee	C	Y	\$3.80	\$3.64	\$0.36	\$4.00	5.26%	\$0.21
1063	Child Entry (ages 4 and under) – Free	A	Y						No Fee
1064	Family Entry (up to 2 adults and 2 children)	C	Y	\$23.70	\$22.36	\$2.24	\$24.60	3.80%	\$0.90
1065	Family B1 (2 adults + 3 children) Epping Aquatic Only	C	Y	\$24.80	\$23.36	\$2.34	\$25.70	3.63%	\$0.90
1066	Family B2 (2 adults + 5 or 6 children) Epping Aquatic Only	C	Y	\$34.70	\$32.63	\$3.26	\$35.90	3.46%	\$1.20
1067	Family C (8 + people) Epping Aquatic Only	C	Y	\$37.30	\$35.09	\$3.51	\$38.60	3.49%	\$1.29

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

EPHING AQUATIC CENTRE [continued]

1068	Concession Entry (holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centre link or a Pensioner Concession Card issued by Department of Veterans' Affairs, Student card (school, TAFE, University or other formal educational provider))	C	Y	\$5.30	\$5.00	\$0.50	\$5.50	3.77%	\$0.20
1069	Free Aquatic entry for seniors and disability card holders	C	Y						No Fee

Council is to dedicate one day each week for free entry for seniors who are eligible for Senior's Card under NSW Government's scheme and disability card holders and their carers to Council's aquatic centres and reside in the Parramatta LGA

11.1.1 SCHOOL GROUPS AND PROGRAMS - EPPING AQUATIC CENTRE

1070	School Group Entry per person	F	Y	\$4.80	\$4.54	\$0.45	\$5.00	4.17%	\$0.20
Subject to official booking made in advance. School hours only, 9:00am-3:00pm.									
1071	Aqua/Dry Programs	C	Y	Price on application					

11.1.1.1 SWIMMING CARNIVAL

1072	Swimming Carnival (Day) – full day (up to 6 hours) – use of the 50m pool only (Parramatta LGA) PLUS normal Pool entry	C	Y	\$496.20	\$466.91	\$46.69	\$513.60	3.51%	\$17.40
Use of additional facilities will attract normal hire rates Epping Aquatic Centre ONLY									
1073	Swimming Carnival (Day) – full day (up to 6 hours) – use of the 50m pool only (Non-Parramatta LGA) PLUS normal Pool entry	C	Y	\$595.70	\$560.54	\$56.05	\$616.60	3.51%	\$20.90
Use of additional facilities will attract normal hire rates Epping Aquatic Centre ONLY									

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SWIMMING CARNIVAL [continued]

1074	Half Day (Parramatta LGA School ONLY) Epping Aquatic Centre ONLY	C	Y	\$248.20	\$233.55	\$23.35	\$256.90	3.51%	\$8.70
1075	Cancellation Fee	C	Y	\$260.90	\$245.54	\$24.55	\$270.10	3.53%	\$9.19
Epping Aquatic Centre ONLY									
1076	Cleaning Fee	C	Y	\$124.10	\$116.82	\$11.68	\$128.50	3.55%	\$4.40
Epping Aquatic Centre ONLY									
1077	Additional Supervising Staff (pp p/hr)	C	Y	\$62.10	\$58.46	\$5.85	\$64.30	3.54%	\$2.20
Epping Aquatic Centre ONLY									
1078	Late Fee (per 15 mins or part thereof)	C	Y	\$62.10	\$58.46	\$5.85	\$64.30	3.54%	\$2.20
Epping Aquatic Centre ONLY									
1079	Swimming Carnival (Evening) – after 6pm (Plus normal Pool entry) Epping Aquatic Centre ONLY	C	Y	Price provided on application + Normal Pool Entry (+ GST)					
Epping Aquatic Centre ONLY									

11.1.1.2 SCHOOL FUN DAYS

1080	Entry to and use of Leisure area – School Hours Only – per entry	C	Y	\$12.50	\$11.82	\$1.18	\$13.00	4.00%	\$0.50
Subject to Official Booking									

11.1.1.3 AQUA AEROBICS

1081	Casual – Adult - Per session	C	Y	\$15.50	\$14.63	\$1.46	\$16.10	3.87%	\$0.59
1082	Concession Casual – Student - Per session	C	Y	\$12.90	\$12.18	\$1.22	\$13.40	3.88%	\$0.50
1083	5 ticket – Adult	C	Y	\$65.20	\$61.36	\$6.14	\$67.50	3.53%	\$2.30
1084	Concession 5 ticket – Student	C	Y	\$59.60	\$58.00	\$5.80	\$63.80	7.05%	\$4.21
1085	20 ticket – Adult	C	Y	\$248.20	\$233.55	\$23.35	\$256.90	3.51%	\$8.70
1086	Concession 20 ticket – Student	C	Y	\$210.90	\$198.45	\$19.85	\$218.30	3.51%	\$7.39

11.1.2 MULTI VISIT PASSES

1087	Adult 20 Visit Pass	C	Y	\$134.00	\$126.09	\$12.61	\$138.70	3.51%	\$4.70
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MULTI VISIT PASSES [continued]

1088	Child/ Pensioners 20 Visit Pass	C	Y	\$84.00	\$85.00	\$8.50	\$93.50	11.31%	\$9.50
1089	10 visit pass adult	C	Y	\$67.20	\$63.82	\$6.38	\$70.20	4.46%	\$3.00
1090	10 visit pass child/student/ pensioner	C	Y	\$45.00	\$45.00	\$4.50	\$49.50	10.00%	\$4.50
1091	Student 20 Visit Pass	C	Y	\$84.00	\$85.00	\$8.50	\$93.50	11.31%	\$9.51
1092	Spectator 10 visit pass	C	Y	\$33.90	\$32.72	\$3.27	\$36.00	6.19%	\$2.10

11.1.3 MEMBERSHIPS

1093	Fitness Passport		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
1094	Fitness Passport		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
1095	Child Membership – 3 months & concession 3 months	C	Y	\$205.50	\$193.46	\$19.35	\$212.80	3.55%	\$7.30
1096	Adult Membership – 3 months	C	Y	\$269.80	\$253.90	\$25.39	\$279.30	3.52%	\$9.50
1097	Child Membership – 6 months + Concession 6 month membership	C	Y	\$347.40	\$327.27	\$32.73	\$360.00	3.63%	\$12.60
1098	Adult Membership – 6 months	C	Y	\$475.30	\$447.27	\$44.73	\$492.00	3.51%	\$16.70
1099	Family 6 months membership (up to nominated 2 adults and 2 children or 1 adult and 3 children)	C	Y	\$533.60	\$502.09	\$50.21	\$552.30	3.50%	\$18.70
1100	Each additional child on the 6 month family membership	C	Y	\$181.10	\$170.45	\$17.05	\$187.50	3.53%	\$6.40
1101	Family 3 months membership (up to nominated 2 adults and 2 children or 1 adult and 3 children)	C	Y	\$309.00	\$290.82	\$29.08	\$319.90	3.53%	\$10.91
1102	Each additional child on the 3 month family membership	C	Y	\$92.50	\$87.04	\$8.70	\$95.75	3.51%	\$3.24

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

11.1.4 SWIM SCHOOL

1103	Adult Cost per lesson – 1 lesson per week	C	N	\$19.30	\$20.00	\$0.00	\$20.00	3.63%	\$0.70
1104	Child Cost per lesson – 1 lesson per week	C	N	\$19.30	\$20.00	\$0.00	\$20.00	3.63%	\$0.70
1105	Cancellation Fee for School Picnic Days Epping Aquatic Centre ONLY	C	Y	\$62.00	\$58.36	\$5.84	\$64.20	3.55%	\$2.20

11.1.4.1 SWIM SCHOOL – CONCESSION

1106	Adult concession rate 10 weeks – 1 lesson per week	C	N	\$15.50	\$16.10	\$0.00	\$16.10	3.87%	\$0.60
1107	Child concession rate 10 weeks – 1 lesson per week	C	N	\$15.50	\$16.10	\$0.00	\$16.10	3.87%	\$0.60

11.1.4.2 SCHOOL – LEARN TO SWIM

Learn-to-Swim

LTS: 10% discount for 2 or more lessons a week per term

Promotional offers and marketing campaigns may be offered that vary the Swim School Charges above at the discretion of the Manager Social and Community Services & Service Manager Recreation Facilities & Programs

11.1.4.3 HOLIDAY INTENSIVE PROGRAM

1108	Adult/per lesson	C	N	\$21.00	\$21.80	\$0.00	\$21.80	3.81%	\$0.80
1109	Child/per lesson	C	N	\$21.00	\$21.80	\$0.00	\$21.80	3.81%	\$0.80

11.1.4.4 HOLIDAY INTENSIVE PROGRAM – CONCESSION

1110	Adult concession rate/per lesson	C	N	\$15.50	\$16.10	\$0.00	\$16.10	3.87%	\$0.60
1111	Child concession rate/per lesson	C	N	\$15.50	\$16.10	\$0.00	\$16.10	3.87%	\$0.60

11.1.4.5 LEARN TO SWIM

Learn-to-Swim

LTS: 10% discount for 2 or more lessons a week per term

Promotional offers and marketing campaigns may be offered that vary the Swim School Charges above at the discretion of the Manager Social and Community Services & Service Manager Recreation Facilities & Programs

1112	Child per lesson (Parramatta LGA) Epping Aquatic Centre ONLY	C	N	\$11.20	\$11.60	\$0.00	\$11.60	3.57%	\$0.41
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

LEARN TO SWIM [continued]

1113	Child per lesson (non-Parramatta LGA) Epping Aquatic Centre ONLY	C	N	\$12.40	\$12.90	\$0.00	\$12.90	4.03%	\$0.50
1114	Aquatic / Life Saving Program – Price on application Epping Aquatic Centre ONLY – Private learn to swim lessons (Per Lesson)	C	N	\$74.40	\$77.00	\$0.00	\$77.00	3.49%	\$2.60
1115	Aqua/Dry Programs	C	N	Price on application					

11.1.5 PUBLIC PROGRAMS

Per person

Note: that it is not appropriate to determine fees for individual programs – programs provided vary constantly based on community needs, seasonal variances etc. Some programs will cross subsidise others

11.1.5.1 SQUAD RATES

1116	Term Fees (1 session per week) 10 Sessions per term (NSW Gov Sch Term)	C	Y	\$160.00	\$150.91	\$15.09	\$166.00	3.75%	\$6.01
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11.1.5.2 SQUAD RATES – CONCESSION

1117	Term Fees (1 session per week) 10 Sessions per term (NSW Gov Sch Term)	C	Y	\$140.00	\$131.72	\$13.17	\$144.90	3.50%	\$4.90
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Aquatic Centres may throughout the year deliver promotional activities specifically for aquatic programs these promotional activities are to be endorsed and approved by management before engagement with the community

11.2 PARRAMATTA AQUATIC CENTRE

Note: Full conditions, inclusions and exclusions associated with fees will be available from the PAC website. Under Section 610E of the Local Government Act 1993 Council may reduce a fee as part of a marketing campaign or social benefit program under the pricing principle of stimulus (D) or equity (F). Such a campaign will be determined under delegation to the Executive Director Community Services.

Transaction fees and surcharges are charged as per the Financial institution's charges and are subject to change. Currently fees are \$0.30 per online transaction. Online transactions and counter sales have a credit card surcharge depending on card used: 1.4% on Visa and Mastercard (debit and credit); 3.3% on Amex (online only); and an additional 1.1% for international cards. Cash is not accepted.

11.2.1 AQUATIC FACILITIES

1118	Adult Entry (ages 18 and over) - Single Entry	C	Y	\$8.70	\$8.27	\$0.83	\$9.10	4.60%	\$0.40
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

AQUATIC FACILITIES [continued]

1119	Child Entry (ages 6 to 17 inclusive) - Single Entry	C	Y	\$5.50	\$5.18	\$0.52	\$5.70	3.64%	\$0.20
1120	Spectator Fee - Single Entry	C	Y	\$4.20	\$4.00	\$0.40	\$4.40	4.76%	\$0.20
1121	Child Entry (ages 5 and under) – Free	A	Y	No fee					
1122	NSW Police, Pilot and Defence Force Swim Assessment	C	Y	\$10.00	\$9.41	\$0.94	\$10.35	3.50%	\$0.35
1123	Family Entry (2 adults and 2 children) - Single Entry	C	Y	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	\$1.00
1124	Family Entry A1 (1 adult and 3 children) - Single Entry	C	Y	\$19.00	\$18.00	\$1.80	\$19.80	4.21%	\$0.80
1125	Family Entry A2 (1 adult and 4 children) - Single Entry	C	Y	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00
1126	Family B1 (2 adults + 3 children) - Single Entry	C	Y	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00
1127	Family B2 (2 adults + 5 or 6 children) - Single Entry	C	Y	\$33.50	\$31.82	\$3.18	\$35.00	4.48%	\$1.51
1128	Family C (8 + people) - Single Entry	C	Y	\$42.00	\$39.55	\$3.95	\$43.50	3.57%	\$1.50
1129	Concession Entry - Single Entry	C	Y	\$5.50	\$5.18	\$0.52	\$5.70	3.64%	\$0.20
Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)									
1130	Free Aquatic entry for seniors and disability card holders	C	Y	100% Discount					
Council is to dedicate one day each week (Tuesday) for free entry for seniors who are eligible for Senior's Card under NSW Government's scheme and disability card holders and their carers to Council's aquatic centres and reside in the Parramatta LGA									
1131	School Groups (subject to official booking made prior to entry – school hours only 9:00am – 3:00pm)	C	Y	\$4.80	\$4.55	\$0.45	\$5.00	4.17%	\$0.20

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

11.2.1.1 OTHER ENTRY FEES – POOLS

1134	4 Hour Inflatable Use - Swim Test required		Y	\$0.00	\$7.00	\$0.70	\$7.70	∞	\$7.70
4 Hour Inflatable Use - Swim Test required - 5 years and older ONLY 4 Hour Inflatable Use - Swim Test required - 5 years and older ONLY									
1132	School Group Entry per person Monday - Friday School Term 9:00am - 3:00pm ONLY	F	Y	\$4.80	\$4.54	\$0.45	\$5.00	4.17%	\$0.20
Subject to official booking made in advance. School hours only, 9:00am-3:00pm.									
1133	School Picnic Day - LGA Schools		Y	\$0.00	\$11.36	\$1.14	\$12.50	∞	\$12.50
1135	School Picnic Day - NON - LGA Schools - per student		Y	\$0.00	\$12.00	\$1.20	\$13.20	∞	\$13.20

11.2.1.2 POOL ENTRY VISIT PASSES

1136	Adult 20 Visit Pass	C	Y	\$148.01	\$139.55	\$13.95	\$153.50	3.71%	\$5.50
1137	Child and Concession 20 Visit Pass	C	Y	\$84.00	\$79.09	\$7.91	\$87.00	3.57%	\$3.00
Children 17 years and under and Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)									
1138	Adult 10 Visit Pass	C	Y	\$78.50	\$74.09	\$7.41	\$81.50	3.82%	\$3.00
1139	Child / Concession 10 Visit Pass	C	Y	\$45.00	\$42.73	\$4.27	\$47.00	4.44%	\$2.00
1140	Spectator 10 visit pass	C	Y	\$37.80	\$35.91	\$3.59	\$39.50	4.50%	\$1.70

11.2.1.3 SAUNA/SPA/STEAM

Patrons over the age of 16 years.

1141	Member entry to Sauna/ Steam/Spa - (Per 30 min session)	N	Y	\$9.30	\$8.82	\$0.88	\$9.70	4.30%	\$0.41
Can be used by membership holders who do not Sauna/Steam/Spa included within their membership.									
1142	Sauna/Steam/ Spa (includes pool entry) - (Per 30 min session)	C	Y	\$18.00	\$17.09	\$1.71	\$18.80	4.44%	\$0.80
1143	Concession: Sauna/Steam/ Spa (Includes pool entry) - (Per 30 min session)	C	Y	\$15.00	\$14.18	\$1.42	\$15.60	4.00%	\$0.60

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SAUNA/SPA/STEAM [continued]

1144	Sauna/Steam/ Spa 10 Visit Pass (includes pool entry) - (30 min session per visit)	C	Y	\$162.00	\$152.73	\$15.27	\$168.00	3.70%	\$6.00
1145	Concession: Sauna/Steam/ Spa 10 Visit Pass (Includes pool entry) - (30 min session per visit)	C	Y	\$135.00	\$127.27	\$12.73	\$140.00	3.70%	\$5.00
1146	Sauna/Steam/ Spa 20 Visit Pass (Includes pool entry)- (30 min session per visit)	C	Y	\$306.00	\$288.18	\$28.82	\$317.00	3.59%	\$11.00
1147	Concession: Sauna/Steam/ Spa 20 Visit Pass (Includes pool entry)- (30 min session per visit)	C	Y	\$255.00	\$240.00	\$24.00	\$264.00	3.53%	\$9.00

11.2.2 WELLNESS / FITNESS FACILITIES

1148	Adult entry (includes pool access) - Per single entry	C	Y	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00
1149	Concession Entry (includes pool access) - Per single entry	C	Y	\$19.00	\$18.00	\$1.80	\$19.80	4.21%	\$0.80
Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)									
1150	Adult 20 Visit Pass	C	Y	\$414.00	\$390.00	\$39.00	\$429.00	3.62%	\$15.00
1151	Concession 20 Visit Pass	C	Y	\$342.00	\$321.82	\$32.18	\$354.00	3.51%	\$12.00

11.2.2.1 PERSONAL TRAINING AND ASSESSMENTS

1161	Exercise Physiology (EP) (60min)		Y	\$0.00	\$109.09	\$10.91	\$120.00	∞	\$120.00
Standard rate offered by EPs employed at Council for 60 minutes									
1157	Fitness Scan and Assessment	N	Y	\$40.00	\$37.73	\$3.77	\$41.50	3.75%	\$1.50
1152	Personal Training 1:1 - 1 hour session - 3 session pack	N	Y	\$202.50	\$190.91	\$19.09	\$210.00	3.70%	\$7.50

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PERSONAL TRAINING AND ASSESSMENTS [continued]

1159	Personal Training 1:1 - 30 minute session	N	Y	\$50.00	\$47.27	\$4.73	\$52.00	4.00%	\$2.01
1155	Personal Training 1:1 - 30 minute session - 10 session pack	N	Y	\$450.00	\$423.64	\$42.36	\$466.00	3.56%	\$16.00
1156	Personal Training 1:1 - 30 minute session - 3 session pack	N	Y	\$135.00	\$127.27	\$12.73	\$140.00	3.70%	\$5.00
1160	Personal Training Small Group (2 to 4) - 1 hour session per person	N	Y	\$68.00	\$64.09	\$6.41	\$70.50	3.68%	\$2.50
1153	Personal Training Small Group (2 to 4) - 1 hour session per person - 10 session pack	N	Y	\$612.00	\$576.36	\$57.64	\$634.00	3.59%	\$22.00
1154	Personal Training Small Group (2 to 4) - 30 minute session per person	N	Y	\$40.00	\$37.73	\$3.77	\$41.50	3.75%	\$1.50
1158	Personal Training Small Group (2 to 4) - 30 minute session per person - 10 session pack	N	Y	\$360.00	\$339.09	\$33.91	\$373.00	3.61%	\$13.00
1162	Personal training Session – 1 hour	C	Y	\$75.00	\$70.91	\$7.09	\$78.00	4.00%	\$3.00
1163	Personal Training Session – 1 hour/5 session pack	C	Y	\$350.00	\$330.00	\$33.00	\$363.00	3.71%	\$13.00
1164	Personal Training Session – 1 hour/10 session pack	C	Y	\$650.00	\$611.82	\$61.18	\$673.00	3.54%	\$23.00

11.2.2.2 PERSONAL TRAINING - FORTNIGHTLY DIRECT DEBIT

1167	Personal Training 1:1 - per 1 hour session - Direct Debit agreement	N	Y	\$70.00	\$65.91	\$6.59	\$72.50	3.57%	\$2.50
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PERSONAL TRAINING - FORTNIGHTLY DIRECT DEBIT [continued]

1166	Personal Training 1:1 - per 30 minute session - Direct Debit agreement	N	Y	\$45.00	\$42.73	\$4.27	\$47.00	4.44%	\$2.00
1165	Personal Training Small Group (2 to 4) - per 1 hour session per person - Direct Debit agreement	N	Y	\$61.00	\$57.73	\$5.77	\$63.50	4.10%	\$2.51

11.2.3 MEMBERSHIPS

1168	Replacement membership RFID Tag or Wristband item		Y	\$6.00	\$5.64	\$0.56	\$6.20	3.33%	\$0.21
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11.2.3.1 FULL MEMBERSHIP

See PAC website for full details of membership inclusions. Prices reflect a weekly amount, but are charged fortnightly under a Direct Debit agreement.

1170	Health & Wellness Foundation Membership		Y	\$0.00	\$18.18	\$1.82	\$20.00	∞	\$20.00
1169	Public Transport and Active Transport Incentive	A	Y	10% discount					

A 10% discount on adult and concession membership for those who do not utilise parking. If you do use the parking on any occasion, ordinary fees will apply without membership discounts.

1171	Adult Full Membership per week debited fortnightly	C	Y	\$22.00	\$20.91	\$2.09	\$23.00	4.55%	\$1.00
1172	Concession Full Membership weekly cost debited fortnightly	C	Y	\$18.00	\$17.09	\$1.71	\$18.80	4.44%	\$0.80

Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)

1173	Adult Off-Peak Membership (10:00am – 3:00pm only) weekly cost debited fortnightly	C	Y	\$18.00	\$17.09	\$1.71	\$18.80	4.44%	\$0.80
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

FULL MEMBERSHIP [continued]

1174	Concession Off-Peak Membership (10:00am – 3:00pm only) weekly cost debited fortnightly	C	Y	\$15.00	\$14.18	\$1.42	\$15.60	4.00%	\$0.60
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11.2.3.2 MEMBERSHIPS: SWIM MEMBERSHIP

See PAC website for full details of membership inclusions. Prices reflect a weekly amount, but are charged fortnightly under a Direct Debit agreement. Excludes swim school programs and events.

1178	Adult Swim Membership. Weekly cost debited fortnightly.	N	Y	\$17.50	\$16.55	\$1.65	\$18.20	4.00%	\$0.70
1175	Child Swim Membership. Weekly cost debited fortnightly.	F	Y	\$11.50	\$10.82	\$1.08	\$11.90	3.48%	\$0.40
1176	Concession 3 Month Swim Membership. Total cost.	F	Y	\$198.00	\$186.36	\$18.64	\$205.00	3.54%	\$7.00

Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)

1177	Concession Swim Membership. Weekly cost debited fortnightly.	F	Y	\$11.50	\$10.82	\$1.08	\$11.90	3.48%	\$0.40
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Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)

1179	Public Transport and Active Transport Incentive	A	Y							10% discount
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A 10% discount on adult and concession membership for those who do not utilise parking. If you do use the parking on any occasion, ordinary fees will apply without membership discounts.

1180	Concession 6 Month Swim Membership. Total cost.	F	N	\$320.00	\$331.20	\$0.00	\$331.20	3.50%	\$11.20
1181	Child 3 Months Swim Membership. Total cost.	C	Y	\$198.00	\$186.36	\$18.64	\$205.00	3.54%	\$7.00
1182	Adult 3 Month Swim Membership. Total cost.	C	Y	\$287.00	\$270.00	\$27.00	\$297.00	3.48%	\$10.00
1183	Child 6 Month Swim Membership. Total cost.	C	Y	\$352.00	\$331.82	\$33.18	\$365.00	3.69%	\$13.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MEMBERSHIPS: SWIM MEMBERSHIP [continued]

1184	Adult 6 Months Swim Membership. Total cost.	C	Y	\$478.50	\$450.23	\$45.02	\$495.25	3.50%	\$16.75
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11.2.3.3 MEMBERSHIPS: FITNESS ONLY MEMBERSHIP

See PAC website for full details of membership inclusions. Prices reflect a weekly amount, but are charged fortnightly under a Direct Debit agreement.

1185	GYM Only Adult Membership. Weekly cost charged fortnightly.	N	Y	\$20.00	\$18.82	\$1.88	\$20.70	3.50%	\$0.70
1186	GYM Only Concession Membership. Weekly cost charged fortnightly.	F	N	\$15.45	\$16.00	\$0.00	\$16.00	3.56%	\$0.55

Holders of a Pensioner Concession Card, Health Care Card or Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs, concession eligible Student card (school, TAFE, University or other formal educational provider)

1187	Public Transport and Active Transport Incentive	A	Y							10% discount
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A 10% discount on adult and concession membership for those who do not utilise parking. If you do use the parking on any occasion, ordinary fees will apply without membership discounts.

11.2.3.4 FAMILY MEMBERSHIP (UP TO NOMINATED 2 ADULTS AND 2 CHILDREN OR 1 ADULT AND 3 CHILDREN)

Excludes swim school programs and events

1188	Family 6 months Swim Membership. Total Cost.	C	Y	\$595.00	\$560.00	\$56.00	\$616.00	3.53%	\$21.00
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Nominated up to two adults and two children or one adult and three children.

1189	Each additional child on the 6 month family membership	C	Y	\$150.00	\$141.18	\$14.12	\$155.30	3.53%	\$5.30
1190	Family 3 Months Swim Membership	C	Y	\$312.50	\$294.55	\$29.45	\$324.00	3.68%	\$11.50
1191	Each additional child on the 3 month family membership	C	Y	\$84.00	\$79.09	\$7.91	\$87.00	3.57%	\$3.00

11.2.3.5 CORPORATE MEMBERSHIPS

Corporate memberships subject to specific agreements being made with an employer. More information can be obtained from Parramatta Aquatic Centre management.

1192	City of Parramatta Council Staff Membership	N	Y	25% discount on available Adult and Family Membership packages.					
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

CORPORATE MEMBERSHIPS [continued]

1193	Corporate Membership	N	Y	15% discount on available Adult and Family membership packages.					
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11.2.4 AQUATIC PROGRAMMING

11.2.4.1 SWIM SCHOOL PROGRAMS

Prices applicable to both weekly programs and holiday intensives.

1196	Concession Cost per lesson.	F	N	\$15.50	\$16.00	\$0.00	\$16.00	3.23%	\$0.50
1195	Multiple Classes per week discount	G	N	10% discount					
Discount for multiple classes registered for per week. Excludes School Holiday Intensives.									
1197	Other public aquatic programs		Y	As advertised.					
Fees are determined for individual programs on a cost recovery basis or based on community need and seasonal variances. Some programs will cross subsidise others. Price subject to program duration and equipment provided.									
1198	School Swimming & Water Safety Program 45 minute class LGA School		N	\$0.00	\$12.50	\$0.00	\$12.50	∞	\$12.50
School Swimming & Water Safety Program 45 minute class LGA School School Swimming & Water Safety Program 45 minute class LGA School									
1194	School Swimming & Water Safety Program 45 minute class NON - LGA School		N	\$0.00	\$14.00	\$0.00	\$14.00	∞	\$14.00
1199	Adult Cost per lesson – 1 lesson per week	C	N	\$21.00	\$22.00	\$0.00	\$22.00	4.76%	\$1.00
1200	Child Cost per lesson – 1 lesson per week	C	N	\$21.00	\$22.00	\$0.00	\$22.00	4.76%	\$1.00

11.2.4.2 SWIM SQUAD PROGRAMS

Squad programs are charged based on expectations of participation. Quoted prices are per week, charged by direct debit fortnightly. Each Squad level is subject to the level(s) being offered at that time.

1201	Bronze Squad per week - (60 minutes: 2-3 sessions per week)	N	Y	\$27.50	\$25.87	\$2.59	\$28.45	3.45%	\$0.95
1202	Silver Squad per week - (75 minutes: 3-5 sessions per week)	N	Y	\$40.00	\$37.63	\$3.76	\$41.40	3.50%	\$1.40

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SWIM SQUAD PROGRAMS [continued]

1203	Gold Squad per week - (90 minutes: 3-5 sessions per week)		Y	\$47.50	\$44.68	\$4.47	\$49.15	3.47%	\$1.65
1204	Adult Squad per week - (60 -75 minutes depending on grade: 1-2 sessions per week)		Y	\$0.00	\$37.64	\$3.76	\$41.40	∞	\$41.40
1205	Private Swimming Lesson - (75 minutes: 3-5 sessions per week)	N	Y	\$67.50	\$61.36	\$6.14	\$67.50	0.00%	\$0.00

Per 30 minute session

1206	Transition from Learn to Swim - (75 minutes: 3-5 sessions per week)	N	Y	\$21.00	\$19.77	\$1.98	\$21.75	3.57%	\$0.75
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Stroke correction squads, per lesson.

1207	Other public programs	N	Y	Price on application or as advertised.					
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Other public programs fees are determined for individual programs on a cost recovery basis or based on community need and seasonal variances. Some programs will cross subsidise others. Price subject to program duration and equipment provided.

11.2.5 CARNIVALS, EVENTS AND FACILITY HIRE

1208	Inflatable 4 Hour Day Pass		Y	\$0.00	\$10.00	\$1.00	\$11.00	∞	\$11.00
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11.2.5.1 SWIMMING CARNIVAL

Use of additional areas of the facility will attract additional hire rates. Monday – Friday ONLY

1209	Swimming Carnival (Day) – full day (Schools within Parramatta LGA)	C	Y	\$650.00	\$611.59	\$61.16	\$672.75	3.50%	\$22.75
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Up to 6 hours / 9:00am – 15:00pm – use of the 50m pool only (Parramatta LGA School ONLY) includes 1 lifeguard for every 100 students. Pool entry for each participant charged separately.

1210	Swimming Carnival (Day) – full day (Schools outside Parramatta LGA)	C	Y	\$750.00	\$705.68	\$70.57	\$776.25	3.50%	\$26.25
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Up to 6 hours / 9:00am – 15:00pm – use of the 50m pool only (Schools outside of Parramatta LGA) includes 1 lifeguard for every 100 students. Entry fees per participant charged separately.

11.2.5.2 SWIMMING CARNIVAL – OTHER CHARGES

1211	Cancellation Fee	C	Y	\$300.00	\$272.73	\$27.27	\$300.00	0.00%	\$0.00
1212	Cleaning Fee	C	Y	\$200.00	\$188.18	\$18.82	\$207.00	3.50%	\$7.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SWIMMING CARNIVAL – OTHER CHARGES [continued]

1213	Additional Supervising Staff (pp p/hr)	C	Y	\$60.01	\$56.82	\$5.68	\$62.50	4.15%	\$2.50
1214	Late Fee (per 15 mins or part thereof)	C	Y	\$60.01	\$56.82	\$5.68	\$62.50	4.15%	\$2.50
1215	Swimming Carnival (Evening) – after 6pm (Plus normal Pool entry)	C	Y	Price provided on application + Normal Pool Entry (+ GST)					

Full cost recovery

11.2.5.3 WATERPOLO GAMES AND TRAINING

1216	Water Polo Games - Single Entry	C	Y	\$9.50	\$9.00	\$0.90	\$9.90	4.21%	\$0.40
1217	Waterpolo Training per person (Minimum charge of 20 players per game) - Per session	C	Y	\$8.50	\$8.00	\$0.80	\$8.80	3.53%	\$0.30
1218	Water Polo Per Hour (in addition to admission fee)	C	Y	\$65.00	\$61.36	\$6.14	\$67.50	3.85%	\$2.50

11.2.5.4 ROOM HIRE: PLUS POOL/GYM ENTRY WHERE APPLICABLE

11.2.5.4.1 ACTIVITY ROOM (DYANMILA NGURANG) AND BIRTHDAY PARTIES

1219	Activity Room/ per hour/ plus pool entry (Monday – Friday) minimum 2 hours	C	Y	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	\$2.00
1220	Party Room/ per hour/ plus pool entry (Saturday/ Sunday/Public Hol) minimum 2 hours	C	Y	\$65.00	\$61.36	\$6.14	\$67.50	3.85%	\$2.50
1221	Hosted Party: minimum 5 children/ per child – activities and host inclusive (no food) 2 hours duration	C	Y	\$31.00	\$29.55	\$2.95	\$32.50	4.84%	\$1.50
1222	Food packages	C	Y	To be determined upon leasing of the in-centre cafe					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

11.2.5.4.2 FUNCTION ROOMS LISTING

Group 1: COMBINED Studio 03 – Yanada Ngurang and Studio 02 – Barra Ngurang.

Group 2: Studio 01 Guman Ngurang; Studio 02 Barra Ngurang; Studio 03 Yanada Ngurang; Community Room Baraba Ngurang

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies and schools

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Private Individual Hirers
- Not-for-profit organisations

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they generate no revenue or funding beyond the specifics of small gatherings
- Self-help groups

Group 1: COMBINED Studio 03 – Yanada Ngurang and Studio 02 – Barra Ngurang.

Group 2: Studio 01 Guman Ngurang; Studio 02 Barra Ngurang; Studio 03 Yanada Ngurang; Community Room Baraba Ngurang

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies and schools

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Private Individual Hirers
- Not-for-profit organisations

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups

11.2.5.4.2.1 ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)

1223	Group 1 – PAC Program Rooms – Category Commercial	C	Y	\$110.00	\$103.50	\$10.35	\$113.85	3.50%	\$3.85
1224	Group 1 – PAC Program Rooms – Category Community	C	Y	\$66.00	\$62.14	\$6.21	\$68.35	3.56%	\$2.35
1225	Group 1 – PAC Program Rooms – Category Unfunded Not-for-profit	C	Y	\$33.00	\$31.36	\$3.14	\$34.50	4.55%	\$1.50
1226	Group 2 – PAC Small Rooms – Category Commercial	C	Y	\$90.00	\$84.68	\$8.47	\$93.15	3.50%	\$3.15
1227	Group 2 – PAC Small Rooms – Category Community	C	Y	\$54.00	\$50.91	\$5.09	\$56.00	3.70%	\$2.00
1228	Group 2 – PAC Small Rooms – Category Unfunded Not-for-profit	C	Y	\$27.01	\$25.41	\$2.54	\$27.95	3.48%	\$0.95

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

11.2.5.4.2.2 MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)

1229	Group 1 – PAC Program Rooms – Category Commercial	C	Y	\$125.00	\$117.73	\$11.77	\$129.50	3.60%	\$4.50
1230	Group 1 – PAC Program Rooms – Category Community	C	Y	\$75.00	\$70.91	\$7.09	\$78.00	4.00%	\$3.00
1231	Group 1 – PAC Program Rooms – Category Unfunded Not-for-profit	C	Y	\$37.50	\$35.45	\$3.55	\$39.00	4.00%	\$1.50
1232	Group 2 – PAC Small Rooms – Category Commercial	C	Y	\$110.00	\$103.50	\$10.35	\$113.85	3.50%	\$3.85
1233	Group 2 – PAC Small Rooms – Category Community	C	Y	\$66.00	\$62.27	\$6.23	\$68.50	3.79%	\$2.50
1234	Group 2 – PAC Small Rooms – Category Unfunded Not-for-profit	C	Y	\$33.00	\$31.36	\$3.14	\$34.50	4.55%	\$1.50

11.2.6 GURANG NGURANG CRECHE SERVICE

1235	Casual per visit (1.5 hour visit)	C	Y	\$8.00	\$7.27	\$0.73	\$8.00	0.00%	\$0.00
1236	Full Members per hour: 6 visits per week included in membership	C	Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
1237	Creche 10 visit pass (1.5 hours per visit)	C	Y	\$72.00	\$65.45	\$6.55	\$72.00	0.00%	\$0.00
1238	Creche 20 visit pass (1.5 hours per visit)	C	Y	\$144.00	\$130.91	\$13.09	\$144.00	0.00%	\$0.00

11.3 POOL LANE HIRE

Preferred Hirers (as defined in the Terms & Conditions) will receive:

- Up to 18 Hours of Lane Space per week – Free (Swimming only does not include Water Polo)
- Priority Booking over other external Hirers
- Receive up to 8 passes for the Executive Committee for use during periods of official hire for preferred hirers activities
- School groups (School hours only) and local not-for-profit swimming, diving, synchronised swimming, water polo clubs and other local not-for-profit organisations are subject to official booking.

Transaction fees and surcharges are charged as per the Financial institution's charges and are subject to change. Currently fees are \$0.30 per online transaction. Online transactions and counter sales have a credit card surcharge depending on card used: 1.4% on Visa and Mastercard (debit and credit); 3.3% on Amex (online only); and an additional 1.1% for international cards. Cash is not accepted.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

11.3.1 POOL HIRE – AFTER HOURS

1239	The combination of pool hire and participant entry fees must allow full cost recovery. Otherwise, a surcharge to cover the difference will be incurred. Bookings at discretion of Aquatic Operations Manager	C	Y	Full Cost Recovery									
Price on Application													

11.3.2 SCHOOL LANE HIRE (MONDAY – FRIDAY ONLY/9:00AM-3:00PM)

Plus normal entry

1240	1 x 50m Lane – per hour or part thereof	C	Y	\$20.00	\$18.82	\$1.88	\$20.70	3.50%	\$0.70
1241	1 x 25m Lane – per hour or part thereof	C	Y	\$16.01	\$15.09	\$1.51	\$16.60	3.69%	\$0.60
1242	Leisure Pool – per hour or part thereof	C	Y	\$16.01	\$15.09	\$1.51	\$16.60	3.69%	\$0.60

11.3.3 CASUAL LANE HIRE – ALL OTHER HIRERS

1243	1 x 50m Lane – per hour or part thereof	C	Y	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	\$2.00
1244	1 x 25m Lane – per hour or part thereof	C	Y	\$45.00	\$42.73	\$4.27	\$47.00	4.44%	\$2.00
1245	Leisure Pool – per hour or part thereof (not exclusive use)	C	Y	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	\$2.00

11.3.4 POOL HIRE FOR COMMERCIAL USE

1246	Requests received from organisations for promotions, advertising commercial or exclusive use	C	Y	Fee to be negotiated where commercial benefit is gained by hirer (or waived where there is significant benefit to Council)
This is at the discretion of the Manager Social and Community Services				

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

11.3.5 POOL HIRE FOR COMMERCIAL USE EPPING AQUATIC CENTRE ONLY

1247	Requests received from organisations for promotions, advertising commercial or exclusive use	C	Y	Fee to be negotiated where commercial benefit is gained by hirer (or waived where there is significant benefit to Council)
This is at the discretion of the Manager Social and Community Services				

11.3.6 LANE HIRE EPPING AQUATIC CENTRE ONLY

Preferred Hirers (as defined in the Terms & Conditions) will receive:

- Up to 18 Hours of Lane Space per week – Free (Swimming only does not include Water Polo)
- Priority Booking over other external Hirers
- Receive up to 8 passes for the Executive Committee for use during periods of official hire for preferred hirers activities
- School groups (School hours only) and local not-for-profit swimming, diving, synchronised swimming, water polo clubs and other local not-for-profit organisations are subject to official booking

1248	1 x 50m Lane – per hour	C	Y	\$11.10	\$10.45	\$1.05	\$11.50	3.60%	\$0.40
1249	1 x 25m Lane – per hour	C	Y	\$8.80	\$8.32	\$0.83	\$9.15	3.98%	\$0.35
1250	Toddlers Pool – Thirds Only – per hour	C	Y	\$8.80	\$8.32	\$0.83	\$9.15	3.98%	\$0.35

11.3.7 CASUAL LANE HIRE EPPING AQUATIC CENTRE ONLY – ALL OTHER HIRERS

1251	Room Hire (Epping Aquatic Only) - (Per hour)		Y	\$0.00	\$50.00	\$5.00	\$55.00	∞	\$55.00
1252	Toddlers Pool – Thirds Only – per hour	C	Y	\$36.00	\$33.91	\$3.39	\$37.30	3.61%	\$1.29
1253	General Lane Hire Booking – per lane per hour	C	Y	\$46.00	\$43.28	\$4.33	\$47.61	3.50%	\$1.61

12 RECREATION FACILITIES AND PROGRAMS

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment

12.1 BOOKING CANCELLATION: ALL CANCELLATIONS MUST BE IN WRITING OR VIA THE ONLINE BOOKING SYSTEM - BOOKABLE

1254	Cancellation Fee to apply if cancellation notice received within 7 days		Y	100% of the Total Charge (+ GST)					
1255	Cancellation Fee to apply if cancellation notice is given between 7 and 14 days	N/A	Y	50% of the Total Charge (+ GST)					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.2 COMMUNITY HALLS AND MEETING ROOM HIRE

Public Halls / Meeting Rooms Hire Terms and Conditions

Minimum of 4 hours for Public Halls (weekend only)
 Minimum of 2 hours for meeting rooms (weekend only)
 Weekend is from 6pm Friday to Sunday and Public Holidays
 Day rate will be capped at a maximum of 10 hours per day
 Bonds will be applied at the discretion of Council if deemed high risk

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Individual private hirers
- Not-for-profit agencies

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups

All new hirers from 1 July 2017 will pay the relevant Category and hall/room fee as to be recommended in the fees schedule (see above)

All existing hirers from 1 July 2017 will pay either a 10% increase (that includes CPI) on their existing hourly rate or the actual increase to the category benchmark if the new fee is 10% or less of their existing fee. The fee will continue to rise by 10% each year until it catches up with the category benchmark fee. On 1 July 2025 all hirers under these arrangements will be brought up to the category benchmark fee, thereby ending this arrangement.

All existing hirers from 1 July 2017 that have paid no fees previously will pay 10% (that includes CPI) of the category benchmark fee. The fee will continue to rise by 10% each year until it catches up with the category benchmark fee. On 1 July 2026 all hirers under these arrangements will be brought up to the category benchmark fee, thereby ending this arrangement.

1256	Where applicable bonds maybe increased for events / functions that are deemed high risk	N/A	N	Increase in Bond Charges where applicable					
1257	Booking Variation – Minimum	C	Y	\$37.25	\$35.54	\$3.55	\$39.10	4.97%	\$1.85

Variations to confirmed bookings may incur a fee at Council's discretion on a cost recovery basis.

12.3 MEETING ROOMS HIRE

Group 1: Burnside Gardens Community Centre, John Curtin Meeting Room, Kingsdene Meeting Room, Parkview Meeting Room, Reg Byrne Meeting Room, Roselea Small Hall.

Group 2: Boronia Grove Meeting Room 1 and Arts Room, Don Moore Community Centre Meeting Room 2, Don Moore Community Centre Meeting Room 3, Don Moore Community Centre Gymnasium, Dundas Community Centre Craft Room, Dundas Community Centre Meeting Room 1, Ermington Community Centre Meeting Room, Epping Community Centre Meeting Room, Epping Community Centre Lower Meeting Room, Newington Community Centre Meeting Room.

Group 3: Boronia Grove Meeting Room 2, Don Moore Reserve Meeting Room, Dundas Park Meeting Room, Epping Leisure & Learning Centre Meeting Room 1.

Group 4: Boronia Grove Learning Lab, Boronia Grove Office Space, George Kendall Meeting Room

12.3.1 MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)

1258	Group 1 – Meeting Rooms – Commercial	N	Y	\$56.65	\$54.10	\$5.41	\$59.50	5.03%	\$2.85
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM) [continued]

1259	Group 1 – Meeting Rooms – Community	N	Y	\$33.95	\$32.41	\$3.24	\$35.65	5.01%	\$1.71
1260	Group 1 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$16.95	\$16.18	\$1.62	\$17.80	5.01%	\$0.84
1261	Group 2 – Meeting Rooms – Commercial	N	Y	\$51.60	\$49.28	\$4.93	\$54.20	5.04%	\$2.60
1262	Group 2 – Meeting Rooms – Community	N	Y	\$30.90	\$29.50	\$2.95	\$32.45	5.02%	\$1.55
1263	Group 2 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$15.45	\$14.77	\$1.48	\$16.25	5.18%	\$0.80
1264	Group 3 – Meeting Rooms – Commercial	N	Y	\$45.95	\$43.86	\$4.39	\$48.25	5.01%	\$2.30
1265	Group 3 – Meeting Rooms – Community	N	Y	\$27.55	\$26.27	\$2.63	\$28.90	4.90%	\$1.35
1266	Group 3 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$13.80	\$13.18	\$1.32	\$14.50	5.07%	\$0.69
1267	Group 4 – Meeting Rooms – Commercial	N	Y	\$0.00	\$34.59	\$3.46	\$38.05	∞	\$38.05
1268	Group 4 – Meeting Rooms – Community	N	Y	\$0.00	\$20.73	\$2.07	\$22.80	∞	\$22.80
1269	Group 4 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$0.00	\$10.36	\$1.04	\$11.40	∞	\$11.40

12.3.2 MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)

1270	Group 1 – Meeting Rooms – Commercial	N	Y	\$68.05	\$64.95	\$6.50	\$71.45	5.00%	\$3.40
1271	Group 1 – Meeting Rooms – Community	N	Y	\$40.85	\$39.00	\$3.90	\$42.90	5.02%	\$2.04

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS) [continued]

1272	Group 1 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$20.35	\$19.41	\$1.94	\$21.35	4.91%	\$0.99
1273	Group 2 – Meeting Rooms – Commercial	N	Y	\$62.15	\$59.32	\$5.93	\$65.25	4.99%	\$3.10
1274	Group 2 – Meeting Rooms – Community	N	Y	\$37.25	\$35.54	\$3.55	\$39.10	4.97%	\$1.85
1275	Group 2 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$18.75	\$17.91	\$1.79	\$19.70	5.07%	\$0.96
1276	Group 3 – Meeting Rooms – Commercial	N	Y	\$57.05	\$54.45	\$5.45	\$59.90	5.00%	\$2.85
1277	Group 3 – Meeting Rooms – Community	N	Y	\$34.30	\$32.73	\$3.27	\$36.00	4.96%	\$1.70
1278	Group 3 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$17.10	\$16.32	\$1.63	\$17.95	4.97%	\$0.85
1279	Group 4 – Meeting Rooms – Community		Y	\$0.00	\$24.59	\$2.46	\$27.05	∞	\$27.05
1280	Group 4 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$0.00	\$12.27	\$1.23	\$13.50	∞	\$13.50
1281	Group 4 – Meeting Rooms – Commercial	N	Y	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00

12.4 PUBLIC HALLS HIRE

Public Halls listing:

Group 1: Roselea Community Centre Hall,

Group 2: Boronia Grove Function Room 1, Don Moore Community Centre (Main Hall), Dundas Community Centre Hall, Epping Community Centre (Main Hall), Epping Leisure & Learning Centre Function Room, Ermington Community Centre Hall, Newington Community Centre Hall, Reg Byrne Community Centre Hall,

Group 3: Boronia Grove Function Room 2, Epping Community Centre (Upper Hall), Epping Community (Lower Hall), Harry Todd Band Hall, Jones Park Hall, North Rocks Seniors Citizens Centre, West Epping Community Centre.

12.4.1 PUBLIC HALLS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)

1282	Group 1 – Public Halls – Commercial	N	Y	\$90.35	\$86.23	\$8.62	\$94.85	4.98%	\$4.50
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PUBLIC HALLS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM) [continued]

1283	Group 1 – Public Halls – Community	N	Y	\$54.25	\$51.78	\$5.18	\$56.95	4.98%	\$2.70
1284	Group 1 – Public Halls – Unfunded Not-for-profit	N	Y	\$27.10	\$25.86	\$2.59	\$28.45	4.98%	\$1.35
1285	Group 2 – Public Halls – Commercial	N	Y	\$77.75	\$74.22	\$7.42	\$81.65	5.02%	\$3.89
1286	Group 2 – Public Halls – Community	N	Y	\$46.65	\$44.54	\$4.45	\$49.00	5.04%	\$2.35
1287	Group 2 – Public Halls – Unfunded Not-for-profit	N	Y	\$23.30	\$22.23	\$2.22	\$24.45	4.94%	\$1.16
1288	Group 3 – Public Halls – Commercial	N	Y	\$66.05	\$63.04	\$6.30	\$69.35	5.00%	\$3.29
1289	Group 3 – Public Halls – Community	N	Y	\$39.60	\$37.82	\$3.78	\$41.60	5.05%	\$2.00
1290	Group 3 – Public Halls – Unfunded Not-for-profit	N	Y	\$19.75	\$18.87	\$1.89	\$20.75	5.06%	\$1.00

12.4.2 PUBLIC HALLS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)

1291	Group 1 – Public Halls – Commercial	N	Y	\$131.55	\$125.59	\$12.56	\$138.15	5.02%	\$6.60
1292	Group 1 – Public Halls – Community	N	Y	\$78.90	\$75.32	\$7.53	\$82.85	5.01%	\$3.95
1293	Group 1 – Public Halls – Unfunded Not-for-profit	N	Y	\$39.40	\$37.59	\$3.76	\$41.35	4.95%	\$1.95
1294	Group 2 – Public Halls – Commercial	N	Y	\$110.05	\$105.04	\$10.50	\$115.55	5.00%	\$5.50
1295	Group 2 – Public Halls – Community	N	Y	\$66.05	\$63.04	\$6.30	\$69.35	5.00%	\$3.29
1296	Group 2 – Public Halls – Unfunded Not-for-profit	N	Y	\$33.10	\$31.59	\$3.16	\$34.75	4.98%	\$1.65
1297	Group 3 – Public Halls – Commercial	N	Y	\$83.95	\$80.14	\$8.01	\$88.15	5.00%	\$4.20
1298	Group 3 – Public Halls – Community	N	Y	\$52.85	\$50.45	\$5.05	\$55.50	5.01%	\$2.64
1299	Group 3 – Public Halls – Unfunded Not-for-profit	N	Y	\$26.45	\$25.27	\$2.53	\$27.80	5.10%	\$1.35

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.5 PENALTY RATES

1300	Minimum penalty for not complying with Conditions of Hire including cleaning, damage and garbage (Maximum fee as assessed)	Q	Y	Maximum fee as assessed					
1301	Fire brigade calls outs	Q	Y	As prescribed by Fire NSW					
1302	Breakage of Equipment or Damage to Building or Fixtures	Q	Y	Full Cost Recovery					

12.6 SPORTING FIELDS, PARKS & RESERVES

A Grade Fields – Old Saleyards, Rydalmere (Fields 1 and 2)

B Grade Fields – Barton, Belmore (Richie Benaud), Dundas (Curtis), Doyle, FS Garside, Ollie Webb, Somerville

C Grade Fields – Arthur Phillip (Redbank), Binalong, Boronia, Cox, Dan Mahoney, Eric Primrose, George Kendall, Harold West, Hazel Ryan, Homelands, John Curtin, Jones, Max Ruddock, McCoy, Murray Farm, Northmead, North Rocks, Peggy Womersley (Kingsdene) PH Jeffery, Robin Thomas, Roselea, Sir Thomas Mitchell, Upjohn.

D Grade Fields – Carlingford HS

12.6.1 (A) SEASONAL HIRE OF SPORTING FIELDS

12.6.1.1 FULL DAY – FULL SIZED FIELD – PER FIELD

1303	A Grade	N	Y	\$2,208.20	\$2,107.82	\$210.78	\$2,318.60	5.00%	\$110.41
1304	B Grade	N	Y	\$1,166.30	\$1,113.27	\$111.33	\$1,224.60	5.00%	\$58.31
1305	C Grade	N	Y	\$880.90	\$840.86	\$84.09	\$924.95	5.00%	\$44.05
1306	D Grade	N	Y	\$728.85	\$695.73	\$69.57	\$765.30	5.00%	\$36.45

12.6.1.2 HALF DAY OR EVENING – FULL SIZED FIELD – PER FIELD

1307	A Grade	N	Y	\$1,099.95	\$1,049.96	\$105.00	\$1,154.95	5.00%	\$55.00
1308	B Grade	N	Y	\$573.40	\$547.27	\$54.73	\$602.00	4.99%	\$28.60
1309	C Grade	N	Y	\$440.55	\$420.55	\$42.05	\$462.60	5.01%	\$22.05
1310	D Grade	N	Y	\$352.40	\$336.37	\$33.64	\$370.00	4.99%	\$17.60

12.6.1.3 FULL DAY – HALF SIZED FIELD – PER FIELD

1311	A Grade	N	Y	\$1,099.95	\$1,049.96	\$105.00	\$1,154.95	5.00%	\$55.00
1312	B Grade	N	Y	\$573.40	\$547.23	\$54.72	\$601.95	4.98%	\$28.55
1313	C Grade	N	Y	\$440.45	\$420.41	\$42.04	\$462.45	4.99%	\$22.00
1314	D Grade	N	Y	\$352.35	\$336.32	\$33.63	\$369.95	5.00%	\$17.59

12.6.1.4 HALF DAY OR EVENING – HALF SIZED (JUNIOR) FIELD – PER FIELD

1315	A Grade	N	Y	\$552.60	\$527.50	\$52.75	\$580.25	5.00%	\$27.64
1316	B Grade	N	Y	\$285.20	\$272.22	\$27.22	\$299.45	5.00%	\$14.24
1317	C Grade	N	Y	\$220.50	\$210.50	\$21.05	\$231.55	5.01%	\$11.05
1318	D Grade	N	Y	\$179.45	\$171.32	\$17.13	\$188.45	5.02%	\$9.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.6.1.5 SEASONAL HIRE – OTHER

12.6.1.5.1 FORMAL ORGANISED GROUPS ONLY, NO COMMERCIAL USE

1319	Half day	N	Y	\$349.40	\$333.50	\$33.35	\$366.85	4.99%	\$17.45
1320	Full day	N	Y	\$724.90	\$691.95	\$69.20	\$761.15	5.00%	\$36.24

12.6.1.6 OTHER

1321	Netball Courts – per Court	N	Y	\$88.55	\$84.55	\$8.45	\$93.00	5.03%	\$4.45
1322	Additional Usage outside Seasonal Hire Agreement	C	Y	5% of Seasonal Fee					
1323	Sportsground Floodlighting	C	Y	75% of Actual Cost + GST					
1324	The approval of Night Games is subject to the conditions of the DA Consent	C	Y	Price will be supplied on application and approval					

One-off night games will be subject to Council's approval. Designated fields must meet the Australian Standards for floodlighting

12.6.1.7 SYNTHETIC SPORTSFIELDS

1325	Season Rate per hour	N	Y	\$52.15	\$49.77	\$4.98	\$54.75	4.99%	\$2.60
1326	Casual Rate per hour	N	Y	\$91.20	\$87.05	\$8.70	\$95.75	4.99%	\$4.55
1327	School Rate per hour	N	Y	\$18.65	\$17.82	\$1.78	\$19.60	5.09%	\$0.95
1328	Professional Rate per hour per field	N	Y	\$192.80	\$184.04	\$18.40	\$202.45	5.01%	\$9.65
1329	Commercial Rate per hour per field	N	Y	\$301.20	\$287.50	\$28.75	\$316.25	5.00%	\$15.05
1330	Three Quarter Size and Half Size Synthetic Fields will be charged at 75% and 50% of full size rate	C	Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00

12.6.2 (B) SCHOOL HIRE OF SPORTING FIELDS (EACH USE)

1331	Locally-based Schools and school sport associations; or those serving the local community	C	Y							100% Discount
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100% discount for the use of Council sportsgrounds during regular school hours and term dates. Use outside regular school hours and term dates – seasonal and casual hire rates apply

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.6.3 (C) CASUAL USE OF PARKS, RESERVES AND SPORTS FIELDS

There is no fee for community social bookings of 50 people or less for Parks & reserves (excludes sportsfields)

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils

Unfunded Not-for-profit Category

- Individual private hirers
- Not-for-profit agencies

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups

12.6.3.1 SPECIAL EVENT/PERFORMANCE >2,500 IN ATTENDANCE (RATE PER HOUR)

1335	Bond	N	N	At the discretion of Council and will be discussed on application					
1332	Category Commercial – Fee for Hire or use of facilities	N	Y	\$0.00	\$300.64	\$30.06	\$330.70	∞	\$330.70
1333	Category Community – Fee for Hire or use of facilities	N	Y	\$0.00	\$180.45	\$18.05	\$198.50	∞	\$198.50
1334	Category Unfunded Not-for-profit – Fee for Hire or use of facilities	N	Y	\$0.00	\$90.23	\$9.02	\$99.25	∞	\$99.25

12.6.3.2 SPECIAL EVENT/PERFORMANCE >500 IN ATTENDANCE (RATE PER HOUR)

1336	Category Commercial – Fee for Hire or use of facilities	N	Y	\$165.35	\$157.82	\$15.78	\$173.60	4.99%	\$8.25
1337	Category Community – Fee for Hire or use of facilities	N	Y	\$99.25	\$94.72	\$9.47	\$104.20	4.99%	\$4.95
1338	Category Unfunded Not-for-profit – Fee for Hire or use of facilities	N	Y	\$49.60	\$47.36	\$4.74	\$52.10	5.04%	\$2.50
1339	Bond	C	N	At the discretion of Council and will be discussed on application					

12.6.3.3 SPORTING ACTIVITY/COMMUNITY GATHERING <500 IN ATTENDANCE (RATE PER HOUR)

1340	Category Commercial – Fee for Hire or use of facilities	N	Y	\$82.70	\$78.96	\$7.90	\$86.85	5.02%	\$4.16
1341	Category Community – Fee for Hire or use of facilities	N	Y	\$49.60	\$47.36	\$4.74	\$52.10	5.04%	\$2.50

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SPORTING ACTIVITY/COMMUNITY GATHERING <500 IN ATTENDANCE (RATE PER HOUR) [continued]

1342	Category Unfunded Not-for-profit – Fee for Hire or use of facilities	N	Y	\$24.75	\$23.64	\$2.36	\$26.00	5.05%	\$1.25
1343	Bond	C	N	At the discretion of Council and will be discussed on application					

12.6.3.4 ORGANISED OR COMMERCIAL GROUP FITNESS AND PERSONAL TRAINING – PER SEASON

Use of sports fields by organised or commercial group fitness and personal trainers will incur both the Fitness Trainers permit fee and the applicable charges for the respective sports field (excludes 1 – 2 participants). For non-sports field locations fees will be charged at Category D as detailed in the above charges for the seasonal hire of sports fields

1344	1-2 participants (maximum of 12, 2-hour sessions per week)	N	Y	\$309.05	\$295.00	\$29.50	\$324.50	5.00%	\$15.45
1345	3-9 participants (maximum of 12, 2-hour sessions per week)	N	Y	\$622.05	\$593.78	\$59.38	\$653.15	5.00%	\$31.10
1346	10-18 participants (maximum of 8, 2.5 hour sessions per week)	N	Y	\$933.00	\$890.59	\$89.06	\$979.65	5.00%	\$46.65
1347	Bond at the discretion of Council	C	N	Minimum \$250					

12.6.3.5 ADDITIONAL CHARGES FOR SPORTING FIELDS PARKS AND RESERVES

1348	Bond for use of Flag Poles	N	N	Minimum \$250					
				Min. Fee (incl. GST): \$250.00					
1349	Use of flag poles (per flag in addition to any relevant Park and Reserve hire fees)	N	Y	\$0.00	\$227.27	\$22.73	\$250.00	∞	\$250.00
1350	The use and erection of structures including jumping castles, petting zoos, stalls, marquees, staging, and sound amplification	N	Y	\$124.90	\$119.23	\$11.92	\$131.15	5.00%	\$6.25

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.6.3.6 BOND FOR PROVISION OF KEY – PER KEY

1351	Schools	C	N	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	\$0.00
Provision of replacement key for lost or stolen key will forfeiture bond. The above fees are only for the hire of the space and administrative costs. All additional Council costs relating to the booking will be recouped from the hirer, eg staffing extra bins and rubbish collections, cleaning, set up and site restoration. All bonds are at Council's discretion. That is, it may be appropriate for a lower bond to be charged depending on the potential impact of the activity.									
1352	All other park and sports field hirers	C	N	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	\$0.00
Provision of replacement key for lost or stolen key will forfeiture bond. The above fees are only for the hire of the space and administrative costs. All additional Council costs relating to the booking will be recouped from the hirer, eg staffing extra bins and rubbish collections, cleaning, set up and site restoration. All bonds are at Council's discretion. That is, it may be appropriate for a lower bond to be charged depending on the potential impact of the activity.									
1353	Replacement Keys for Lost Keys/ additional requests for sportsgrounds	C	Y	\$124.15	\$118.50	\$11.85	\$130.35	4.99%	\$6.20

12.6.3.6.1 MULTI-PURPOSE COURTS AND CRICKET NETS

1355	Newington Community Centre - Multi-use Court (Floodlit)	N	Y	\$0.00	\$11.45	\$1.15	\$12.60	∞	\$12.60
1354	Rydalmere Park Cricket Nets - Fee Per Lane (Floodlit)	N	Y	\$0.00	\$11.45	\$1.15	\$12.60	∞	\$12.60

12.6.4 COUNCIL-MANAGED TENNIS COURTS (ONLINE BOOKING SYSTEM)

Non-council managed tennis court fees refer to Council's website www.cityofparramatta.nsw.gov.au/tennis

1356	Casual off-peak rate -(Per hour)	C	Y	\$10.00	\$9.54	\$0.95	\$10.50	5.00%	\$0.50
1357	Casual peak rate -(Per hour)	C	Y	\$12.00	\$11.46	\$1.15	\$12.60	5.00%	\$0.60
1358	Professional casual - (Per hour)	C	Y	\$25.00	\$23.87	\$2.39	\$26.25	5.00%	\$1.25
1359	Professional permanent - (Per hour)	C	Y	\$15.00	\$14.32	\$1.43	\$15.75	5.00%	\$0.75

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.6.5 RECREATION & LEISURE PROGRAMS

1360	Note that it is not appropriate to determine fees for individual programs – programs provided vary constantly based on community needs, seasonal variances etc	C	Y	Various Fees Apply				
Some programs will cross subsidise others								

13 REGULATORY SERVICES

13.1 ALTERNATE ASSESSMENT PATH

1361	Where an Alternate Assessment path is agreed by Council and Applicant (all statutory fees must be paid to council)	H	N	Full Cost Recovery				
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13.2 ABANDONED VEHICLES – REMOVAL AND STORAGE

1362	Standard fee to be paid by the owner of an abandoned vehicle prior to the release of the vehicle	I	N	Full Cost Recovery				
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13.2.1 (A) LIGHT VEHICLES

1363	Fee for administration, advertising, seizure, taking charges, towing costs and release fee – maximum	N/A	N	Full Cost Recovery				
1364	Storage charges per day	N/A	N	Full Cost Recovery				

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.2.2 (B) HEAVY VEHICLES

1365	Fee for administration, advertising, seizure, taking charges, towing costs and release fee – maximum	N/A	N						Full Cost Recovery
1366	Storage charges per day	N/A	N						Full Cost Recovery

13.2.3 ABANDONED VEHICLES

1367	Daily Storage Charge	N/A	N						Full Cost Recovery
1368	Minimum Storage Charge	N/A	N						Full Cost Recovery
1369	Maximum Storage Charge	N/A	N						Full Cost Recovery
1370	Fee for administration of refunding proceeds of sale of impounded vehicle	N/A	N	\$199.75	\$199.75	\$0.00	\$199.75	0.00%	\$0.00

13.2.4 RECREATION EQUIPMENT

1371	Impounding Fee	L	N						Full Cost Recovery
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13.2.5 OUTSTANDING NOTICE/ORDERS – 735A LG ACT AND 121ZP EPA ACT

1372	Outstanding Notice/Orders – 735A LG Act and 121ZP EPA Act	L	N	\$178.00	\$186.90	\$0.00	\$186.90	5.00%	\$8.90
1373	Urgency Fee for 24 hr service	I	N	\$182.00	\$191.10	\$0.00	\$191.10	5.00%	\$9.10

13.3 ANIMAL REGISTRATION FEES – ANIMAL COMPANIONS ACT 1999

1374	Microchipping Service (Non Pensioners)	N/A	N	\$48.00	\$48.00	\$0.00	\$48.00	0.00%	\$0.00
1375	Microchipping Service (Pensioners)	N/A	N	\$33.60	\$33.60	\$0.00	\$33.60	0.00%	\$0.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.3.1 REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL

1376	(a) for a de sexed animal (except owned by an eligible pensioner)	M	N	\$63.00	\$63.00	\$0.00	\$63.00	0.00%	\$0.00
1377	(b) for a de sexed animal owned by an eligible pensioner	M	N	\$27.30	\$27.30	\$0.00	\$27.30	0.00%	\$0.00
1378	(c) for an animal that is not desexed (except one kept by a recognised breeder for breeding purposes)	M	N	\$226.80	\$226.80	\$0.00	\$226.80	0.00%	\$0.00
1379	(d) for an animal that is not desexed and is kept by a recognised breeder for breeding purposes	M	N	\$63.00	\$63.00	\$0.00	\$63.00	0.00%	\$0.00
1380	(e) for an animal (whether desexed or not) kept at the premises of an accredited research establishment under the Animal Research Act 1985 for the purposes of research under that Act	M	N	No Fee					
1381	(f) Trained Assistance Animal (required to be microchipped)	M	N	No Fee					
1382	(g) for dog sold by eligible pound/shelter desexed at time of registration	M	N	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00
1383	(h) Dangerous Dog Enclosure Certificate of Compliance	M	N	\$205.00	\$205.00	\$0.00	\$205.00	0.00%	\$0.00
1384	Animal holding fee per animal per 24 hour period	C	N	\$19.00	\$19.00	\$0.00	\$19.00	0.00%	\$0.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL [continued]

1385	(i) Annual permit required for cats that are not desexed	N/A	N	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	\$0.00
1386	(j) Annual Dog Permit Restricted Breed	N/A	N	\$195.00	\$195.00	\$0.00	\$195.00	0.00%	\$0.00
1387	(k) Dog not desexed not recommended	N/A	N	\$60.00	\$60.00	\$0.00	\$60.00	0.00%	\$0.00
1388	(l) Working dog	N/A	N						No Fee
1389	(m) Recognised Assistance Animal	N/A	N						No Fee
1390	(n) Cat desexed or not desexed	N/A	N	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	\$0.00
1391	(o) Cat desexed owned by pensioner	N/A	N	\$26.00	\$26.00	\$0.00	\$26.00	0.00%	\$0.00
1392	(p) Cat desexed sold by shelter	N/A	N	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00
1393	(q) Cat not desexed not recommended	N/A	N	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	\$0.00
1394	(r) Cat owned by recognised breeder	N/A	N	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	\$0.00
1395	(s) Permit for undesexed cat	N/A	N	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	\$0.00

13.3.2 CAT TRAP HIRE

1396	Hire Fee	N/A	Y	\$20.00	\$19.09	\$1.91	\$21.00	5.00%	\$1.00
1397	Pensioner Hire Fee	N/A	Y	\$11.60	\$11.09	\$1.11	\$12.20	5.17%	\$0.60
1398	Return Deposit	N/A	N	\$54.00	\$56.00	\$0.00	\$56.00	3.70%	\$2.00
1399	Pensioner Return Deposit	N/A	N	\$27.50	\$28.50	\$0.00	\$28.50	3.64%	\$1.00
1400	Cat Trap replacement fee	N/A	Y						Full Cost Recovery

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.4 EP&A ACT COMPLIANCE COST NOTICE FEES

1401	Compliance Cost Notice under the Environmental Planning and Assessment Act – For costs and expenses relating to an investigation that leads to the issuing of an Order	N/A	N	\$750.00	\$750.00	\$0.00	\$750.00	0.00%	\$0.00
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13.5 IMPOUNDING CHARGE (ANIMALS)

13.5.1 HORSES AND CATTLE

1402	Deterrent Fee (per head)	N/A	N	\$18.00	\$18.90	\$0.00	\$18.90	5.00%	\$0.90
1403	Each additional animal	N/A	N	\$11.00	\$11.55	\$0.00	\$11.55	5.00%	\$0.55
1404	Driver's allowance (per head/km)	N/A	N	Full Cost Recovery					
1405	Release fee (per head)	N/A	N	\$26.00	\$27.30	\$0.00	\$27.30	5.00%	\$1.30
1406	Daily Sustenance fee (per head)	N/A	N	\$20.00	\$21.00	\$0.00	\$21.00	5.00%	\$1.00

13.5.2 SHEEP

1407	Sheep	N/A	N	\$17.00	\$17.85	\$0.00	\$17.85	5.00%	\$0.85
1408	Deterrent Fee (1-30 head)	N/A	N	\$11.00	\$11.55	\$0.00	\$11.55	5.00%	\$0.55
1409	Driver's allowance (at head/km)	N/A	N	Full Cost Recovery					
1410	Release Fee (1-30 head)	N/A	N	\$26.00	\$27.30	\$0.00	\$27.30	5.00%	\$1.30
1411	Daily Sustenance fee (per head)	N/A	N	\$21.00	\$22.05	\$0.00	\$22.05	5.00%	\$1.05

13.6 IMPOUNDED ITEMS (OTHER THAN VEHICLES, CLOTHING BINS & SHOPPING TROLLEYS)

13.6.1 FEE FOR ADMINISTRATION, ADVERTISING, SEIZURE, TAKING CHARGES, REMOVAL COSTS AND RELEASE FEE (MAXIMUM)

1412	Up to 1.2m2	N/A	N	\$117.00	\$122.85	\$0.00	\$122.85	5.00%	\$5.85
1413	Greater than or equal to 1.2m2	N/A	N	\$232.50	\$244.15	\$0.00	\$244.15	5.01%	\$11.65
1414	Storage charges per day	N/A	N	\$16.80	\$17.65	\$0.00	\$17.65	5.06%	\$0.85

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.7 OUTSTANDING NOTICES CERTIFICATE NOXIOUS WEEDS

1415	Outstanding Notices Certificate Noxious Weeds (Bio-diversity)	L	N	\$168.00	\$168.00	\$0.00	\$168.00	0.00%	\$0.00
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13.8 POUND FEES

13.8.1 COMPANION ANIMALS IMPOUNDING FEES – PREFERRED VET

1416	Surrender Dog	N/A	N							Full Cost Recovery
1417	Surrender Cat	N/A	N							Full Cost Recovery
1418	Extra charge for after hours access	N/A	N							Actual cost of AH attendance

13.8.2 COMPANION ANIMALS IMPOUNDING FEES – (BLACKTOWN POUND)

1419	Surrender Dog	N/A	N							Actual cost
1420	Surrender Cat	N/A	N							Actual cost
1421	Extra charge for after hours access	N/A	N							Actual cost of AH attendance

13.8.3 COMPANION ANIMALS – IMPOUNDING & RELEASE FEES FROM APPROVED PREMISES – VETS, ETC.

1422	Administration & Release Fee	N/A	N	\$17.00	\$17.85	\$0.00	\$17.85	5.00%	\$0.85
1423	Daily Boarding Charge – Dog up to 20kg	N/A	N	\$21.00	\$22.05	\$0.00	\$22.05	5.00%	\$1.05
1424	Daily Boarding Charge – Dog over 20kg	N/A	N	\$21.00	\$22.05	\$0.00	\$22.05	5.00%	\$1.05

13.8.4 COMPANION ANIMALS – SEIZURE & RELEASE FEES FROM COUNCIL

1425	Administration & Release Fee	N/A	N	\$27.00	\$28.35	\$0.00	\$28.35	5.00%	\$1.35
1426	Daily Boarding Charge – Dog up to 20kg	N/A	N	\$16.00	\$16.80	\$0.00	\$16.80	5.00%	\$0.80
1427	Daily Boarding Charge – Dog over 20kg	N/A	N	\$21.00	\$22.05	\$0.00	\$22.05	5.00%	\$1.05
1428	Daily Boarding Charge – Cat	N/A	N	\$16.00	\$16.80	\$0.00	\$16.80	5.00%	\$0.80
1429	Pound release per night – Rydalmere Operations Centre Depot	N/A	N	\$26.00	\$27.30	\$0.00	\$27.30	5.00%	\$1.30

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.9 REGULATED PREMISES – PUBLIC HEALTH – FOOD

13.9.1 1. PERMANENT PREMISES

13.9.1.1 A. FEE CHARGED PER INSPECTION

13.9.1.1.1 CATEGORY 1

1430	Major venues/ function centres and premises with more than 6 food/beverage service areas	C	N	\$850.00	\$892.50	\$0.00	\$892.50	5.00%	\$42.50
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13.9.1.1.2 CATEGORY 2

1431	Supermarkets, hotels/motels/ clubs, Liquor Licensed outlets with between 3 & 6 food/beverage service areas	N/A	N	\$633.00	\$664.65	\$0.00	\$664.65	5.00%	\$31.65
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13.9.1.1.3 CATEGORY 3

1432	Liquor Licensed outlets – Cafe/ Restaurants/ Nightclubs up to 3 food/ beverage service areas	N/A	N	\$346.00	\$363.30	\$0.00	\$363.30	5.00%	\$17.30
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13.9.1.1.4 CATEGORY 4

1433	Cafes, Restaurants (other than liquor licensed), Takeaway outlets Bakery, Fish, Catered Canteen (including schools) food factories – small processing areas, other places of food production	N/A	N	\$258.00	\$270.90	\$0.00	\$270.90	5.00%	\$12.90
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.9.1.1.5 CATEGORY 5

1434	Premises where only packaged foods sold and no processing undertaken (convenience stores, service stations, fruit and vegetable stores)	N/A	N	\$170.00	\$178.50	\$0.00	\$178.50	5.00%	\$8.50
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13.9.1.2 B. RE-INSPECTION FEE – APPLICABLE WHERE REQUIRED FEE CHARGED ACCORDING TO CATEGORY OF PREMISES

1435	Category 1	N/A	N	\$850.00	\$892.50	\$0.00	\$892.50	5.00%	\$42.50
1436	Category 2	N/A	N	\$633.00	\$664.65	\$0.00	\$664.65	5.00%	\$31.65
1437	Category 3	N/A	N	\$346.00	\$363.30	\$0.00	\$363.30	5.00%	\$17.30
1438	Category 4	N/A	N	\$258.00	\$270.90	\$0.00	\$270.90	5.00%	\$12.90
1439	Category 5	N/A	N	\$170.00	\$178.50	\$0.00	\$178.50	5.00%	\$8.50

13.9.1.3 C. COMPLIANCE INSPECTION FEE – APPLICABLE WHERE REQUIRED FEE CHARGED ACCORDING TO CATEGORY OF PREMISES

1440	Category 1	N/A	N	\$850.00	\$892.50	\$0.00	\$892.50	5.00%	\$42.50
1441	Category 2	N/A	N	\$633.00	\$664.65	\$0.00	\$664.65	5.00%	\$31.65
1442	Category 3	N/A	N	\$346.00	\$363.30	\$0.00	\$363.30	5.00%	\$17.30
1443	Category 4	N/A	N	\$258.00	\$270.90	\$0.00	\$270.90	5.00%	\$12.90
1444	Category 5	N/A	N	\$170.00	\$178.50	\$0.00	\$178.50	5.00%	\$8.50
1445	Registered charity or non-profit community service organisation	A	N	No Fee					

13.9.2 2. MOBILE FOOD VENDORS

13.9.2.1 A. ANNUALLY RENEWABLE REGISTRATION & INSPECTION, 1 REVIEW INCLUDED, CHARGE PER VEHICLE

1446	Category (1) Ice Cream/soft serve and/or potentially hazardous ready-to-eat products	N/A	N	\$336.00	\$352.80	\$0.00	\$352.80	5.00%	\$16.80
1447	Category (2) Packaged food/drink products only, where no direct handling or processing of food undertaken	N/A	N	\$214.00	\$224.70	\$0.00	\$224.70	5.00%	\$10.70

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.9.2.2 B. RE-INSPECTION FEE – APPLICABLE WHERE >1 REVIEW INSPECTION HAS BEEN CONDUCTED

1448	Category (1) Ice Cream/soft serve and/or heated products	N/A	N	\$336.00	\$352.80	\$0.00	\$352.80	5.00%	\$16.80
1449	Category (2) Packaged food/drink products only, where no direct handling or processing of food undertaken	N/A	N	\$214.00	\$224.70	\$0.00	\$224.70	5.00%	\$10.70

13.9.3 3. ROYAL EASTER SHOW

1450	Medium Risk Food Outlets/ Food Van/ Permanent Site/Mobile Vendor		N	\$305.00	\$315.68	\$0.00	\$315.68	3.50%	\$10.68
1451	High Risk Food Outlets/Food Van/Permanent Site/Mobile Vendor	N/A	N	\$611.00	\$641.55	\$0.00	\$641.55	5.00%	\$30.55
1452	Low Risk Food Outlets/Food Van/Permanent Site/Mobile Vendor	N/A	N	\$137.00	\$143.85	\$0.00	\$143.85	5.00%	\$6.85

13.9.4 4. TEMPORARY FOOD STALLS

1453	Late Fee Temporary Food Application Fee		N	\$50.00	\$52.75	\$0.00	\$52.75	5.50%	\$2.75
1454	Temporary Food Application Fee (per application)	L	N	\$50.00	\$52.75	\$0.00	\$52.75	5.50%	\$2.75
1455	Category (2) Registered charity or non- profit community service organisation	N/A	N	No Fee					

13.9.4.1 DAILY INSPECTION FEE APPLICABLE FOR EACH EVENT

1456	Category (1) Commercial operation	N/A	N	\$120.00	\$126.00	\$0.00	\$126.00	5.00%	\$6.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

DAILY INSPECTION FEE APPLICABLE FOR EACH EVENT [continued]

1457	Category (2) Registered charity or non-profit community service organisation	N/A	N						No Fee
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13.9.4.2 ANNUAL (FINANCIAL YEAR) REGISTRATION OF TEMPORARY FOOD STALL (INCLUSIVE OF ALL FOOD INSPECTION FEES)

1458	Category (1) Commercial operation	N/A	N	\$270.00	\$283.50	\$0.00	\$283.50	5.00%	\$13.50
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13.9.5 5. FOOD PREMISES – ANNUAL ADMINISTRATION FEE – HIGH & MEDIUM RISK BUSINESSES ONLY AS PER NSW FOOD AUTHORITY CATEGORIES

1459	Small-sized – 5 or less equivalent full time food handlers selling high risk food but no direct food handling required (eg. packaged only)	N/A	N	\$302.00	\$317.10	\$0.00	\$317.10	5.00%	\$15.10
1460	Medium-sized – 6-50 equivalent full time food handlers	N/A	N	\$721.00	\$757.05	\$0.00	\$757.05	5.00%	\$36.05
1461	Large-sized – 51 or more equivalent full time food handlers	N/A	N	\$2,998.00	\$3,147.90	\$0.00	\$3,147.90	5.00%	\$149.90
1462	School Canteen (run by P & C – not for profit)	N/A	N						No Fee
1463	Administration fee accompanying service of improvement notice (subject to Food Act amendment)	M	N	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	\$0.00

13.10 REGULATED PREMISES – PUBLIC HEALTH – OTHER**13.10.1 A. INSPECTION FEE – LEGIONELLA CONTROL (COOLING TOWERS), MORTUARIES, BARBER, HAIRDRESSING, BEAUTY TREATMENT, BODY PIERCING & TATTOO PREMISES****13.10.1.1 COOLING TOWERS AND WARM WATER SYSTEMS**

1464	First Unit	N/A	N	\$352.00	\$369.60	\$0.00	\$369.60	5.00%	\$17.60
1465	Each Additional Unit	N/A	N	\$352.00	\$369.60	\$0.00	\$369.60	5.00%	\$17.60

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

COOLING TOWERS AND WARM WATER SYSTEMS [continued]

1466	Warm Water Premises	N/A	N	\$772.00	\$810.60	\$0.00	\$810.60	5.00%	\$38.60
1467	Each re-inspection (per hour + 1/2 hour or part thereof < 1 hour)	N/A	N	\$160.00	\$168.00	\$0.00	\$168.00	5.00%	\$8.00
1468	Legionella Sampling and Assessment	N/A	N	Full Cost Recovery					

13.10.1.2 HIGH RISK SKIN PENETRATION PREMISES & MORTUARIES

1469	Inspection fee (Inclusive of 1 review inspection)	C	N	\$353.00	\$370.65	\$0.00	\$370.65	5.00%	\$17.65
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13.10.1.3 BARBERS, HAIRDRESSING ACTIVITY ONLY

1470	Inspection fee (Inclusive of 1 review inspection)	C	N	\$192.00	\$201.60	\$0.00	\$201.60	5.00%	\$9.60
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13.10.1.4 IMPROVEMENT NOTICES AND PROHIBITION ORDERS UNDER PUBLIC HEALTH REGULATION 2012

1471	Containing a regulated system (cooling tower/warm water system)	C	N	\$620.00	\$635.00	\$0.00	\$635.00	2.42%	\$15.00
1472	Any other premises (skin penetration, public swimming pool,)	C	N	\$290.00	\$295.00	\$0.00	\$295.00	1.72%	\$5.00

13.10.1.5 PUBLIC AND SEMI-PUBLIC SWIMMING POOLS

1473	Outdoor & indoor swimming pools (First Pool)	C	N	\$324.00	\$340.20	\$0.00	\$340.20	5.00%	\$16.20
1474	Spa Pools (First Spa)	C	N	\$324.00	\$340.20	\$0.00	\$340.20	5.00%	\$16.20
1475	Pools/Spas (Each Additional Pool/ Spa)	C	N	\$71.00	\$74.55	\$0.00	\$74.55	5.00%	\$3.55
1476	Bacteriological assessment fee (taken if chemical parameters have failed)	C	N	Full Cost Recovery					
1477	Boarding House inspection	C	N	\$330.00	\$346.50	\$0.00	\$346.50	5.00%	\$16.50

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PUBLIC AND SEMI-PUBLIC SWIMMING POOLS [continued]

1478	Public Health Regulation Notification Fee (regulated system/s, public pool/spa, skin penetration premises)	C	N	\$105.00	\$105.00	\$0.00	\$105.00	0.00%	\$0.00
1479	Reinspection Fee for Prohibition Order under the Public Health Regulation (per hour, maximum charge of 2 hours)	C	N	\$255.00	\$255.00	\$0.00	\$255.00	0.00%	\$0.00

13.10.2 6. ONSITE SEWAGE MANAGEMENT APPLICATIONS

1480	Application to Install an On-site sewage management system – 1-10 Equivalent Persons (Includes 2 inspection fees & approval to operate fee)	N/A	N	\$367.00	\$385.35	\$0.00	\$385.35	5.00%	\$18.35
1481	Application to Install an On-site sewage management system – >10 Equivalent Persons (Includes 2 inspections & approval to operate)	N/A	N	\$735.00	\$771.75	\$0.00	\$771.75	5.00%	\$36.75
1482	Application to Install an On-site sewage management system – Non Residential	N/A	N	\$1,071.00	\$1,124.55	\$0.00	\$1,124.55	5.00%	\$53.55
1483	Application to amend or alter an On-site sewage management system	N/A	N	\$204.00	\$214.20	\$0.00	\$214.20	5.00%	\$10.20
1484	On-site Sewage Management System – Inspection Fee/ hour (minimum 1/2 hour)	N/A	N	\$189.00	\$198.45	\$0.00	\$198.45	5.00%	\$9.45

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6. ONSITE SEWAGE MANAGEMENT APPLICATIONS [continued]

1485	Approval to Operate an On-site Sewage Management System (includes 1 inspection)	N/A	N	\$136.00	\$142.80	\$0.00	\$142.80	5.00%	\$6.80
1486	Pre-Purchase Inspection of an On-site Sewage Management System	N/A	N	\$189.00	\$198.45	\$0.00	\$198.45	5.00%	\$9.45

13.10.3 7. OTHER EVENT

1487	Other event inspection fees each event (e.g. Tattoo Expo, temporary skin penetration stall)	N/A	N	\$121.00	\$127.05	\$0.00	\$127.05	5.00%	\$6.05
1488	Addition inspection / re-inspection fee*	N/A	N	\$121.00	\$127.05	\$0.00	\$127.05	5.00%	\$6.05

13.10.4 8. ENVIRONMENTAL / PROTECTION OF THE ENVIRONMENT OPERATIONS ACT

1489	Environmental Compliance Inspection Fee		N	\$425.00	\$439.88	\$0.00	\$439.88	3.50%	\$14.88
1490	Clean-up Notice / Prevention Notice / Administration Fee	N/A	N	\$785.00	\$803.00	\$0.00	\$803.00	2.29%	\$18.00
1491	Cost Recovery Notice Fee	N/A	N	Total costs including staff time, contractors, resources and administrative expenses					

13.11 REGULATORY CONTROL

13.11.1 ANNUAL FIRE SAFETY STATEMENTS – EP&A REG CL. 177(1)

1493	Incorrect Annual Fire Safety Statement (per submission)		N	\$100.00	\$150.00	\$0.00	\$150.00	50.00%	\$50.00
1492	Yearly Annual Fire Safety Statement (AFSS) LG Act Section 608 (2)		N	\$0.00	\$250.00	\$0.00	\$250.00	∞	\$250.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ANNUAL FIRE SAFETY STATEMENTS – EP&A REG CL. 177(1) [continued]

1494	New Fire Safety Schedule Registration by Council – LG Act Section 608 (2)	N/A	N	\$215.00	\$250.00	\$0.00	\$250.00	16.28%	\$35.00
1495	Annual Fire Safety Statement (AFSS) Late fee 14 Days Late	N/A	N	One off 14 days late fee \$250. Any further late submission to be dealt with by legislative penalty infringement notice. Last year fee \$100 for first month, \$200 for 2nd month and so on up to a maximum of 5 months					
1496	Annual Fire Safety Statement – Request to stay penalty infringement notice	N/A	N	\$464.00	\$500.00	\$0.00	\$500.00	7.76%	\$36.00

13.11.2 FIRE SAFETY INSPECTION

1497	Inspection fee for failure to comply with Order for fire audit for the 1st hour and report	N/A	Y	\$378.00	\$360.82	\$36.08	\$396.90	5.00%	\$18.90
1498	Additional time billed at 15 minute intervals pro rata	N/A	Y	\$220.00	\$210.00	\$21.00	\$231.00	5.00%	\$11.00

13.11.3 EXTENSION TO APPROVED DA WORKING HOURS

1499	Application/ Emergency notification fee (non refundable)	N/A	N	\$502.00	\$1,500.00	\$0.00	\$1,500.00	198.80%	\$998.00
1500	Processing / administration fee for all applications	N/A	N	\$2,004.54	\$3,000.00	\$0.00	\$3,000.00	49.66%	\$995.46

13.11.4 GRAFFITI REMOVAL

1501	Graffiti Removal (Using Chemical) – per sq. metre	N/A	Y	\$50.50	\$47.73	\$4.77	\$52.50	3.96%	\$2.00
1502	Graffiti Removal (Using Paint Over) – per sq. metre	N/A	Y	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50
1503	Graffiti Removal Flat Hourly Rate – per hour	N/A	Y	\$188.00	\$177.27	\$17.73	\$195.00	3.72%	\$7.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13.11.5 MONITORING COMPLIANCE OF RESTRICTED PREMISES INCLUDING BROTHELS MASSAGE PARLOURS AND OTHER REGULATED OR SIMILAR PREMISES

Note: Subject to Council determination at its meeting on 9 August 2010

1504	Fee for Council staff to undertake monitoring – Minimum fee 1st hour	N/A	N	\$624.00	\$655.20	\$0.00	\$655.20	5.00%	\$31.20
1505	Then per 1/4 hour thereafter	N/A	N	\$159.00	\$166.95	\$0.00	\$166.95	5.00%	\$7.95
1506	Boarding House inspection	N/A	N	\$298.50	\$313.45	\$0.00	\$313.45	5.01%	\$14.95

13.12 SWIMMING POOLS SAFETY

13.12.1 SWIMMING POOLS ACT CERTIFICATES – FOR POOL BARRIER REQUIREMENTS

1507	Application of Exemption – Section 22 – Swimming Pools Reg Cl. 13	N/A	N	\$72.00	\$250.00	\$0.00	\$250.00	247.22%	\$178.00
1508	Application for inspection and Certificate of Compliance – Section 22C&D – Swimming Pools Reg Cl. 19 First inspection + Reinspection (if follow-up inspection not required, \$100 will be refunded)	N/A	Y	\$275.00	\$250.00	\$25.00	\$275.00	0.00%	\$0.00
1509	Swimming Pool Re-inspection Fee	N/A	Y	\$110.00	\$100.00	\$10.00	\$110.00	0.00%	\$0.00
1510	Swimming School Safety – Resuscitation Posters	N/A	Y	Full Cost Recovery					
1511	Mandatory inspection Swimming Pool fencing Section 22B (2) (tourist accommodation and buildings with more than 2 dwellings) – Includes First Inspection + Reinspection	C	N	\$270.00	\$250.00	\$0.00	\$250.00	-7.41%	-\$20.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

SWIMMING POOLS ACT CERTIFICATES – FOR POOL BARRIER REQUIREMENTS [continued]

1512	Registration of private swimming pools (Section 30B (2)(b) of the Swimming Pools Act)	N/A	Y	\$10.00	\$10.00	\$1.00	\$11.00	10.00%	\$1.00
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14 RIVERSIDE THEATRES

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment.

14.1 RIVERSIDE THEATRES COMMUNITY HIRE RATES

14.1.1 RIVERSIDE THEATRE COMMUNITY HIRE

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

14.1.1.1 COURTYARD (FULL DAY)

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

1513	Sunday to Thursday*	N/A	Y	\$1,050.00	\$1,472.73	\$147.27	\$1,620.00	54.29%	\$570.00
1514	Friday to Saturday*	N/A	Y	\$1,450.00	\$1,963.64	\$196.36	\$2,160.00	48.97%	\$710.01

14.1.1.2 COURTYARD (HALF DAY)

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

Bump In and Rehearsal period is free on the day of the performance for a period of up to four (4) hours only, with the exception of staff costs

The Theatres Technical Staff as outlined above must be employed during the Bump In or Rehearsal and are charged to the hirer at a rate of \$55 per hour (inc. GST) per staff member per hour. Penalty rates apply for periods exceeding eight (8) hours, Sundays and Public Holidays

1515	Sunday to Thursday*	N/A	Y	\$550.00	\$981.82	\$98.18	\$1,080.00	96.36%	\$530.00
1516	Friday to Saturday*	N/A	Y	\$750.00	\$1,309.09	\$130.91	\$1,440.00	92.00%	\$690.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

COURTYARD (HALF DAY) [continued]

1517	Minimum staff required in the venue hire of Riverside Courtyard: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	N/A	Y	\$672.00	\$634.09	\$63.41	\$697.50	3.79%	\$25.50
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Total 4 staff cost for minimum 4 hours at an average hourly rate of \$55 per hour

14.1.1.3 ONE PERFORMANCE ONLY

1518	Sunday to Thursday*	N	Y	\$5,900.00	\$5,545.45	\$554.55	\$6,100.00	3.39%	\$199.99
1519	Friday to Saturday*	N	Y	\$7,000.00	\$6,554.55	\$655.45	\$7,210.00	3.00%	\$210.00

14.1.1.4 ADDITIONAL PERFORMANCES

1520	Fri-Sat - Additional Performance 1		Y	\$2,100.00	\$1,954.55	\$195.45	\$2,150.00	2.38%	\$50.00
1521	Sun-Thu - Additional Performances 2+		Y	\$1,800.00	\$1,686.36	\$168.64	\$1,855.00	3.06%	\$55.00
1522	Sun-Thu Additional Performance 1	N	Y	\$3,500.00	\$3,272.73	\$327.27	\$3,600.00	2.86%	\$100.00
1523	Fri-Sat Additional Performance 1	N	Y	\$4,200.00	\$3,909.09	\$390.91	\$4,300.00	2.38%	\$100.00
1524	Minimum staff required in the venue hire of Riverside Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 4 Ushers, 1 Technical Lighting, 1 Technical Sound 1 Technical Stage	N	Y	\$1,650.00	\$1,554.55	\$155.45	\$1,710.00	3.64%	\$60.00

Total 9 staff cost for minimum 4 hours at an average hourly rate of \$55 per hour

14.1.2 RIVERSIDE THEATRE LEVEL 1

1526	Lennox Holding Room or LX Plot Rate		Y	\$650.00	\$609.09	\$60.91	\$670.00	3.08%	\$20.00
1525	Sun- Thur Additional Performance 1		Y	\$3,850.00	\$3,500.00	\$350.00	\$3,850.00	0.00%	\$0.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

14.1.3 LENNOX THEATRE COMMUNITY HIRE

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

14.1.3.1 ONE PERFORMANCE ONLY

1527	Sunday to Thursday*	C	Y	\$1,500.00	\$1,409.09	\$140.91	\$1,550.00	3.33%	\$50.00
1528	Friday to Saturday*	C	Y	\$2,000.00	\$1,909.09	\$190.91	\$2,100.00	5.00%	\$100.00

14.1.3.2 ADDITIONAL PERFORMANCES

1530	Fri-Sat - Additional Performances 2+		Y	\$600.00	\$568.18	\$56.82	\$625.00	4.17%	\$25.01
1529	Sun-Thu - Additional Performances 2+		Y	\$500.00	\$472.73	\$47.27	\$520.00	4.00%	\$20.00
1531	Sun-Thu Additional Performance 1	C	Y	\$900.00	\$850.00	\$85.00	\$935.00	3.89%	\$35.00
1532	Fri-Sat Additional Performance 1	C	Y	\$1,200.00	\$1,131.82	\$113.18	\$1,245.00	3.75%	\$45.00
1533	Minimum staff required in the venue hire of Lennox Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	C	Y	\$440.00	\$414.55	\$41.45	\$456.00	3.64%	\$16.00

Total 4 staff cost for minimum 4 hours at an average hourly rate of \$55 per hour

14.1.4 RAFFERTY'S THEATRE COMMUNITY HIRE

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

14.1.4.1 ONE PERFORMANCE ONLY

1534	Sunday to Thursday*	C	Y	\$800.00	\$750.00	\$75.00	\$825.00	3.13%	\$25.00
1535	Friday to Saturday*	C	Y	\$1,200.00	\$1,131.82	\$113.18	\$1,245.00	3.75%	\$45.00

14.1.4.2 ADDITIONAL PERFORMANCES

1536	Fri-Sat - Additional Performances 2+		Y	\$350.00	\$331.82	\$33.18	\$365.00	4.29%	\$15.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ADDITIONAL PERFORMANCES [continued]

1537	Sun-Thu - Additional Performances 2+		Y	\$300.00	\$281.82	\$28.18	\$310.00	3.33%	\$10.00
1538	Sun-Thu - Additional Performance1	C	Y	\$500.00	\$472.73	\$47.27	\$520.00	4.00%	\$20.00
1539	Fri-Sat Additional Performance 1	C	Y	\$700.00	\$659.09	\$65.91	\$725.00	3.57%	\$25.00
1540	Minimum staff required in the venue hire of Rafferty's Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	C	Y	\$672.00	\$631.82	\$63.18	\$695.00	3.42%	\$23.00

Total 4 staff cost for minimum 4 hours at an average hourly rate of \$55 per hour

14.2 RIVERSIDE THEATRES PARRAMATTA COMMERCIAL PERFORMANCE HIRE RATES

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

14.2.1 RIVERSIDE THEATRE

14.2.1.1 ONE PERFORMANCE ONLY

1541	Sunday to Thursday*	N	Y	\$6,500.00	\$6,136.36	\$613.64	\$6,750.00	3.85%	\$250.00
1542	Friday to Saturday*	N	Y	\$7,700.00	\$7,227.27	\$722.73	\$7,950.00	3.25%	\$250.00

14.2.1.2 ADDITIONAL PERFORMANCES

1544	Fri-Sat Additional Performances 2+		Y	\$2,300.00	\$2,172.73	\$217.27	\$2,390.00	3.91%	\$90.00
1543	Sun- Thur Additional Performances 2+		Y	\$2,000.00	\$1,881.82	\$188.18	\$2,070.00	3.50%	\$70.00
1545	Sunday-Thursday Additional Performance1	N	Y	\$4,000.00	\$3,772.73	\$377.27	\$4,150.00	3.75%	\$150.00
1546	Friday to Saturday-Additional Performance1	N	Y	\$4,700.00	\$4,431.82	\$443.18	\$4,875.00	3.72%	\$175.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ADDITIONAL PERFORMANCES [continued]

1547	Minimum staff required in the venue hire of Riverside Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 4 Ushers, 1 Technical Lighting, 1 Technical Sound 1 Technical Stage, 1 x Duty Technician	N	Y	\$1,665.00	\$1,568.18	\$156.82	\$1,725.00	3.60%	\$60.00
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Total 9 staff cost for minimum 3 hours at an average hourly rate of \$55 per hour

14.2.2 LENNOX THEATRE

14.2.2.1 ONE PERFORMANCE ONLY

1548	Sunday to Thursday*	N	Y	\$1,700.00	\$1,609.09	\$160.91	\$1,770.00	4.12%	\$70.01
1549	Friday to Saturday*	N	Y	\$2,300.00	\$2,181.82	\$218.18	\$2,400.00	4.35%	\$100.00

14.2.2.2 ADDITIONAL PERFORMANCES

1550	Fri-Sat Additional Performances 2+		Y	\$700.00	\$659.09	\$65.91	\$725.00	3.57%	\$25.00
1551	Sun-Thur Further Additional Performances		Y	\$600.00	\$568.18	\$56.82	\$625.00	4.17%	\$25.01
1552	Sun-Thur Additional Performance 1	N	Y	\$1,100.00	\$1,045.45	\$104.55	\$1,150.00	4.55%	\$50.00
1553	Fri-Sat Additional Performance 1	N	Y	\$1,400.00	\$1,318.18	\$131.82	\$1,450.00	3.57%	\$50.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ADDITIONAL PERFORMANCES [continued]

1554	Minimum staff required in the venue hire of Lennox Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Technician	N	Y	\$440.00	\$413.64	\$41.36	\$455.00	3.41%	\$15.00
Total 4 staff cost for minimum 4 hours at an average hourly rate of \$55 per hour									

14.2.3 RAFFERTY'S THEATRE**14.2.3.1 ONE PERFORMANCE ONLY**

1555	Sunday to Thursday*	N	Y	\$850.00	\$804.55	\$80.45	\$885.00	4.12%	\$35.00
1556	Friday to Saturday*	N	Y	\$1,350.00	\$1,272.73	\$127.27	\$1,400.00	3.70%	\$50.00

14.2.3.2 ADDITIONAL PERFORMANCES

1557	Fri-Sat - Additional Performances 2+		Y	\$400.00	\$377.27	\$37.73	\$415.00	3.75%	\$14.99
1558	Sun-Thu - Additional Performances 2+		Y	\$300.00	\$281.82	\$28.18	\$310.00	3.33%	\$10.00
1559	Sun-Thur Additional Performance 1	N	Y	\$500.00	\$472.73	\$47.27	\$520.00	4.00%	\$20.00
1560	Fri-Sat Additional Performance 1	N	Y	\$800.00	\$750.00	\$75.00	\$825.00	3.13%	\$25.00
1561	Minimum staff required in the venue hire of Rafferty's Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	N	Y	\$672.00	\$631.82	\$63.18	\$695.00	3.42%	\$23.00
Total 4 staff cost for minimum 4 hours at an average hourly rate of \$55 per hour									

14.2.4 COURTYARD (FULL DAY)

1562	Sunday to Thursday*	N	Y	\$1,250.00	\$1,636.36	\$163.64	\$1,800.00	44.00%	\$550.00
1563	Friday to Saturday*	N	Y	\$1,700.00	\$2,181.82	\$218.18	\$2,400.00	41.18%	\$700.01

14.2.5 COURTYARD (HALF DAY)

1564	Sunday to Thursday*	N/A	Y	\$650.00	\$1,090.91	\$109.09	\$1,200.00	84.62%	\$550.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

COURTYARD (HALF DAY) [continued]

1565	Friday to Saturday*	N/A	Y	\$850.00	\$1,454.55	\$145.45	\$1,600.00	88.24%	\$750.00
1566	Minimum staff required in the venue hire of Riverside Courtyard: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	N/A	Y	\$672.00	\$631.82	\$63.18	\$695.00	3.42%	\$23.00

Total 4staff cost for minimum 3 hours at an average hourly rate of \$56 per hour

14.2.6 CHARGES NOT INCLUDED IN HIRE RATES

Fees/charges are negotiable at the discretion of the Director.

It is essential that all hirers read the Performance Hire Guide which outlines the Theatres Policies and Procedures relating to Venue Bookings.

1567	Riverside Theatres Membership Fee	N/A	Y	Riverside Theatres Membership Fee- annual charge renewal	
Riverside Theatres Membership Fee Riverside Theatres Mebership Fee					
1568	Piano Hire	N/A	Y	\$300.00 to \$930.00 Last year fee \$300.00 to \$900.00	
1569	Booking Fees	N/A	Y	\$2.50 - \$10.40 Last year fee \$1.20 - \$9.90	
1570	Staff hire rate – per hour (minimum 3 hour call applies)	N/A	Y	\$54.00-\$67.50 Last year fee \$52.00-\$65.00	
1571	Staff hire penalty rate – per hour (min3 hour call applies)	N/A	Y	\$80.75-\$102.00 Last year fee \$78.00- \$98.00	
1572	Additional equipment hire – rate on application	N/A	Y	Various Fees Apply	
1573	Consumables – rate on application	N/A	Y	Various Fees Apply	
1574	Deposit	N/A	Y	A deposit of 50% of the total fee/charge is required, which may be forfeited if the hire does not proceed.	

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

14.2.7 CHARGES NOT INCLUDED IN HIRE RATES

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

Fees/charges are negotiable at the discretion of the Director

It is essential that all hirers read the Performance Hire Guide which outlines the Theatres Policies and Procedures relating to Venue Bookings

15 WASTE & CLEANSING

15.1 CLEANSING

1575	Cleansing Labour and Plant hire (service provided to internal Council customers) - minimum hire 4 hours		N	Current hourly rate plus on-cost and current plant cost. Cost varies dependent on plant requirements					
1576	Litter bin service (additional collection of existing litter bin)		N	\$11.47	\$12.04	\$0.00	\$12.04	4.97%	\$0.57
1577	Street sweeper hire (minimum hire 4 hours) – per hr charge	N/A	Y	\$311.96	\$297.78	\$29.78	\$327.56	5.00%	\$15.60

15.2 COMMERCIAL WASTE MANAGEMENT CHARGE

15.2.1 ONE BIN REMOVED ONCE WEEKLY

1578	80 Litre Bin Service	N/A	N	\$466.73	\$490.05	\$0.00	\$490.05	5.00%	\$23.33
1579	140 Litre Bin Service	N/A	N	\$518.02	\$543.90	\$0.00	\$543.90	5.00%	\$25.88
1580	240 Litre Bin Service	N/A	N	\$780.47	\$819.50	\$0.00	\$819.50	5.00%	\$39.04
1581	660 Litre Bin Service	N/A	N	\$1,954.37	\$2,052.10	\$0.00	\$2,052.10	5.00%	\$97.74
1582	1,100 Litre Bin Service	N/A	N	\$2,742.34	\$2,879.45	\$0.00	\$2,879.45	5.00%	\$137.11

15.2.2 BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR)

1583	80 Litre Bin Service	N/A	N	\$84.63	\$88.85	\$0.00	\$88.85	4.99%	\$4.22
1584	140 Litre Garbage Bin	N/A	N	\$84.63	\$88.85	\$0.00	\$88.85	4.99%	\$4.22
1585	240 Litre Garbage Bin	N/A	N	\$92.35	\$96.95	\$0.00	\$96.95	4.98%	\$4.60
1586	660 Litre Mobile Garbage Bin	N/A	N	\$394.64	\$414.35	\$0.00	\$414.35	4.99%	\$19.71

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR) [continued]

1587	1,100 Litre Mobile Garbage Bin	N/A	N	\$526.10	\$552.40	\$0.00	\$552.40	5.00%	\$26.30
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15.2.3 (A) RECYCLING SERVICE CHARGE

1588	Provision of 240 Litre bin collected weekly (1 pick up) – Annual Charge	N/A	N	\$137.34	\$144.20	\$0.00	\$144.20	4.99%	\$6.86
1589	Provision of 660 Litre Bin co-mingled collected weekly (1 pick-up) – Annual Charge	N/A	N	\$662.60	\$695.75	\$0.00	\$695.75	5.00%	\$33.15
1590	Provision of 1,100 Litre Bin co-mingled collected weekly (1 pick-up) – Annual Charge	N/A	N	\$897.54	\$942.40	\$0.00	\$942.40	5.00%	\$44.86

15.2.4 (B) GARDEN WASTE SERVICE

1591	Provision of 240 Litre bin collected fortnightly	N/A	N	\$137.34	\$144.21	\$0.00	\$144.21	5.00%	\$6.87
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15.3 DOMESTIC WASTE MANAGEMENT**15.3.1 ONE BIN REMOVED ONCE WEEKLY**

1592	80 Litre Bin Service	N/A	N	\$457.85	\$457.85	\$0.00	\$457.85	0.00%	\$0.00
1593	140 Litre Bin Service	J	N	\$500.54	\$500.54	\$0.00	\$500.54	0.00%	\$0.01
1594	240 Litre Bin Service	J	N	\$754.69	\$754.69	\$0.00	\$754.69	0.00%	\$0.00
1595	660 Litre Bin Service	N/A	N	\$1,900.71	\$1,900.71	\$0.00	\$1,900.71	0.00%	\$0.00
1596	1,100 Litre Bin Service	N/A	N	\$2,605.84	\$2,605.84	\$0.00	\$2,605.84	0.00%	\$0.00

15.3.1.1 (A) RECYCLING SERVICE CHARGE (ADDITIONAL)

1597	Provision of 240 Litre bin collected fortnightly	C	N	\$129.99	\$129.99	\$0.00	\$129.99	0.00%	\$0.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

15.3.1.2 (B) GARDEN WASTE SERVICE (ADDITIONAL)

1598	Provision of 240 Litre bin collected fortnightly	C	N	\$129.99	\$129.99	\$0.00	\$129.99	0.00%	\$0.00
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15.3.1.3 (C) EXTRA KERB SIDE CLEAN UP (ADDITIONAL)

1599	2 cubic metres pile in addition to the four pre-booked Council clean ups	N/A	N	\$99.23	\$99.23	\$0.00	\$99.23	0.00%	\$0.01
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15.3.2 SERVICE AVAILABILITY CHARGE

1600	Availability Charge	D	N	\$89.88	\$89.88	\$0.00	\$89.88	0.00%	\$0.00
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15.3.3 COMPOST BINS**15.3.3.1 BIN REPLACEMENT**

1601	80 Litre Bin Service	N/A	N	\$80.59	\$84.60	\$0.00	\$84.60	4.98%	\$4.01
1602	140 Litre Garbage Bin	J	N	\$80.59	\$84.60	\$0.00	\$84.60	4.98%	\$4.01
1603	240 Litre Garbage Bin	J	N	\$87.94	\$92.35	\$0.00	\$92.35	5.01%	\$4.41
1604	660 Litre Mobile Garbage Bin	N/A	N	\$385.30	\$404.55	\$0.00	\$404.55	5.00%	\$19.25
1605	1,100 Litre Mobile Garbage Bin	N/A	N	\$513.71	\$539.40	\$0.00	\$539.40	5.00%	\$25.69
1606	Universal lock box for residential flat buildings	N/A	Y	\$524.99	\$501.14	\$50.11	\$551.25	5.00%	\$26.26

16 ROADS & INFRASTRUCTURE

1607	Locker rental key deposit	N/A	N	\$70.00	\$73.50	\$0.00	\$73.50	5.00%	\$3.50
1608	3 calendar months hire	N/A	Y	\$78.50	\$74.91	\$7.49	\$82.40	4.97%	\$3.90
1609	12 calendar months hire	N/A	Y	\$309.00	\$294.95	\$29.50	\$324.45	5.00%	\$15.45

16.1 CONTRIBUTION TO WORKS UNDER SECTION 217 OF THE ROADS ACT, 1993

16.1.1 THE BELOW APPROVED UNIT RATES REPRESENT THE CONTRIBUTION PAYABLE BEING 50% OF COUNCIL'S COSTS OF CONSTRUCTION

16.1.1.1 (A) KERB & GUTTER CONSTRUCTION (ALL PROPERTIES)

1610	(i) Along Frontage – per mtr.	C	N	\$199.50	\$209.50	\$0.00	\$209.50	5.01%	\$10.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

(A) KERB & GUTTER CONSTRUCTION (ALL PROPERTIES) [continued]

1611	(ii) Side Boundary – per mtr.	C	N	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	\$5.00
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16.1.1.2 (B) FOOTPATH CONSTRUCTION (FOR PROPERTY RATE EXEMPT UNDER SECTION 555 OF THE ACT)

1612	(i) Concrete Footpath – per mtr.	C	N	\$150.00	\$157.50	\$0.00	\$157.50	5.00%	\$7.50
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16.2 DS1 – FOOTWAY DESIGN LEVEL SERVICE (FINISHED STREET BOUNDARY LEVEL)**16.2.1 (I) SINGLE RESIDENCES**

1613	Single frontage fee	N	N	\$574.00	\$602.70	\$0.00	\$602.70	5.00%	\$28.70
1614	Two frontages fee	N	N	\$654.00	\$686.70	\$0.00	\$686.70	5.00%	\$32.70

16.2.2 (II) OTHER

1615	Frontage fee/m (first 40m)	N	N	\$22.00	\$23.10	\$0.00	\$23.10	5.00%	\$1.10
1616	Remainder (Fee / m)	N	N	\$3.60	\$3.80	\$0.00	\$3.80	5.56%	\$0.20
1617	Minimum Fee	N	N	\$574.00	\$602.70	\$0.00	\$602.70	5.00%	\$28.70

16.3 DS4 – ENGINEERING/LANDSCAPING/TRAFFIC DESIGN CHECKING, APPROVAL**16.3.1 FEES WITH RESPECT TO ROADS AND DRAINAGE RELATED WORKS IN THE PUBLIC WAY ASSOCIATED WITH DEVELOPMENT**

1618	Estimated value of works up to \$50,000.00	N	N	3% of the value of works with Min. of \$556.00 + GST					
1619	Estimated value of works above \$50,001.00	N	N	1.5% of the value of works with Min. of \$1,947.00 + GST					
1620	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1621	Per metre	I	N	\$43.50	\$45.70	\$0.00	\$45.70	5.06%	\$2.20
1622	Opening kerb for drain pipe (maximum length 0.5m)	I	N						
1623	Adjustments to 100mm diameter stormwater pipes – min charge/metre	I	N						

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

16.4 DS6 – SURVEY PLANS & SEARCH

1624	Fixed price after the agreement or min. charge per hour (crew of two)	N	N	\$378.00	\$396.90	\$0.00	\$396.90	5.00%	\$18.90
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16.5 DS12 – VEHICULAR CROSSING DESIGN SERVICE

16.5.1 RESIDENTIAL (STANDARD)

1625	Single crossing fee (Survey, design, specification – 2 site inspections)	N	N	\$591.00	\$620.55	\$0.00	\$620.55	5.00%	\$29.55
1626	Each additional crossing	N	N	\$141.50	\$148.60	\$0.00	\$148.60	5.02%	\$7.10
1627	Additional site inspection (each)	N	N	\$112.50	\$118.15	\$0.00	\$118.15	5.02%	\$5.65

16.5.2 FLATS/COMMERCIAL/INDUSTRIAL (HEAVY DUTY)

1628	Single crossing fee (Survey, design, specification – 3 site inspections)	N	N	\$1,135.00	\$1,191.75	\$0.00	\$1,191.75	5.00%	\$56.75
1629	Each additional crossing	N	N	\$283.00	\$297.15	\$0.00	\$297.15	5.00%	\$14.15
1630	Each additional site inspection (each)	N	N	\$112.50	\$118.15	\$0.00	\$118.15	5.02%	\$5.65

16.6 FEES FOR CONSTRUCTION OF SPECIAL VEHICULAR FOOTPATH CROSSINGS AND ASSOCIATED WORKS BY COUNCIL

16.6.1 RESIDENTIAL

1631	Layback ONLY (3.00m long or 4.20m, including wings)	I	Y	\$2,680.00	\$2,558.18	\$255.82	\$2,814.00	5.00%	\$134.00
1632	Additional layback length – per metre	I	Y	\$439.00	\$419.05	\$41.90	\$460.95	5.00%	\$21.95
1633	Footpath Crossing slab (125mm) – per metre	I	Y	\$361.00	\$344.59	\$34.46	\$379.05	5.00%	\$18.05

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

RESIDENTIAL [continued]

1634	Footpath Crossing strips 800mm wide x 125mm thick for footpath widths over 5m – per m2	I	Y	\$439.00	\$419.05	\$41.90	\$460.95	5.00%	\$21.95
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16.6.2 HEAVY DUTY/INDUSTRIAL

1635	Layback ONLY (3.00m long or 4.20m, including wings)	I	Y	\$3,360.00	\$3,207.27	\$320.73	\$3,528.00	5.00%	\$168.00
1636	Additional layback – per mtr.	I	Y	\$476.00	\$454.36	\$45.44	\$499.80	5.00%	\$23.80
1637	Footpath Crossing Slab (200mm R/F – F82) – per m ²	I	Y	\$549.00	\$524.05	\$52.40	\$576.45	5.00%	\$27.45

16.6.3 WORKS ASSOCIATED WITH THE ABOVE

1638	150mm kerb and gutter – per mtr	I	Y	\$439.00	\$419.05	\$41.90	\$460.95	5.00%	\$21.95
1639	Footpath slab 70mm – per m ²	I	Y	\$330.00	\$315.00	\$31.50	\$346.50	5.00%	\$16.50

16.6.4 FEES AND BONDS FOR CONSTRUCTION OF SPECIAL VEHICULAR FOOTPATH CROSSINGS AND ASSOCIATED WORKS BY OWNER'S CONTRACTOR

1640	(a) Inspection Fee – One (1) Crossing	I	N	\$249.50	\$262.00	\$0.00	\$262.00	5.01%	\$12.50
1641	(b) More than one (1) Crossing per Property – rate for each additional crossing inspected concurrently. The fee includes levels, issue of instructions and specifications and two (2) inspections	I	N	\$67.00	\$70.35	\$0.00	\$70.35	5.00%	\$3.35
1642	Further inspections, if necessary, to be charged at the rate of: Per Inspection	I	N	\$108.50	\$113.95	\$0.00	\$113.95	5.02%	\$5.45

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

16.7 RESTORATION OF ROADS AND FOOTPATHS

Establishment fee will be applied to each restoration job site unless multiple jobs of the same type are located in the same street

16.7.1 (I) ROAD PAVEMENT

16.7.1.1 ASPHALT CONCRETE ON CEMENT CONCRETE BASE (RIGID PAVEMENT)

1643	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1644	Plus per m2	I	N	\$799.00	\$838.95	\$0.00	\$838.95	5.00%	\$39.95

16.7.1.2 CEMENT CONCRETE (RIGID PAVEMENT)

1645	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1646	Plus per m2	I	N	\$799.00	\$838.95	\$0.00	\$838.95	5.00%	\$39.95

16.7.1.3 BITUMEN/ASPHALT (FLEXIBLE PAVEMENT)

1647	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1648	Plus per m2	I	N	\$441.00	\$463.05	\$0.00	\$463.05	5.00%	\$22.05

16.7.1.4 UNSEALED SHOULDERS/PAVEMENT

1649	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1650	Plus per m2	I	N	\$165.50	\$173.80	\$0.00	\$173.80	5.02%	\$8.30

16.7.2 (II) FOOTPATHS

16.7.2.1 BRICK PAVERS (OR SIMILAR)

1651	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1652	Plus per m2	I	N	\$416.00	\$436.80	\$0.00	\$436.80	5.00%	\$20.80

16.7.2.2 EXPOSED AGGREGATE 300X300 CONCRETE PAVERS

1653	Minimum Charge	I	N	\$2,330.00	\$2,446.50	\$0.00	\$2,446.50	5.00%	\$116.50
1654	Plus per m2	I	N	\$832.00	\$873.60	\$0.00	\$873.60	5.00%	\$41.60

16.7.2.3 GRANITE PAVING 600X300 (EG CENTENARY SQUARE)

1655	Minimum Charge	I	N	\$2,970.00	\$3,118.50	\$0.00	\$3,118.50	5.00%	\$148.50
1656	Plus per m2	I	N	\$1,740.00	\$1,827.00	\$0.00	\$1,827.00	5.00%	\$87.00

16.7.2.4 SECONDARY FOOTPATH TREATMENT (CONCRETE WITH PAVERS/ASPHALT OVERLAY)

1657	Minimum Charge	I	N	\$2,330.00	\$2,446.50	\$0.00	\$2,446.50	5.00%	\$116.50
1658	Plus per m2	I	N	\$700.00	\$735.00	\$0.00	\$735.00	5.00%	\$35.00

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

16.7.2.5 GRANITE/COBBLESTONE SETS (LANEWAY/FOOTPATH)

1659	Minimum Charge	I	N	\$2,330.00	\$2,446.50	\$0.00	\$2,446.50	5.00%	\$116.50
1660	Plus per m2	I	N	\$766.00	\$804.30	\$0.00	\$804.30	5.00%	\$38.30

16.7.2.6 POROUS PAVEMENT (TREE SURROUND TREATMENT)

1661	Minimum Charge	I	N	\$1,485.00	\$1,559.25	\$0.00	\$1,559.25	5.00%	\$74.25
1662	Plus per m2	I	N	\$456.00	\$478.80	\$0.00	\$478.80	5.00%	\$22.80

16.7.2.7 CONCRETE

1663	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1664	Plus per m2	I	N	\$330.00	\$346.50	\$0.00	\$346.50	5.00%	\$16.50

16.7.2.8 BITUMEN/ASPHALT

1665	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1666	Plus per m2	I	N	\$252.50	\$265.15	\$0.00	\$265.15	5.01%	\$12.65

16.7.2.9 BITUMEN/ASPHALT ON CONCRETE BASE

1667	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1668	Plus per m2	I	N	\$562.00	\$590.10	\$0.00	\$590.10	5.00%	\$28.10

16.7.2.10 130MM CONCRETE RESIDENTIAL FOOTPATH CROSSING (DRIVEWAY)

1669	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1670	Plus per m2	I	N	\$400.00	\$420.00	\$0.00	\$420.00	5.00%	\$20.00

16.7.2.11 200MM CONCRETE INDUSTRIAL FOOTPATH CROSSING (DRIVEWAY)

1671	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1672	Plus per m2	I	N	\$632.00	\$663.60	\$0.00	\$663.60	5.00%	\$31.60

16.7.2.12 FORMED OR GRASSED AREA (NATURE STRIP)

1673	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1674	Plus per m2	I	N	\$75.00	\$78.75	\$0.00	\$78.75	5.00%	\$3.75

16.7.3 (III) KERB AND GUTTER**16.7.3.1 CONCRETE – INCLUDING LAYBACK**

1675	Establishment Fee	I	N	\$177.50	\$186.40	\$0.00	\$186.40	5.01%	\$8.90
1676	Plus per metre	I	N	\$742.00	\$779.10	\$0.00	\$779.10	5.00%	\$37.10

16.7.3.2 KERB ONLY

1677	Establishment Fee	I	N	\$177.50	\$186.40	\$0.00	\$186.40	5.01%	\$8.90
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

KERB ONLY [continued]

1678	Plus per metre	I	N	\$395.00	\$414.75	\$0.00	\$414.75	5.00%	\$19.75
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16.7.3.3 GUTTER ONLY

1679	Establishment Fee	I	N	\$177.50	\$186.40	\$0.00	\$186.40	5.01%	\$8.90
1680	Plus per metre	I	N	\$239.50	\$251.50	\$0.00	\$251.50	5.01%	\$12.00
1681	Kerb outlet – per hole each	I	N	\$401.00	\$421.05	\$0.00	\$421.05	5.00%	\$20.05
1682	Gully pit lintels each	I	N	\$3,395.00	\$3,564.75	\$0.00	\$3,564.75	5.00%	\$169.75
1683	Saw cutting (up to 100mm depth) – per mtr.	I	N	\$29.50	\$31.00	\$0.00	\$31.00	5.08%	\$1.50

Over 100mm, per individual application

16.7.4 (IV) KERB RAMPS

1684	Establishment Fee	I	N	\$183.00	\$192.15	\$0.00	\$192.15	5.00%	\$9.15
1685	Plus per m2	I	N	\$436.00	\$457.80	\$0.00	\$457.80	5.00%	\$21.80

16.7.5 (V) SPECIAL TRAFFIC FACILITIES (E.G. WOMBAT CROSSING, PEDESTRIAN

1686	Refuges, etc.) – Actual Cost plus Inspection/ Admin. Fee	I	N	Full Cost Recovery					
1687	Road Opening Permit Application Fee	I	N	\$108.50	\$113.95	\$0.00	\$113.95	5.02%	\$5.45

16.7.6 DISCRETIONARY DISCOUNT FOR LARGE AREAS

1688	Discretionary Discount for Large Areas – 21 – 40 sq. mtrs = 5%	I	N	\$0.05	\$0.05	\$0.00	\$0.05	0.00%	\$0.00
1689	Discretionary Discount for Large Areas – 41 – 60 sq. mtrs = 10%	I	N	\$0.15	\$0.15	\$0.00	\$0.15	0.00%	\$0.00
1690	Discretionary Discount for Large Areas – 61 – 100 sq. mtrs = 20%	I	N	\$0.25	\$0.25	\$0.00	\$0.25	0.00%	\$0.00
1691	Discretionary Discount for Large Areas – > 100 sq. mtrs = 30%	I	N	\$0.40	\$0.40	\$0.00	\$0.40	0.00%	\$0.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

DISCRETIONARY DISCOUNT FOR LARGE AREAS [continued]

1692	Surcharge for Night/Weekend Work due to Location (CBD/ State/Regional Road) or required by RMS Restrictions	I	N					40% of Scheduled Fee	
1693	Concrete/ Asphalt Plant Opening Fee for Nightworks (For each night of opening)	I	N	\$3,725.00	\$3,911.25	\$0.00	\$3,911.25	5.00%	\$186.25

16.7.7 LATE FEE

1694	Late Fee: chargeable to the contractor where payment for the total area of excavation is not fully paid within 2 business days of the excavation being opened.	I	N	\$1,100.00	\$1,155.00	\$0.00	\$1,155.00	5.00%	\$55.00
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16.7.8 FAILURE TO LODGE APPLICATION

1695	Failure to Lodge Application	I	N	\$621.00	\$652.05	\$0.00	\$652.05	5.00%	\$31.05
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Payable by a Contractor or Utility Provider where it is necessary for Council to investigate damage to Council's assets where no Restoration Application was submitted. This fee is in addition to other fees relating to Road Opening Permits and restoration of Council assets – each

16.7.9 ADMINISTRATION FEE-ACCESS TO PUBLIC LAND

1696	Administration/ processing fees including assessment and release of bonds	I	N	\$248.50	\$260.95	\$0.00	\$260.95	5.01%	\$12.45
1697	Administration/ processing fees – Security Bond	I	N	\$1,865.00	\$1,958.25	\$0.00	\$1,958.25	5.00%	\$93.25

16.7.10 RESTORATIONS

Note:

- (1) The above charges are to be paid by various public Authorities, plumbers or other parties which excavate/damage pavements or footpaths
- (2) Restoration works carried out by Council because of the 'urgency' or 'public safety' aspects, will be charged at 'Actual Cost' plus Inspection/ Administration Fee to the relevant authorities
- (3) Measurement of restored areas will be taken to the nearest full slab or concrete kerb unit
- (4) Note that restorations for paving bricks can result in greater area of paver restoration than the area of base restored
- (5) Council reserves the right to rectify any unsatisfactory road pavement/temporary restoration works carried out by the utilities, and such works will be charged at 'Actual Cost', plus inspection/Administration Fee to the utilities

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

RESTORATIONS [continued]

1698	Road Pavements Restorations Fee	I	N	30% of the fee applicable had Council carried out the restoration					
Where restorations are approved to be carried out by a utility or contractor then a fee shall apply in recognition of Council's administrative costs and long term degradation of Council's assets									
1699	Footpath Areas Restoration Fee	I	N	10% of the fee applicable had Council carried out the restoration					
Where restorations are approved to be carried out by a utility or contractor then a fee shall apply in recognition of Council's administrative costs and long term degradation of Council's assets									
1700	Administration Fee – Searching for Restoration Orders not submitted and determination of responsible Utility/Authority (Based on 3 hours of staff time)	I	N	\$151.00	\$158.55	\$0.00	\$158.55	5.00%	\$7.55
1701	Determination of Responsible Utility/Authority by Trial Hole and recording of data	I	N	\$647.00	\$679.35	\$0.00	\$679.35	5.00%	\$32.35
Based on 3 hrs. labour & plant + total admin charge of 4.5 hours									

16.8 STANDARD ENGINEERING SPECIFICATIONS

16.8.1 D13

1702	AUS-SPEC #1 Development design	N	Y	\$247.00	\$235.77	\$23.58	\$259.35	5.00%	\$12.35
1703	AUS-SPEC # Development construction	N	Y	\$247.00	\$235.77	\$23.58	\$259.35	5.00%	\$12.35
1704	AUS-SPEC #2 Road works	N	Y	\$375.00	\$357.95	\$35.80	\$393.75	5.00%	\$18.75

16.8.2 D14

16.8.2.1 COP STANDARD DRAWINGS AND SPECS – A4 AND A3 PRINTS – EACH

1705	Regulatory	N	N	\$9.10	\$9.55	\$0.00	\$9.55	4.95%	\$0.45
1706	Non Regulatory	N	N	\$9.30	\$9.75	\$0.00	\$9.75	4.84%	\$0.45

16.8.2.2 COP STANDARD DRAWINGS AND SPECS – A4 BOOKLET OF ALL STANDARDS

1707	Regulatory	N	N	\$83.50	\$87.70	\$0.00	\$87.70	5.03%	\$4.20
1708	Non Regulatory	N	N	\$83.00	\$87.15	\$0.00	\$87.15	5.00%	\$4.15

16.8.2.3 COP DESIGN GUIDELINES – A4 BOOKLET

1709	Regulatory	N	N	\$83.50	\$87.70	\$0.00	\$87.70	5.03%	\$4.20
1710	Non Regulatory	N	N	\$83.00	\$87.15	\$0.00	\$87.15	5.00%	\$4.15

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

16.8.2.4 COP DESIGN GUIDELINES AND STANDARD DRAWINGS – PDF FORMAT BURNT ON A CD

1711	Regulatory	N	N	\$50.00	\$52.50	\$0.00	\$52.50	5.00%	\$2.50
1712	Non Regulatory	N	N	\$50.00	\$52.50	\$0.00	\$52.50	5.00%	\$2.50

16.8.3 PRIVATE PIPELINE

1713	Private Pipeline Rentals in Public Roads	R	N	\$62.00	\$65.10	\$0.00	\$65.10	5.00%	\$3.10
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Per 25mm Diameter for 25m length, per annum

All of Council's legal and survey costs associated with the creation and registration of the licence agreement in the first instances, plus any legal/survey costs associated with licence agreement renewal – (one off charge)

1714	Private Pipeline Licence Fee in Public Reserves	R	N	\$247.50	\$259.90	\$0.00	\$259.90	5.01%	\$12.40
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Per 25mm Diameter from 25m

All of Council's legal and survey costs associated with the creation and registration of the licence agreement in the first instances, plus any legal/survey costs associated with licence agreement renewal – (one off charge)

17 SOCIAL AND COMMUNITY SERVICES

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment

17.1 BOOK CLUB RESOURCES

17.1.1 BOOK CLUB ANNUAL FEE

1715	Annual fee to cover range of resources made available to Book Clubs in the LGA and to inter-library service to borrow resources from other libraries	N/A	Y	Various Fees Apply					
1716	Library Programs Materials – including replacement cost (e.g. STEAM / Science kits) to be determined by Libraries Manager	N/A	Y	Various Fees Apply					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

17.2 CHILDCARE

17.2.1 DUNDAS CHILDCARE CENTRE

1717	Mon & Fri – per day (Pre-School & Baby/Toddler Room)	N	N	\$117.00	\$122.00	\$0.00	\$122.00	4.27%	\$5.00
1718	Tue, Wed, Thur – per day (Pre-School & Baby/Toddler Room)	N	N	\$119.00	\$124.00	\$0.00	\$124.00	4.20%	\$5.00

17.2.2 POSSUM PATCH CHILD CARE CENTRE

1719	Mon & Fri – per day (Pre-School & Baby/Toddler Room)	N	N	\$117.00	\$122.00	\$0.00	\$122.00	4.27%	\$5.00
1720	Tue, Wed, Thur – per day (Pre-School & Baby/Toddler Room)	N	N	\$119.00	\$124.00	\$0.00	\$124.00	4.20%	\$5.00

17.2.3 NORTHMEAD/REDBANK CHILDREN'S CENTRE

1721	Mon & Fri – per day (Pre-School & Baby/Toddler Room)	N	N	\$117.00	\$122.00	\$0.00	\$122.00	4.27%	\$5.00
1722	Tue, Wed, Thur – per day (Pre-School & Baby/Toddler Room)	N	N	\$119.00	\$124.00	\$0.00	\$124.00	4.20%	\$5.00

17.2.4 JUBILEE PARK CHILD CARE CENTRE

1723	Mon & Fri – per day (Pre-School & Baby/Toddler Room)	N	N	\$117.00	\$122.00	\$0.00	\$122.00	4.27%	\$5.00
1724	Tue, Wed, Thur – per day (Pre-School & Baby/Toddler Room)	N	N	\$119.00	\$124.00	\$0.00	\$124.00	4.20%	\$5.00

17.2.5 NORTH ROCKS CHILD CARE CENTRE

1725	Possum and Wombat Room - (Per day)	N	N	\$123.00	\$128.00	\$0.00	\$128.00	4.07%	\$5.00
Possum and Wombat Room Fees charged per Day									
1726	Koala Room - (Per day)	N	N	\$117.00	\$122.00	\$0.00	\$122.00	4.27%	\$5.00
Koala Room Fees charged per Day									

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

17.2.6 ALL CHILD CARE CENTRES – ADMINISTRATION

1727	Child Care – Direct Debit Surcharge	N	N	As per Financial Institution Surcharge					
Customers who choose to pay child care fees via credit/debit card will incur Financial Institution surcharges Fees charged per Transaction									
1728	Late Pickup Fee for Child Care Centres – per every 5 minutes	N	N	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	\$0.00
1729	Birthday Cakes – Cake for Centre child's birthday – each	N	N	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	\$0.00

17.3 COMMUNITY CARE

The Australian Government and City of Parramatta Council subsidises a range of aged care services to keep fees reasonable and affordable. If you are eligible, you are expected to contribute to the cost of your services if you can afford to. You do not need an income assessment to access Commonwealth Home Support Program services and your age pension will not be affected by your contributions to the cost of your services. You will be assessed in terms of Pension and Commonwealth Seniors Health Care Card/Low Income Health Care Card status to determine your fee rate. A hardship provision is available for all services except for Home Care packages and Over 55's Leisure and Learning.

17.3.1 INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE

1730	Standard meal Package (home delivered) – per meal pack includes main meal, soup or standard dessert and juice	F	N	\$9.20	\$9.60	\$0.00	\$9.60	4.35%	\$0.40
1731	Extra Frozen Main Meal	F	N	\$7.00	\$7.30	\$0.00	\$7.30	4.29%	\$0.30
1732	Extra Chilled/ Frozen Dessert	F	N	\$2.30	\$2.40	\$0.00	\$2.40	4.35%	\$0.10
1733	Extra Soup	F	N	\$2.30	\$2.40	\$0.00	\$2.40	4.35%	\$0.10
1734	Extra Juice	F	N	\$0.70	\$0.75	\$0.00	\$0.75	7.14%	\$0.05
1735	Let's Dine Out Voucher – Not Refundable	F	N	\$9.20	\$9.60	\$0.00	\$9.60	4.35%	\$0.40

17.3.2 INDIVIDUAL – COMMONWEALTH SENIORS AND LOW INCOME HEALTH CARD HOLDERS DISCOUNTED FEE

1736	Standard meal Package (home delivered) – per meal pack includes main meal, soup or standard dessert and juice	F	N	\$12.00	\$12.60	\$0.00	\$12.60	5.00%	\$0.60
1737	Extra Frozen main Meal	F	N	\$9.60	\$10.00	\$0.00	\$10.00	4.17%	\$0.40

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

INDIVIDUAL – COMMONWEALTH SENIORS AND LOW INCOME HEALTH CARD HOLDERS DISCOUNTED FEE [continued]

1738	Extra Chilled/ Frozen Dessert	F	N	\$3.10	\$3.30	\$0.00	\$3.30	6.45%	\$0.20
1739	Extra Soup	F	N	\$3.10	\$3.30	\$0.00	\$3.30	6.45%	\$0.20
1740	Extra Juice	F	N	\$0.95	\$1.00	\$0.00	\$1.00	5.26%	\$0.05
1741	Let's Dine Out Voucher – Not Refundable	F	N	\$12.60	\$13.20	\$0.00	\$13.20	4.76%	\$0.60

17.3.3 INDIVIDUAL – FULL FEE RATE

1742	Standard Meal Package (home delivered) – per meal pack includes main meal, soup or standard dessert and juice	F	N	\$16.00	\$16.60	\$0.00	\$16.60	3.75%	\$0.60
1743	Extra Frozen Main Meal	F	N	\$12.20	\$12.80	\$0.00	\$12.80	4.92%	\$0.60
1744	Extra Chilled/ Frozen Dessert	F	N	\$3.90	\$4.10	\$0.00	\$4.10	5.13%	\$0.20
1745	Extra Soup	F	N	\$3.90	\$4.10	\$0.00	\$4.10	5.13%	\$0.20
1746	Extra Juice	F	N	\$1.30	\$1.35	\$0.00	\$1.35	3.85%	\$0.05

17.3.4 INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE

1747	Over 55's Leisure and Learning per term (1 hour class) – Non refundable	F	Y	\$47.85	\$45.45	\$4.55	\$50.00	4.49%	\$2.15
1748	Over 55's Leisure and Learning per term (1.5 to 2 hours class) – Non refundable	F	Y	\$70.95	\$66.82	\$6.68	\$73.50	3.59%	\$2.55
1749	Over 55's Leisure and Learning per term (10 x 1 hour online class) – Non refundable	F	Y						Varied
1750	Over 55's Leisure and Learning per term (10 x 1.5 to 2 hour online class) – Non refundable	F	Y						Varied

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE [continued]

1751	Over 55's Leisure and Learning per term Early Bird (1 hour class) – Non-refundable	F	Y	\$37.40	\$35.45	\$3.55	\$39.00	4.28%	\$1.60
1752	Over 55's Leisure and Learning per term Early Bird (1.5 to 2 hour class) – Non-refundable	F	Y	\$60.50	\$57.00	\$5.70	\$62.70	3.64%	\$2.20

17.3.5 INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS

1753	Over 55's Leisure and Learning per term (1 hour class) - Non refundable	G	Y	\$64.90	\$61.50	\$6.15	\$67.65	4.24%	\$2.75
1754	Over 55's Leisure and Learning per term (1.5 to 2 hours class) - Non refundable	G	Y	\$97.35	\$92.00	\$9.20	\$101.20	3.95%	\$3.85
1755	Over 55's Leisure and Learning per term (10 x 1 hour online class) - Non refundable	G	Y						Varied
1756	Over 55's Leisure and Learning per term (10 x 1.5 to 2 hour online class) - Non refundable	G	Y						Varied
1757	Over 55's Leisure and Learning per term Early Bird (1 hour class) - Non-refundable	G	Y	\$54.45	\$51.50	\$5.15	\$56.65	4.04%	\$2.20
1758	Over 55's Leisure and Learning per term Early Bird (1.5 to 2 hour class) - Non-refundable	G	Y	\$86.90	\$82.00	\$8.20	\$90.20	3.80%	\$3.30

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

17.3.6 INDIVIDUAL – FULL FEE

1759	Over 55's Leisure and Learning per term (10 x 1 hour class) – Non refundable	G	Y	\$83.05	\$78.50	\$7.85	\$86.35	3.97%	\$3.30
1760	Over 55's Leisure and Learning per term (10 x 1.5 to 2 hours class) – Non refundable	G	Y	\$124.30	\$117.00	\$11.70	\$128.70	3.54%	\$4.40
1761	Over 55's Leisure and Learning per term (10 x 1 hour online class) – Non refundable	G	Y						Varied
1762	Over 55's Leisure and Learning per term (10 x 1.5 to 2 hour online class) – Non refundable	G	Y						Varied
1763	Over 55's Leisure and Learning per term Early Bird (1 hour class) – Non-refundable	G	Y	\$72.60	\$68.50	\$6.85	\$75.35	3.79%	\$2.75
1764	Over 55's Leisure and Learning per term Early Bird (1.5 to 2 hour class) – Non-refundable	G	Y	\$113.85	\$107.50	\$10.75	\$118.25	3.86%	\$4.40

17.3.7 COMMUNITY CARE FEES FOR HOME CARE PACKAGES

1765	Activity Based Transport - (Per kilometre)		N	\$0.78	\$0.80	\$0.00	\$0.80	2.56%	\$0.02
1766	Social Support per hour Monday – Friday 8am to 8pm	N/A	N	\$87.50	\$91.00	\$0.00	\$91.00	4.00%	\$3.50
1767	Social Outings in a group Monday – Friday 9am to 8pm	N/A	N	\$44.00	\$46.00	\$0.00	\$46.00	4.55%	\$2.00
1768	Admin Fee for Assistance with the cost of preparation and delivery of meals	N/A	N	\$9.90	\$10.40	\$0.00	\$10.40	5.05%	\$0.50

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

17.3.8 COMMUNITY CARE FEES FOR NATIONAL DISABILITY INSURANCE SCHEME

1769	Community Care Fees for National Disability Insurance Scheme	N/A	N	Refer to the fees and charges on https://www.ndis.gov.au/					
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17.3.9 COMMUNITY CARE EVENTS

1770	Community Care Event Attendance - (Per event)	K	N	\$15.00	\$15.50	\$0.00	\$15.50	3.33%	\$0.50
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17.4 LIBRARY CHARGES

1771	Lost Borrower Card – replacement	N	N	\$3.00	\$3.00	\$0.00	\$3.00	0.00%	\$0.00
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17.4.1 PHOTOCOPYING AND PRINTING

1772	A4 (B&W) per copy	N	Y	\$0.10	\$0.09	\$0.01	\$0.10	0.00%	\$0.00
1773	A3 (B&W) per copy	N	Y	\$0.20	\$0.18	\$0.02	\$0.20	0.00%	\$0.00
1774	A4 (Colour) per copy	N/A	Y	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	\$0.00
1775	A3 (Colour) per copy	N/A	Y	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	\$0.00
1776	Damaged/Lost Items except magazines	E	N	\$7.50 + Original Cost of Item					

Original value of item PLUS Fee. If a book is lost or stolen from a borrower, or has been damaged while in his/her possession to an extent which renders it unusable, he/she shall pay to the Council the original value of the book. In the event of a book being part of a set or series, he/she shall pay the full value of the set or series in cases where the parts are not obtainable separately to reflect increased costs.

*No refunds applicable for lost and PAID FOR items.

1777	Damaged/Lost Items magazines	N/A	N	\$5 + Original Cost of Item					
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Original value of item PLUS Processing Fee. If a magazine is lost or stolen from a borrower, or has been damaged while in his/her possession to an extent which renders it unusable, he/she shall pay to the Council the original value of the magazine.

*No refunds applicable for lost and PAID FOR items.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

17.4.2 INTER LIBRARY LOANS

1778	Additional Charges to Requestor based on levies by supplying libraries: Monographs, Photocopying (up to 50 pages) and any additional charges council incur from supplying libraries etc.	N/A	Y	Full Cost Recovery				
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17.4.3 WORKSHOPS/TRAINING SEMINARS

1779	Charge to conduct sessions, including payment of key speakers and library staff as tutors cost of venue and consumables – per applicant, per course	N	Y	Various Fees Apply				
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17.4.4 CHILDREN & YOUTH ACTIVITIES

1780	Select Activities – per participant	N	Y	Various Fees Apply				
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17.4.5 MERCHANDISE

1781	Library Merchandising (e.g. Library bags, technology resources) – Library Services – per item	P	Y	Various Fees Apply				
Minimum – (Costs to be determined by Manager Information & Library)								

17.5 TOILET ACCESSIBILITY

17.5.1 MASTER LOCKSMITH ACCESS KEY (MLAK)

Access to MLAK keys is restricted to people who have a disability, or who have written authority from:

A doctor

A disability organisation

Centre Management or the owner of a building with an MLAK-enabled facility on site

1782	Residents of City of Parramatta	A	Y	No Fee				
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MASTER LOCKSMITH ACCESS KEY (MLAK) [continued]

1783	Non-residents of City of Parramatta - Per key	G	Y	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00
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17.6 PARRAMATTA ARTISTS' STUDIOS

1784	Category D – per week	N	Y	\$45.00	\$40.91	\$4.09	\$45.00	0.00%	\$0.00
1785	Category E – per week	N	Y	\$55.00	\$50.00	\$5.00	\$55.00	0.00%	\$0.00
1786	Category F – per week	N	Y	\$95.00	\$86.36	\$8.64	\$95.00	0.00%	\$0.00
1787	Category G – per week	N	Y	\$170.00	\$154.55	\$15.45	\$170.00	0.00%	\$0.00
1788	Category H – per week		Y	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00

18 PARRAMATTA ARTISTS' STUDIOS

1789	Category A – per week	N	Y	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	\$0.00
1790	Category B – per week	N	Y	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	\$0.00
1791	Category C – per week	N	Y	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	\$0.00

Fee Name	Parent Name	Page
Index of all Fees		
0		
0 - 1 Hour	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
0 - 1 Hour	[EAT STREET CAR PARK TARIFFS]	15
0 - 1 Hour	[PARRAMATTA STATION CAR PARK TARIFFS]	18
0 - 1 Hour	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
1		
1 - 2 hours	[EAT STREET CAR PARK TARIFFS]	15
1 - 2 Hours	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
1 - 2 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	18
1 - 2 Hours	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
1 Tree	[APPLICATION FOR A PERMIT TO REMOVE/PRUNE A TREE/S]	71
1 x 25m Lane – per hour	[LANE HIRE EPPING AQUATIC CENTRE ONLY]	137
1 x 25m Lane – per hour or part thereof	[SCHOOL LANE HIRE (MONDAY – FRIDAY ONLY/9:00AM-3:00PM)]	136
1 x 25m Lane – per hour or part thereof	[CASUAL LANE HIRE – ALL OTHER HIRERS]	136
1 x 50m Lane – per hour	[LANE HIRE EPPING AQUATIC CENTRE ONLY]	137
1 x 50m Lane – per hour or part thereof	[SCHOOL LANE HIRE (MONDAY – FRIDAY ONLY/9:00AM-3:00PM)]	136
1 x 50m Lane – per hour or part thereof	[CASUAL LANE HIRE – ALL OTHER HIRERS]	136
1 Year Loan	[EUA ADMINISTRATION FEE]	66
1,100 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	169
1,100 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	170
1,100 Litre Mobile Garbage Bin	[BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR)]	170
1,100 Litre Mobile Garbage Bin	[BIN REPLACEMENT]	171
1/2 day or less	[NOT-FOR-PROFIT, LOW LEVEL RESOURCED OR SELF-FUNDED CHARITIES]	55
1/2 day or less per Activity Zone	[COMMERCIAL]	51
1/2 day or less per Activity Zone	[NOT-FOR-PROFIT ORGANISATION, LOW LEVEL RESOURCED OR SELF FUNDED CHARITIES]	51
1/2 day or less per Activity Zone	[NOT FOR PROFIT, LOW LEVEL RESOURCED OR SELF FUNDED CHARITIES ORGANISATION]	52
1/2 day or less per Activity Zone	[COMMERCIAL]	51
1/2 day or less, per Activity Zone	[COMMERCIAL]	55
1/2 day or less, per Activity Zone	[NOT-FOR-PROFIT, LOW LEVEL RESOURCED OR SELF-FUNDED CHARITIES]	55
1/2 day or less, per Activity Zone	[OUTDOOR MARKETS (FEES FOR MARKET ORGANISERS, PER TRADING DAY)]	54
10 visit pass adult	[MULTI VISIT PASSES]	121
10 visit pass child/student/pensioner	[MULTI VISIT PASSES]	121
10 Year Loan	[EUA ADMINISTRATION FEE]	66
10-18 participants (maximum of 8, 2.5 hour sessions per week)	[ORGANISED OR COMMERCIAL GROUP FITNESS AND PERSONAL TRAINING – PER SEASON]	145
11 Year Loan	[EUA ADMINISTRATION FEE]	66
12 - 24 hours	[EAT STREET CAR PARK TARIFFS]	15
12 calendar months hire	[ROADS & INFRASTRUCTURE]	171
1-2 participants (maximum of 12, 2-hour sessions per week)	[ORGANISED OR COMMERCIAL GROUP FITNESS AND PERSONAL TRAINING – PER SEASON]	145
12 Year Loan	[EUA ADMINISTRATION FEE]	66
13 Year Loan	[EUA ADMINISTRATION FEE]	66
14 Year Loan	[EUA ADMINISTRATION FEE]	66
140 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	169
140 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	170
140 Litre Garbage Bin	[BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR)]	169
140 Litre Garbage Bin	[BIN REPLACEMENT]	171
15 Year Loan	[EUA ADMINISTRATION FEE]	66
150mm kerb and gutter – per mtr	[WORKS ASSOCIATED WITH THE ABOVE]	174
18 - 24 Hours	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
18 - 24 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	18
18 - 24 Hours	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
2		
2 - 3 hours	[EAT STREET CAR PARK TARIFFS]	15
2 - 3 Hours	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
2 - 3 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	18
2 - 3 Hours	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
2 cubic metres pile in addition to the four pre-booked Council clean ups	[(C) EXTRA KERB SIDE CLEAN UP (ADDITIONAL)]	171
2 Hours complimentary for validated, eligible facility users. Mobility permit users will get 4 Hours complimentary parking. See PAC Terms and Conditions.	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	20
2 Year Loan	[EUA ADMINISTRATION FEE]	66

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Fee Name	Parent Name	Page
2 [continued]		
20 ticket – Adult	[AQUA AEROBICS]	120
200 square metres but not exceeding 2,000 square metres	[FLOOR AREA OF BUILDING OR PART]	28
240 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	169
240 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	170
240 Litre Garbage Bin	[BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR)]	169
240 Litre Garbage Bin	[BIN REPLACEMENT]	171
3		
3 – 4 hours	[EAT STREET CAR PARK TARIFFS]	15
3 - 4 Hours	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
3 – 4 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	18
3 – 4 Hours	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
3 calendar months hire	[ROADS & INFRASTRUCTURE]	171
3 Year Loan	[EUA ADMINISTRATION FEE]	66
3-9 participants (maximum of 12, 2-hour sessions per week)	[ORGANISED OR COMMERCIAL GROUP FITNESS AND PERSONAL TRAINING – PER SEASON]	145
4		
4 – 5 hours	[EAT STREET CAR PARK TARIFFS]	15
4 - 5 Hours	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
4 – 5 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	18
4 – 5 Hours	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
4 Hour Inflatable Use - Swim Test required	[OTHER ENTRY FEES – POOLS]	125
4 Year Loan	[EUA ADMINISTRATION FEE]	66
5		
5 – 12 hours	[EAT STREET CAR PARK TARIFFS]	15
5 - 18 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	18
5 - 18 Hours	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
5 – 18 Hours	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
5 ticket – Adult	[AQUA AEROBICS]	120
5 Year Loan	[EUA ADMINISTRATION FEE]	66
6		
6 Months (7 Days/ Week Access)	[COMMERCIAL/ PRIVATE USERS]	100
6 Months (7 Days/ Week Access)	[COMMUNITY/ NOT FOR PROFIT/ CHARITY]	100
6 Year Loan	[EUA ADMINISTRATION FEE]	66
660 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	169
660 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	170
660 Litre Mobile Garbage Bin	[BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR)]	169
660 Litre Mobile Garbage Bin	[BIN REPLACEMENT]	171
7		
7 Year Loan	[EUA ADMINISTRATION FEE]	66
8		
8 Year Loan	[EUA ADMINISTRATION FEE]	66
80 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	169
80 Litre Bin Service	[BIN REPLACEMENT (FOR SECOND AND SUBSEQUENT LOSS PER YEAR)]	169
80 Litre Bin Service	[ONE BIN REMOVED ONCE WEEKLY]	170
80 Litre Bin Service	[BIN REPLACEMENT]	171
9		
9 Year Loan	[EUA ADMINISTRATION FEE]	66
A		
A fee under clause 136M of the regulation to inspect the site for any damage will be deducted from the bond	[DEVELOPMENT SITES BONDS AND BANK GUARANTEES]	43
A Grade	[FULL DAY – FULL SIZED FIELD – PER FIELD]	142
A Grade	[HALF DAY OR EVENING – FULL SIZED FIELD – PER FIELD]	142
A Grade	[FULL DAY – HALF SIZED FIELD – PER FIELD]	142
A Grade	[HALF DAY OR EVENING – HALF SIZED (JUNIOR) FIELD – PER FIELD]	142
A letter stating the ownership of a property – each	[WRITTEN OWNERSHIP ADVICE]	70

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A3 (B&W) per copy	[PHOTOCOPYING AND PRINTING]	186
A3 (Colour) per copy	[PHOTOCOPYING AND PRINTING]	186
A3 Black & White	[HARDCOPY COPY OF OF ANY LOCAL ENVIRONMENTAL PLANNING INSTRUMENTS AND MAPS, DEVELOPMENT CONTROL PLANS, CONTRIBUTION PLANS OR ANY OTHER CITY STRATEGY PLAN OR POLICY TO BE CHARGED AT THE FOLLOWING RATES PER PAGE]	59
A3 Colour	[HARDCOPY COPY OF OF ANY LOCAL ENVIRONMENTAL PLANNING INSTRUMENTS AND MAPS, DEVELOPMENT CONTROL PLANS, CONTRIBUTION PLANS OR ANY OTHER CITY STRATEGY PLAN OR POLICY TO BE CHARGED AT THE FOLLOWING RATES PER PAGE]	59
A4 (B&W) per copy	[PHOTOCOPYING AND PRINTING]	186
A4 (Colour) per copy	[PHOTOCOPYING AND PRINTING]	186
A4 Black & White	[HARDCOPY COPY OF OF ANY LOCAL ENVIRONMENTAL PLANNING INSTRUMENTS AND MAPS, DEVELOPMENT CONTROL PLANS, CONTRIBUTION PLANS OR ANY OTHER CITY STRATEGY PLAN OR POLICY TO BE CHARGED AT THE FOLLOWING RATES PER PAGE]	59
A4 Colour	[HARDCOPY COPY OF OF ANY LOCAL ENVIRONMENTAL PLANNING INSTRUMENTS AND MAPS, DEVELOPMENT CONTROL PLANS, CONTRIBUTION PLANS OR ANY OTHER CITY STRATEGY PLAN OR POLICY TO BE CHARGED AT THE FOLLOWING RATES PER PAGE]	59
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Active Wellness Studio/Maker Space – (Commercial)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
Active Wellness Studio/Maker Space – (Commercial)	[WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)]	105
Active Wellness Studio/Maker Space – (Commercial)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
Active Wellness Studio/Maker Space – (Commercial)	[WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)]	108
Active Wellness Studio/Maker Space – (Community)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
Active Wellness Studio/Maker Space – (Community)	[WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)]	105
Active Wellness Studio/Maker Space – (Community)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
Active Wellness Studio/Maker Space – (Community)	[WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)]	109
Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	[WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)]	105
Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	108
Active Wellness Studio/Maker Space – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)]	109
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Additional Supervising Staff (pp p/hr)	[SWIMMING CARNIVAL – OTHER CHARGES]	133
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Adult 20 Visit Pass	[POOL ENTRY VISIT PASSES]	125
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Adult Cost per lesson – 1 lesson per week	[SWIM SCHOOL PROGRAMS]	131
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Any other size	[HARDCOPY COPY OF OF ANY LOCAL ENVIRONMENTAL PLANNING INSTRUMENTS AND MAPS, DEVELOPMENT CONTROL PLANS, CONTRIBUTION PLANS OR ANY OTHER CITY STRATEGY PLAN OR POLICY TO BE CHARGED AT THE FOLLOWING RATES PER PAGE]	59
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Application Fee	[(A) ADMINISTRATION FEE FOR ALLOWING ENTRIES ONTO TITLES OVER WHICH COUNCIL HAS A CAVEAT – MINOR MATTER (EG RE-FINANCING)]	14
Application Fee	[(3C) IF AN APPLICATION FOR A BUILDING CERTIFICATE IS MADE IN RELATION TO PART ONLY OF A BUILDING, A REFERENCE IN SUBCLAUSE (3A) TO A BUILDING IS TAKEN TO BE A REFERENCE TO THE PART OF A BUILDING THAT IS THE SUBJECT OF THE APPLICATION]	28
Application fee (includes one day or part thereof usage fee)	[UNDER 10M3 PER CONTAINER]	87
Application fee (includes one day or part thereof usage fee)	[OVER 10M3 PER CONTAINER PER DAY OR PART THEREOF]	87
Application Fee (non-refundable; processing time: approximately 8 weeks)	[WORK ZONES]	85
Application Fee (non-refundable; processing time: generally, 3 days, Road Closures 10 working days)	[ROAD/FOOTPATH OCCUPANCY]	85
Application fee to provide Developer Contributions Quotes from Developers / Private Certifiers	[MODIFICATION OF CONSTRUCTION CERTIFICATE]	40
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Assessment and/or approval of public open space and street tree plans and specifications for DA and VPA	[BUILDING CERTIFICATES – EP&A REG CL 260 NON-REGULATED FEES FOR DEVELOPMENT SERVICES]	117
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B Grade	[HALF DAY OR EVENING – FULL SIZED FIELD – PER FIELD]	142
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Black and White Photocopies (A3) per copy	[PHYSICAL DOCUMENTATION SUPPLIED UNDER ACCESS TO INFORMATION (FORMAL AND INFORMAL GIPA)]	68
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Breakage of Equipment or Damage to Building or Fixtures	[PENALTY RATES]	101
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C		
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C Grade	[HALF DAY OR EVENING – FULL SIZED FIELD – PER FIELD]	142
C Grade	[FULL DAY – HALF SIZED FIELD – PER FIELD]	142
C Grade	[HALF DAY OR EVENING – HALF SIZED (JUNIOR) FIELD – PER FIELD]	142
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Category (2) Packaged food/drink products only, where no direct handling or processing of food undertaken	[B. RE-INSPECTION FEE – APPLICABLE WHERE >1 REVIEW INSPECTION HAS BEEN CONDUCTED]	155
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Fee per hour, not-for-profit, low level resourced or self-funded charities	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	57
Fee per hour, not-for-profit, low level resourced or self-funded charities	[PARRAMATTA SQUARE (PSQ)]	52
Fee per hour, not-for-profit, low level resourced or self-funded charities	[CENTENARY SQUARE (CSQ)]	52
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Fitness Passport	[MEMBERSHIPS]	121
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Free Christmas Parking for Christmas Eve (24 December only)	[PARRAMATTA STATION CAR PARK TARIFFS]	18
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Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	51
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Greater than \$100,000 and less than or equal to \$500,000	[WHERE ESTIMATED COST OF CONSTRUCTION IS]	39
Greater than \$2,500,000 and less than or equal to \$5,000,000	[WHERE ESTIMATED COST OF CONSTRUCTION IS]	40
Greater than \$500,000 and less than or equal to \$1,000,000	[WHERE ESTIMATED COST OF CONSTRUCTION IS]	40
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Level 3 High complexity	[DEVELOPMENT CONTROL PLAN/MASTERPLAN APPLICATIONS]	60
Level 3 Planning proposals involving change to zoning and / or development controls of high complexity and / or planning proposal is seeking variation from the identified strategic framework	[CATEGORIES OF PLANNING PROPOSALS]	60
Level 4 Precinct LEP amendments Any site greater than 1 hectares involving complex proposal with change in zoning and detailed urban design and urban capability assessment	[CATEGORIES OF PLANNING PROPOSALS]	60
Level 4 Precinct LEP amendments with complexities such as detailed urban design/urban capability assessment or Assessment of Master Plan	[DEVELOPMENT CONTROL PLAN/MASTERPLAN APPLICATIONS]	60
LG Act Section 68 (2) – Concurrently as part of development approval	[OTHER APPROVALS - LG ACT SECTION 68, PART B - WATER SUPPLY, SEWERAGE AND STORMWATER DRAINAGE WORK]	81
LG Act Section 68 (2) – Where separate approval is sought	[OTHER APPROVALS - LG ACT SECTION 68, PART B - WATER SUPPLY, SEWERAGE AND STORMWATER DRAINAGE WORK]	81
LGA Wide (Excluding Parramatta Square and Centenary Square)	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	49
LGA Wide (Excluding Parramatta Square and Centenary Square)	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	50
LGA Wide (Excluding Parramatta Square and Centenary Square)	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	51
LGA Wide (Excluding Parramatta Square and Centenary Square) - low level resourced, or self-funded charity, per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	56
LGA Wide (Excluding Parramatta Square and Centenary Square) - per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	56
Library Merchandising (e.g. Library bags, technology resources) – Library Services – per item	[MERCHANDISE]	187
Library Programs Materials – including replacement cost (e.g. STEAM / Science kits) to be determined by Libraries Manager	[BOOK CLUB ANNUAL FEE]	180
Liquor Licensed outlets – Cafe/Restaurants/Nightclubs up to 3 food/beverage service areas	[CATEGORY 3]	153
Lists of approvals – per month	[INFORMATION IN RELATION TO DEVELOPMENT APPLICATIONS AND CONSENTS AND CONSTRUCTION CERTIFICATES – EP&A REG CL. 268]	83
Lists of approvals – yearly subscription	[INFORMATION IN RELATION TO DEVELOPMENT APPLICATIONS AND CONSENTS AND CONSTRUCTION CERTIFICATES – EP&A REG CL. 268]	83
Litter bin service (additional collection of existing litter bin)	[CLEANSING]	169
Loading Dock Attendant (From 5pm Friday until midnight Saturday)	[STAFF HIRE RATE – PER HOUR]	94
Loading Dock Attendant (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	94
Loading Dock Attendant (Weekdays - Monday through to Friday 5pm)	[STAFF HIRE RATE – PER HOUR]	94
Locally-based Schools and school sport associations; or those serving the local community	[(B) SCHOOL HIRE OF SPORTING FIELDS (EACH USE)]	143
Locker rental key deposit	[ROADS & INFRASTRUCTURE]	171
Lodgement	[PROCESSING OF SUBPOENAS]	69
Lodgement Fee	[DEVELOPMENT APPLICATIONS & PLANNING PROPOSALS 3D CAD MODELLING FEES]	45
Lodgement of substantial amendment to planning proposals – 50% of category fee payable immediately plus additional costs i.e independent review may also be charged on cost recovery	[CITY PLANNING]	58
Lost Borrower Card – replacement	[LIBRARY CHARGES]	186
Low Impact - Class 3 as per TfNSW Guide to Traffic and Transport Management for Special Events	[ASSESSMENT OF SPECIAL EVENT TRAFFIC MANAGEMENT PLAN (SETMP)]	84
Low Impact Filming & Photography	[FILMING APPLICATIONS]	48
Low Risk – Linear metre / p.a (pro rata)	[TYPE A WITHOUT TRAFFIC BARRIER]	41
Low Risk – Linear metre / p.a (pro rata)	[TYPE B WITHOUT SITE SHEDS]	41
Low Risk – Linear metre / p.a (pro rata)	[TYPE B WITH SINGLE STOREY SITE SHEDS]	42

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Fee Name	Parent Name	Page
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Low Risk – Linear metre / p.a (pro rata)	[TYPE B WITH DOUBLE STOREY SITE SHEDS]	42
Low risk event	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	51
Low risk event	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	55
Low Risk Food Outlets/Food Van/Permanent Site/Mobile Vendor	[3. ROYAL EASTER SHOW]	155
Low Significance Tree 1:1	[PARKS & OPEN SPACE]	116
M		
Major Event: Marquee, flooring, 1.8m trestle table, Lighting, 2 x plastic chair, dry waste, shared hand wash, 2 x 15 amp or 2 x 10 amp (food vendor)	[FEES FOR HIRE OR USE OF FACILITIES]	47
Major Event: One Marquee	[MERCHANDISE STALLHOLDER FEE]	47
Major Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]	[FOOD TRUCK FEE]	47
Major Re-Inspections	[ADDITIONAL INSPECTION FEE AS FOLLOWS]	39
Major venues/function centres and premises with more than 6 food/beverage service areas	[CATEGORY 1]	153
Make good of location, once parking meter has been removed	[PARKING METER TARIFFS]	14
Mandatory inspection Swimming Pool fencing Section 22B (2) (tourist accommodation and buildings with more than 2 dwellings) – Includes First Inspection + Reinspection	[SWIMMING POOLS ACT CERTIFICATES – FOR POOL BARRIER REQUIREMENTS]	161
Maximum Storage Charge	[ABANDONED VEHICLES]	148
Medium Event: Marquee, flooring, 1.8m trestle table, Lighting, 2 x plastic chair, dry waste, shared hand wash, 2 x 15 amp or 2 x 10 amp (food vendor)	[FEES FOR HIRE OR USE OF FACILITIES]	46
Medium Event: One Marquee	[MERCHANDISE STALLHOLDER FEE]	47
Medium Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]	[FOOD TRUCK FEE]	47
Medium Impact Filming & Photography	[FILMING APPLICATIONS]	48
Medium Meeting Room – (Commercial)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
Medium Meeting Room – (Commercial)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
Medium Meeting Room – (Community)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
Medium Meeting Room – (Community)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
Medium Meeting Room – (Unfunded Not for Profit)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
Medium Meeting Room – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
Medium risk event	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	55
Medium risk event	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	51
Medium Risk Food Outlets/Food Van/Permanent Site/Mobile Vendor	[3. ROYAL EASTER SHOW]	155
Medium Significance Tree 3:1	[PARKS & OPEN SPACE]	116
Medium-sized – 6-50 equivalent full time food handlers	[5. FOOD PREMISES – ANNUAL ADMINISTRATION FEE – HIGH & MEDIUM RISK BUSINESSES ONLY AS PER NSW FOOD AUTHORITY CATEGORIES]	156
Meeting Room - Commercial	[MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)]	102
Meeting Room - Community	[MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)]	102
Meeting Room - Unfunded	[MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)]	102
Meeting Rooms - Commercial	[MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	102
Meeting Rooms - Community	[MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	102
Meeting Rooms - Unfunded	[MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	102
Member entry to Sauna/Steam/Spa - (Per 30 min session)	[SAUNA/SPA/STEAM]	125
Merchandise	[EPPING AQUATIC CENTRE]	118
Merchandise e.g. t-shirts, hats, mugs, bags	[FEES FOR HIRE OR USE OF FACILITIES]	48
Microchipping Service (Non Pensioners)	[ANIMAL REGISTRATION FEES – ANIMAL COMPANIONS ACT 1999]	148
Microchipping Service (Pensioners)	[ANIMAL REGISTRATION FEES – ANIMAL COMPANIONS ACT 1999]	148
Minimum charge	[REPAIR/RECONSTRUCTION OF STORMWATER DRAINAGE PITS/PIPES]	91
Minimum Charge	[EXPOSED AGGREGATE 300X300 CONCRETE PAVERS]	175
Minimum Charge	[GRANITE PAVING 600X300 (EG CENTENARY SQUARE)]	175
Minimum Charge	[SECONDARY FOOTPATH TREATMENT (CONCRETE WITH PAVERS/ ASPHALT OVERLAY)]	175

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Fee Name	Parent Name	Page
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Minimum Charge	[GRANITE/COBBLESTONE SETS (LANEWAY/FOOTPATH)]	176
Minimum Charge	[POROUS PAVEMENT (TREE SURROUND TREATMENT)]	176
Minimum Fee	[(II) OTHER]	172
Minimum Fee	[LAND (TORRENS) SUBDIVISION / STRATA SUBDIVISION]	82
Minimum Fee	[STRATA SUBDIVISION WITH STRATUM COMPONENT]	82
Minimum Fee – applicable to all building classes	[MODIFICATION OF CONSTRUCTION CERTIFICATE]	40
Minimum fee for projects estimated at less than \$250,000	[SALE OF TENDER DOCUMENTS VIA TENDERLINK WEBPORTAL]	69
Minimum Levy	[BUSINESS STRATA PROPERTIES]	64
Minimum penalty for not complying with Conditions of Hire including cleaning, damage and garbage (Maximum fee as assessed)	[PENALTY RATES]	142
Minimum penalty for not complying with Conditions of Hire including cleaning, damage and garbage (Maximum fee as assessed)	[PENALTY RATES]	101
Minimum staff required in the venue hire of Lennox Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Technician	[ADDITIONAL PERFORMANCES]	167
Minimum staff required in the venue hire of Lennox Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	[ADDITIONAL PERFORMANCES]	164
Minimum staff required in the venue hire of Rafferty's Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	[ADDITIONAL PERFORMANCES]	167
Minimum staff required in the venue hire of Rafferty's Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	[ADDITIONAL PERFORMANCES]	165
Minimum staff required in the venue hire of Riverside Courtyard: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	[COURTYARD (HALF DAY)]	168
Minimum staff required in the venue hire of Riverside Courtyard: 1 Front of House Supervisor, 1 Stage Door Security, 1 Usher, 1 Technician	[COURTYARD (HALF DAY)]	163
Minimum staff required in the venue hire of Riverside Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 4 Ushers, 1 Technical Lighting, 1 Technical Sound 1 Technical Stage	[ADDITIONAL PERFORMANCES]	163
Minimum staff required in the venue hire of Riverside Theatre: 1 Front of House Supervisor, 1 Stage Door Security, 4 Ushers, 1 Technical Lighting, 1 Technical Sound 1 Technical Stage	[ADDITIONAL PERFORMANCES]	166
Minimum Storage Charge	[ABANDONED VEHICLES]	148
Minor Event: Marquee, flooring, 1.8m trestle table, Lighting, 2 x plastic chair, dry waste, shared hand wash, 2 x 15 amp or 2 x 10 amp (food vendor)	[FEES FOR HIRE OR USE OF FACILITIES]	46
Minor Event: One Marquee	[MERCHANDISE STALLHOLDER FEE]	47
Minor Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]	[FOOD TRUCK FEE]	47
Minor Re-Inspections	[ADDITIONAL INSPECTION FEE AS FOLLOWS]	39
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[PARRAMATTA STATION CAR PARK TARIFFS]	18
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	20
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[JUSTICE PRECINCT CAR PARK TARIFFS]	17
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
Mobile Phone Parking Fee (additional to On-Street Parking Meter Traffic Charges) per call, subject to service fee as per service providers T&C's	[PARKING METER TARIFFS]	15
Mobile Phone Parking Fees (additional to Parking Charges) are subject to service fee as per service providers T&C's	[EAT STREET CAR PARK TARIFFS]	16

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Fee Name	Parent Name	Page
M [continued]		
Modification application— (a) under the Act, section 4.55(1A), or (b) under the Act, section 4.56(1) that involves, in the consent authority's opinion, minimal environmental impact	[APPLICATION UNDER SECTION 4.55(1A) OR 4.56(1)]	76
Modification: Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
Mon & Fri – per day (Pre-School & Baby/Toddler Room)	[DUNDAS CHILDCARE CENTRE]	181
Mon & Fri – per day (Pre-School & Baby/Toddler Room)	[POSSUM PATCH CHILD CARE CENTRE]	181
Mon & Fri – per day (Pre-School & Baby/Toddler Room)	[NORTHMEAD/REDBANK CHILDREN'S CENTRE]	181
Mon & Fri – per day (Pre-School & Baby/Toddler Room)	[JUBILEE PARK CHILD CARE CENTRE]	181
Monday to Friday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Senior Officer Public Domain Activation	[STAFF CHARGES APPLICABLE TO HIRERS OF THE PUBLIC DOMAIN]	49
Monthly – Push Bike Facilities	[EAT STREET CAR PARK TARIFFS]	15
Monthly – Push Bike Facilities	[PARRAMATTA STATION CAR PARK TARIFFS]	18
Monthly (7 Days/ Week Access)	[COMMERCIAL/ PRIVATE USERS]	100
Monthly (7 Days/ Week Access)	[COMMUNITY/ NOT FOR PROFIT/ CHARITY]	100
Monthly Unreserved Parkers	[PARRAMATTA STATION CAR PARK TARIFFS]	18
Monthly Unreserved Parkers	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
More than \$10,000,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
More than \$10,000,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	81
More than \$10,000,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
More than 3 storey	[DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (INITIAL DEVELOPMENT APPLICATIONS)]	45
More than 3 storey	[DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (INITIAL DEVELOPMENT APPLICATIONS)]	45
More than 3 storey	[DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (\$4.55 MODIFICATION APPLICATIONS)]	45
More than 3 storey	[DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (\$4.55 MODIFICATION APPLICATIONS)]	45
More than two units – cost per unit	[NEW DWELLINGS – MUTI DWELLING DEVELOPMENT]	39
Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$13.00	[JUSTICE PRECINCT CAR PARK TARIFFS]	17
Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$25.00	[EAT STREET CAR PARK TARIFFS]	16
Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$15.00	[PARRAMATTA STATION CAR PARK TARIFFS]	18
Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$20.00	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	20
Motor Bike Parking - 50% of the car parking rates - Fee's range from \$2.75 to \$45.00	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	19
Multiple Classes per week discount	[SWIM SCHOOL PROGRAMS]	131
Multi-unit dwellings, commercial (outside Parramatta CBD) and child care centre	[DEVELOPMENT APPLICATION PRE-LODGE MENT CONSULTATION]	74
N		
Negotiation, preparation and execution of planning agreement, or deed of variation of planning agreement, or deed of novation including independent assessment of reports, valuations provided as part of negotiations, and costs associated with determining the financial capacity of an incoming Landowner to deliver VPA obligations	[PRE-EXECUTION]	61
Netball Courts – per Court	[OTHER]	143
New Fire Safety Schedule Registration by Council – LG Act Section 608 (2)	[ANNUAL FIRE SAFETY STATEMENTS – EP&A REG CL. 177(1)]	160

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Fee Name	Parent Name	Page
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New footing installation	[PARKING METER TARIFFS]	14
New Public Domain Tree Planting Inspections	[BUILDING CERTIFICATES – EP&A REG CL 260 NON-REGULATED FEES FOR DEVELOPMENT SERVICES]	117
Newington Community Centre - Multi-use Court (Floodlit)	[MULTI-PURPOSE COURTS AND CRICKET NETS]	146
Non CBD Area per street frontage	[CLASS "A " HOARDINGS BONDS]	42
Non CBD Area per street frontage	[CLASS "B " HOARDINGS BONDS]	42
Non Regulatory	[COP STANDARD DRAWINGS AND SPECS – A4 AND A3 PRINTS – EACH]	179
Non Regulatory	[COP STANDARD DRAWINGS AND SPECS – A4 BOOKLET OF ALL STANDARDS]	179
Non Regulatory	[COP DESIGN GUIDELINES – A4 BOOKLET]	179
Non Regulatory	[COP DESIGN GUIDELINES AND STANDARD DRAWINGS – PDF FORMAT BURNT ON A CD]	180
Non-CBD Permit, each m2, per annum	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	56
Non-Commercial Activity Approval Fee	[ALFRESCO DINING FEE]	13
Non-Precinct – Public consultation/exhibition, advertising and gazettal	[ROAD & PLACE NAMING]	21
Non-residents of City of Parramatta - Per key	[MASTER LOCKSMITH ACCESS KEY (MLAK)]	188
Not involving the opening of a public road	[DEVELOPMENT INVOLVING THE SUBDIVISION OF LAND (SUBDIVISION FEE) – EP&A REG SCHEDULE 4 PART 2 ITEM 2.4-2.6]	75
Note that it is not appropriate to determine fees for individual programs – programs provided vary constantly based on community needs, seasonal variances etc	[RECREATION & LEISURE PROGRAMS]	147
Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	53
Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	[CENTENARY SQUARE (CSQ)]	53
Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	[PARRAMATTA SQUARE (PSQ)]	53
Notice of application for review of a determination under the Act, section 8.3	[APPLICATION TO REVIEW A DEVELOPMENT DETERMINATION UNDER EP&A ACT, SECTION 8.2- 8.5]	80
NSW Police, Pilot and Defence Force Swim Assessment	[EPPING AQUATIC CENTRE]	118
NSW Police, Pilot and Defence Force Swim Assessment	[AQUATIC FACILITIES]	124
O		
One year permit	[PORTABLE ADVERTISING]	55
On-site Sewage Management System – Inspection Fee/ hour (minimum 1/2 hour)	[6. ONSITE SEWAGE MANAGEMENT APPLICATIONS]	158
Open Space Works Inspections (Hold Point / Practical Completion / Handover)	[BUILDING CERTIFICATES – EP&A REG CL 260 NON-REGULATED FEES FOR DEVELOPMENT SERVICES]	117
Opening kerb for drain pipe (maximum length 0.5m)	[FEES WITH RESPECT TO ROADS AND DRAINAGE RELATED WORKS IN THE PUBLIC WAY ASSOCIATED WITH DEVELOPMENT]	172
Other event inspection fees each event (e.g. Tattoo Expo, temporary skin penetration stall)	[7. OTHER EVENT]	159
Other public aquatic programs	[SWIM SCHOOL PROGRAMS]	131
Other public programs	[SWIM SQUAD PROGRAMS]	132
Outdoor & indoor swimming pools (First Pool)	[PUBLIC AND SEMI-PUBLIC SWIMMING POOLS]	157
Outdoor Dining Bond	[ALFRESCO DINING FEE]	13
Outstanding Notice/Orders – 735A LG Act and 121ZP EPA Act	[OUTSTANDING NOTICE/ORDERS – 735A LG ACT AND 121ZP EPA ACT]	148
Outstanding Notices Certificate Noxious Weeds (Bio-diversity)	[OUTSTANDING NOTICES CERTIFICATE NOXIOUS WEEDS]	152
Over 55's Leisure and Learning per term (1 hour class) - Non refundable	[INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS]	184
Over 55's Leisure and Learning per term (1 hour class) – Non refundable	[INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE]	183
Over 55's Leisure and Learning per term (1.5 to 2 hours class) - Non refundable	[INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS]	184
Over 55's Leisure and Learning per term (1.5 to 2 hours class) – Non refundable	[INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE]	183
Over 55's Leisure and Learning per term (10 x 1 hour class) – Non refundable	[INDIVIDUAL – FULL FEE]	185
Over 55's Leisure and Learning per term (10 x 1 hour online class) - Non refundable	[INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS]	184
Over 55's Leisure and Learning per term (10 x 1 hour online class) – Non refundable	[INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE]	183
Over 55's Leisure and Learning per term (10 x 1 hour online class) – Non refundable	[INDIVIDUAL – FULL FEE]	185
Over 55's Leisure and Learning per term (10 x 1.5 to 2 hour online class) - Non refundable	[INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS]	184
Over 55's Leisure and Learning per term (10 x 1.5 to 2 hour online class) – Non refundable	[INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE]	183
Over 55's Leisure and Learning per term (10 x 1.5 to 2 hour online class) – Non refundable	[INDIVIDUAL – FULL FEE]	185

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Over 55's Leisure and Learning per term (10 x 1.5 to 2 hours class) – Non refundable	[INDIVIDUAL – FULL FEE]	185
Over 55's Leisure and Learning per term Early Bird (1 hour class) – Non-refundable	[INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS]	184
Over 55's Leisure and Learning per term Early Bird (1 hour class) – Non-refundable	[INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE]	184
Over 55's Leisure and Learning per term Early Bird (1 hour class) – Non-refundable	[INDIVIDUAL – FULL FEE]	185
Over 55's Leisure and Learning per term Early Bird (1.5 to 2 hour class) – Non-refundable	[INDIVIDUAL – DISCOUNTED FEE FOR COMMONWEALTH SENIOR HEALTH CARD HOLDERS]	184
Over 55's Leisure and Learning per term Early Bird (1.5 to 2 hour class) – Non-refundable	[INDIVIDUAL – FULL AND PART-PENSIONER DISCOUNTED FEE]	184
Over 55's Leisure and Learning per term Early Bird (1.5 to 2 hour class) – Non-refundable	[INDIVIDUAL – FULL FEE]	185
P		
PAC membership alignment, with the PAC car park will offer, 2 hours free parking, per day, per membership. T&C Apply	[JUSTICE PRECINCT CAR PARK TARIFFS]	17
Package (includes mandatory building inspections)	[GRANNY FLATS]	29
Package (includes mandatory building inspections)	[NEW SINGLE DWELLING HOUSES]	29
Package (includes mandatory building inspections)	[NEW TWO STOREY DWELLING HOUSES]	30
Package (includes mandatory building inspections)	[ALTERATIONS AND ADDITIONS TO EXISTING SINGLE STOREY AND TWO STOREY DWELLING HOUSES (INCLUDES INTERNAL ALTERATIONS)]	30
Package (includes mandatory building inspections)	[1. DEMOLITION OR REMOVAL OF DWELLING HOUSES OR ANCILLARY DEVELOPMENT (CLASS 10 STRUCTURES EXCLUDING SWIMMING POOLS)]	30
Package (includes mandatory building inspections)	[2. SWIMMING POOLS]	31
Package (includes mandatory building inspections)	[3. SHEDS & GARAGES]	31
Package (includes mandatory building inspections)	[4. MINOR STRUCTURES (DECKS, CARPORTS, RETAINING WALLS)]	32
Paralegal – Per Hour	[LEGAL SERVICES]	67
Parking fees range from \$2.50 per hour to \$20.00 per day subject to locations and restrictions (incl GST)	[PARKING METER TARIFFS]	15
Considering small alignment for market trend movements		
Parramatta CBD (excluding Eat Street) per sq metre per annum	[ALFRESCO DINING FEE]	13
Parramatta CBD area per street frontage	[CLASS "A " HOARDINGS BONDS]	42
Parramatta CBD area per street frontage	[CLASS "B " HOARDINGS BONDS]	42
Parramatta Square (PHIVE) Foyer - (Commercial)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	103
Parramatta Square (PHIVE) Foyer - (Community)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	103
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Parramatta Square (PSQ)	[PARRAMATTA SQUARE (PSQ)]	50
Parramatta Square (PSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	56
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Parramatta Town Hall - The Great Hall Bump in/out (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	114
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Parramatta Town Hall - The Great Hall Bump in/out (Community)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	114
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Parramatta Town Hall - The Great Hall Exhibition Rate (1-2 days) (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)]	115
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Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	114
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Parramatta Town Hall- Exhibition Rate (3-14 days) (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)]	115
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Parramatta Town Hall Kitchen Commission - (100 - 149 guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	111
Parramatta Town Hall Kitchen Commission - (150 - 199 guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	111
Parramatta Town Hall Kitchen Commission - (200 - 249 guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	111

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Parramatta Town Hall Kitchen Commission - (300 - 349 guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	111
Parramatta Town Hall Kitchen Commission - (350-399 Guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	111
Parramatta Town Hall Kitchen Commission - (fewer than 100 guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	111
Party Room/ per hour/ plus pool entry (Saturday/Sunday/ Public Hol) minimum 2 hours	[ACTIVITY ROOM (DYANMILA NGURANG) AND BIRTHDAY PARTIES]	133
Peer review and/or consultant studies commissioned by Council to assist with assessment of planning proposal/ DCP	[CITY PLANNING]	57
Pensioner Hire Fee	[CAT TRAP HIRE]	150
Pensioner Return Deposit	[CAT TRAP HIRE]	150
Per Hour	[REPAIR/RECONSTRUCTION OF STORMWATER DRAINAGE PITS/PIPES]	91
Per metre	[FEES WITH RESPECT TO ROADS AND DRAINAGE RELATED WORKS IN THE PUBLIC WAY ASSOCIATED WITH DEVELOPMENT]	172
Permanent Road Closure Application	[ROAD CLOSURES – ADMINISTRATION FEE FOR THE PROCESSING OF ROAD CLOSURE APPLICATIONS]	22
Permit Fee as set by National Heavy Vehicle Regulator	[OVERSIZE VEHICLE ACCESS ON LOCAL ROAD]	89
Personal Training 1:1 - 1 hour session - 3 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	126
Personal Training 1:1 - 30 minute session	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training 1:1 - 30 minute session - 10 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training 1:1 - 30 minute session - 3 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training 1:1 - per 1 hour session - Direct Debit agreement	[PERSONAL TRAINING - FORTNIGHTLY DIRECT DEBIT]	127
Personal Training 1:1 - per 30 minute session - Direct Debit agreement	[PERSONAL TRAINING - FORTNIGHTLY DIRECT DEBIT]	128
Personal training Session – 1 hour	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Session – 1 hour/10 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Session – 1 hour/5 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Small Group (2 to 4) - 1 hour session per person	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Small Group (2 to 4) - 1 hour session per person - 10 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Small Group (2 to 4) - 30 minute session per person	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Small Group (2 to 4) - 30 minute session per person - 10 session pack	[PERSONAL TRAINING AND ASSESSMENTS]	127
Personal Training Small Group (2 to 4) - per 1 hour session per person - Direct Debit agreement	[PERSONAL TRAINING - FORTNIGHTLY DIRECT DEBIT]	128
Piano Hire	[CHARGES NOT INCLUDED IN HIRE RATES]	168
Pipe 375mm Diameter pipe-Reinforced Concrete Rubber Ring Spigot and Socket Jointed Class 3 – 1.2m deep	[REPAIR/RECONSTRUCTION OF STORMWATER DRAINAGE PITS/PIPES]	91
Placement Fee – Per anchor	[COUNCIL PROPERTY – ROCK ANCHOR PLACEMENT]	12
Plan copy fee	[GIS DRAINAGE SEARCH & PLAN SERVICE]	90
Plan search fee – Cost/ half-hour and part thereof	[GIS DRAINAGE SEARCH & PLAN SERVICE]	90
Planning Proposal - Reclassification of Land *Public hearing will be an additional fee	[CITY PLANNING]	57
Planning Proposal Public Notification - Level 1 & 2	[NOTIFICATION FEES]	61
Planning Proposal Public Notification - Level 3 & 4	[NOTIFICATION FEES]	61
Planning Proposal Refund – if withdrawn prior to Local Planning Panel or Council report to request a gateway determination	[CITY PLANNING]	58
Planning Proposal Refunds – if Council resolves not to proceed to request a gateway determination and Applicant chooses not to lodge a Pre-Gateway Review	[CITY PLANNING]	58
Planning Proposal/ DCP Pre-Lodgement Consultation	[PRE-LODGE MENT CONSULTATION]	61
Planning Proposal/ DCP Pre-Lodgement Consultation (Subsequent meetings)	[PRE-LODGE MENT CONSULTATION]	61
Plus \$110 for each lot which includes GST	[STRATA SUBDIVISION WITH STRATUM COMPONENT]	82
Plus \$55 for each lot which includes GST	[LAND (TORRENS) SUBDIVISION / STRATA SUBDIVISION]	82
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	81

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PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	81
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
PLUS an additional fee for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
PLUS an additional fee for each \$1,000 (or part of \$1,000) of the estimated cost	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	70
PLUS an additional fee for each \$1,000 (or part of \$1,000) of the estimated cost	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
PLUS an additional fee for each \$1,000 (or part of \$1,000) of the estimated cost	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	77
Plus Annual usage fee per car share space where it replaces a metered parking car space	[ON-STREET AND OFF-STREET CAR SHARE SPACES OUTSIDE THE PARRAMATTA CBD CORE]	89
PLUS Charges for external BCA consultant	[BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA]	37
PLUS for each additional advertisement	[DEVELOPMENT INVOLVING APPLICATION FOR ADVERTISEMENTS OR ADVERTISING SIGNS – EP&A REG SCHEDULE 4 PART 2 ITEM 2.2 BUT ONLY IF THE FEE UNDER THIS ITEM EXCEEDS THE FEE THAT WOULD BE PAYABLE UNDER EP&A REG SCHEDULE 4 PART 2 ITEM 2.1]	74

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PLUS for each additional lot created	[DEVELOPMENT INVOLVING THE SUBDIVISION OF LAND (SUBDIVISION FEE) – EP&A REG SCHEDULE 4 PART 2 ITEM 2.4-2.6]	75
PLUS for each additional lot created	[DEVELOPMENT INVOLVING THE SUBDIVISION OF LAND (SUBDIVISION FEE) – EP&A REG SCHEDULE 4 PART 2 ITEM 2.4-2.6]	75
PLUS for each additional lot created	[DEVELOPMENT INVOLVING THE SUBDIVISION OF LAND (SUBDIVISION FEE) – EP&A REG SCHEDULE 4 PART 2 ITEM 2.4-2.6]	75
Plus per m2	[ASPHALT CONCRETE ON CEMENT CONCRETE BASE (RIGID PAVEMENT)]	175
Plus per m2	[CEMENT CONCRETE (RIGID PAVEMENT)]	175
Plus per m2	[BITUMEN/ASPHALT (FLEXIBLE PAVEMENT)]	175
Plus per m2	[UNSEALED SHOULDERS/PAVEMENT]	175
Plus per m2	[BRICK PAVERS (OR SIMILAR)]	175
Plus per m2	[EXPOSED AGGREGATE 300X300 CONCRETE PAVERS]	175
Plus per m2	[GRANITE PAVING 600X300 (EG CENTENARY SQUARE)]	175
Plus per m2	[SECONDARY FOOTPATH TREATMENT (CONCRETE WITH PAVERS/ ASPHALT OVERLAY)]	175
Plus per m2	[GRANITE/COBBLESTONE SETS (LANEWAY/FOOTPATH)]	176
Plus per m2	[POROUS PAVEMENT (TREE SURROUND TREATMENT)]	176
Plus per m2	[CONCRETE]	176
Plus per m2	[BITUMEN/ASPHALT]	176
Plus per m2	[BITUMEN/ASPHALT ON CONCRETE BASE]	176
Plus per m2	[130MM CONCRETE RESIDENTIAL FOOTPATH CROSSING (DRIVEWAY)]	176
Plus per m2	[200MM CONCRETE INDUSTRIAL FOOTPATH CROSSING (DRIVEWAY)]	176
Plus per m2	[FORMED OR GRASSED AREA (NATURE STRIP)]	176
Plus per m2	[(IV) KERB RAMPS]	177
Plus per metre	[CONCRETE – INCLUDING LAYBACK]	176
Plus per metre	[KERB ONLY]	177
Plus per metre	[GUTTER ONLY]	177
Pools/Spas (Each Additional Pool/Spa)	[PUBLIC AND SEMI-PUBLIC SWIMMING POOLS]	157
Portable PA System	[EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT]	95
Possum and Wombat Room - (Per day)	[NORTH ROCKS CHILD CARE CENTRE]	181
Post-execution Council officer inspections (up to final review and sign-off at practical completion and end of defects liability period). Charged per inspection, per Council service area required to attend.	[POST-EXECUTION]	62
Pound release per night – Rydalmere Operations Centre Depot	[COMPANION ANIMALS – SEIZURE & RELEASE FEES FROM COUNCIL]	152
Precinct – Public consultation/exhibition, advertising and gazettal	[ROAD & PLACE NAMING]	21
Premises where only packaged foods sold and no processing undertaken (convenience stores, service stations, fruit and vegetable stores)	[CATEGORY 5]	154
Preparation of report	[STORMWATER SITE INSPECTIONS & REVIEWS]	91
Preparation of Structure Plan or Significant Site/Precinct Specific DCP prepared by Council – Cost Recovery to Council	[CITY PLANNING]	58
Pre-Purchase Inspection of an On-site Sewage Management System	[6. ONSITE SEWAGE MANAGEMENT APPLICATIONS]	159
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying	[4. MINOR STRUCTURES (DECKS, CARPORTS, RETAINING WALLS)]	32
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[GRANNY FLATS]	29
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[NEW SINGLE DWELLING HOUSES]	29
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[NEW TWO STOREY DWELLING HOUSES]	30
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[ALTERATIONS AND ADDITIONS TO EXISTING SINGLE STOREY AND TWO STOREY DWELLING HOUSES (INCLUDES INTERNAL ALTERATIONS)]	30
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[1. DEMOLITION OR REMOVAL OF DWELLING HOUSES OR ANCILLARY DEVELOPMENT (CLASS 10 STRUCTURES EXCLUDING SWIMMING POOLS)]	31
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[2. SWIMMING POOLS]	31
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[3. SHEDS & GARAGES]	32
Prior to issuance of Construction Certificate	[DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)]	44
Prior to issuance of Occupation Certificate – High Complexity	[DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)]	44

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Prior to issuance of Occupation Certificate – Low Complexity	[DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)]	44
Private Pipeline Licence Fee in Public Reserves	[PRIVATE PIPELINE]	180
Private Pipeline Rentals in Public Roads	[PRIVATE PIPELINE]	180
Private Swimming Lesson - (75 minutes: 3-5 sessions per week)	[SWIM SQUAD PROGRAMS]	132
Pro Floor: per m sq (inclusive laying and removal)	[FEES FOR HIRE OR USE OF FACILITIES]	48
Processing /administration fee for all applications	[EXTENSION TO APPROVED DA WORKING HOURS]	160
Processing and Legal Fees	[(A) ADMINISTRATION FEE FOR ALLOWING ENTRIES ONTO TITLES OVER WHICH COUNCIL HAS A CAVEAT – MINOR MATTER (EG RE-FINANCING)]	14
Processing Charge – per hour (where applicable)	[ACCESS TO RECORDS BY NATURAL PERSONS ABOUT THEIR PERSONAL AFFAIRS]	63
Processing FeeAdministration Fee for Covenant, Withdrawal of Caveat - to extinguish, modify or release where Council is the authority.	[(B) PROCESSING FEE FOR COVENANT, WITHDRAWAL OF CAVEAT – TO EXTINGUISH, MODIFY OR RELEASE WHERE COUNCIL IS THE AUTHORITY (EXCLUDING LEGAL FEES AND DISBURSEMENTS)]	14
Processing per hour	[PROCESSING OF SUBPOENAS]	69
Professional casual - (Per hour)	[COUNCIL-MANAGED TENNIS COURTS (ONLINE BOOKING SYSTEM)]	146
Professional permanent - (Per hour)	[COUNCIL-MANAGED TENNIS COURTS (ONLINE BOOKING SYSTEM)]	146
Professional Rate per hour per field	[SYNTHETIC SPORTSFIELDS]	143
Provision of 1,100 Litre Bin co-mingled collected weekly (1 pick-up) – Annual Charge	[(A) RECYCLING SERVICE CHARGE]	170
Provision of 240 Litre bin collected fortnightly	[(B) GARDEN WASTE SERVICE]	170
Provision of 240 Litre bin collected fortnightly	[(A) RECYCLING SERVICE CHARGE (ADDITIONAL)]	170
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Replacement Parking Permit – ordinary	[RESIDENT PARKING PERMIT]	88
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Sauna/Steam/Spa 10 Visit Pass (includes pool entry) - (30 min session per visit)	[SAUNA/SPA/STEAM]	126
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Standard meal Package (home delivered) – per meal pack includes main meal, soup or standard dessert and juice	[INDIVIDUAL – COMMONWEALTH SENIORS AND LOW INCOME HEALTH CARD HOLDERS DISCOUNTED FEE]	182
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Subsequent referral for developments – 3 storeys or less	[DEVELOPMENT TO BE REFERRED TO A DESIGN EXCELLENCE ADVISORY PANEL (\$4.55 MODIFICATION APPLICATIONS)]	45
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Sunday – First 4 hours free	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
Sunday – More than 3 hours a flat rate of \$15	[EAT STREET CAR PARK TARIFFS]	15
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Sunday – More than 4 hours a flat rate of \$10	[JUSTICE PRECINCT CAR PARK TARIFFS]	16
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Surrender Cat	[COMPANION ANIMALS IMPOUNDING FEES – (BLACKTOWN POUND)]	152
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Surrender Dog	[COMPANION ANIMALS IMPOUNDING FEES – (BLACKTOWN POUND)]	152
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Swimming Carnival (Day) – full day (up to 6 hours) – use of the 50m pool only (Non-Parramatta LGA) PLUS normal Pool entry	[SWIMMING CARNIVAL]	119
Swimming Carnival (Day) – full day (up to 6 hours) – use of the 50m pool only (Parramatta LGA) PLUS normal Pool entry	[SWIMMING CARNIVAL]	119
Swimming Carnival (Evening) – after 6pm (Plus normal Pool entry)	[SWIMMING CARNIVAL – OTHER CHARGES]	133
Swimming Carnival (Evening) – after 6pm (Plus normal Pool entry) Epping Aquatic Centre ONLY	[SWIMMING CARNIVAL]	120
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Tables and Chairs Set Up (within the hours hired by hirer)	[ADDITIONAL VENUE HIRE MISCELLANEOUS FEES]	101
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Tag and Testing of Electrical items- per item	[FEES FOR HIRE OR USE OF FACILITIES]	48
Tea and Coffee (per person - all day service)	[EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT]	95
Tea and Coffee (per person)	[EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT]	95
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Term Fees (1 session per week) 10 Sessions per term (NSW Gov Sch Term)	[SQUAD RATES – CONCESSION]	123
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The combination of pool hire and participant entry fees must allow full cost recovery. Otherwise, a surcharge to cover the difference will be incurred. Bookings at discretion of Aquatic Operations Manager	[POOL HIRE – AFTER HOURS]	136
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Then per 1/4 hour thereafter	[MONITORING COMPLIANCE OF RESTRICTED PREMISES INCLUDING BROTHELS MASSAGE PARLOURS AND OTHER REGULATED OR SIMILAR PREMISES]	161
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Toddlers Pool – Thirds Only – per hour	[CASUAL LANE HIRE EPPING AQUATIC CENTRE ONLY – ALL OTHER HIRERS]	137
Tower Crane Application fee	[FOOTPATH HOARDINGS – ROADS ACT SECTION 138 AND EP&A ACT SECTION 91]	41
Tower Crane Monthly Fee – Slewing over Council property WITH Work Zone	[FOOTPATH HOARDINGS – ROADS ACT SECTION 138 AND EP&A ACT SECTION 91]	41
Tower Crane Monthly Fee – Slewing over Council property WITHOUT Work Zone	[FOOTPATH HOARDINGS – ROADS ACT SECTION 138 AND EP&A ACT SECTION 91]	41
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Traffic Facilities in accordance within Schedule 4(4) of the Delegations to Council	[ASSESSMENT OF TRAFFIC FACILITY PLANS TO BE DELIVERED AS PART OF A CONDITION OF CONSENT THROUGH TRAFFIC COMMITTEE PROCESS (EXC. SUPPLY AND INSTALLATION)]	83
Traffic Facilities other than those within Schedule 4(4) of the Delegations to Council and/or changes to parking restrictions and/or linemarking greater than 50m which do not require advertisement within a local newspaper	[ASSESSMENT OF TRAFFIC FACILITY PLANS TO BE DELIVERED AS PART OF A CONDITION OF CONSENT THROUGH TRAFFIC COMMITTEE PROCESS (EXC. SUPPLY AND INSTALLATION)]	84
Transition from Learn to Swim - (75 minutes: 3-5 sessions per week)	[SWIM SQUAD PROGRAMS]	132
Tue, Wed, Thur – per day (Pre-School & Baby/Toddler Room)	[DUNDAS CHILDCARE CENTRE]	181
Tue, Wed, Thur – per day (Pre-School & Baby/Toddler Room)	[POSSUM PATCH CHILD CARE CENTRE]	181
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U		
Ultra-low impact Filming & Photography	[FILMING APPLICATIONS]	48
Universal lock box for residential flat buildings	[BIN REPLACEMENT]	171
Up to \$5,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	70
Up to \$5,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
Up to \$5,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	77
Up to 1.2m2	[FEE FOR ADMINISTRATION, ADVERTISING, SEIZURE, TAKING CHARGES, REMOVAL COSTS AND RELEASE FEE (MAXIMUM)]	151
Up to 200 square metres	[FLOOR AREA OF BUILDING OR PART]	28
Urgency Fee for 24 hr service	[OUTSTANDING NOTICE/ORDERS – 735A LG ACT AND 121ZP EPA ACT]	148
Urgency Fee for Planning Certificate – LG Act Section 608 (2) Certificate issued within 1 working day of receipt of application	[PLANNING CERTIFICATE – EP&A REG SCHEDULE 4 PART 9 9.7-9.8]	82
Urgency fee for Road Occupancy approval within 24 hours (in addition to application fee, excluding Road Closures)	[ROAD/FOOTPATH OCCUPANCY]	85
Urgency Fee for Section 603 LGA – same day service per fax	[RATE INFORMATION CERTIFICATION – STATUTORY – SECTION 603 LGA]	69
Urgency fee for Waste Container approval within 24 hours (in addition to the above fee)	[OVER 10M3 PER CONTAINER PER DAY OR PART THEREOF]	87
Urgency fee for Works Zone approval within 5 weeks for new applications and within 3 weeks for amendments to existing Works Zones (in addition to application fee)	[WORK ZONES]	85
Use of Council Buildings	[FILMING IN AREAS UNDER COUNCIL'S CONTROL]	48
Use of flag poles (per flag in addition to any relevant Park and Reserve hire fees)	[ADDITIONAL CHARGES FOR SPORTING FIELDS PARKS AND RESERVES]	145
Use of Roads and Road Closures	[FILMING IN AREAS UNDER COUNCIL'S CONTROL]	48
Usher (From 5pm Friday through to midnight Saturday)	[STAFF HIRE RATE – PER HOUR]	95
Usher (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	95
Usher (Weekdays - Monday through to Friday 5pm)	[STAFF HIRE RATE – PER HOUR]	95
V		
Valuation Fee	[TELECOMMUNICATIONS FACILITIES]	23
Valuation Fee	[SPACE MANAGEMENT]	22
Venue Hire Security Bond Per Occasion On Quotation from	[PARRAMATTA TOWN HALL - BONDS]	116
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Video Conferencing - Trolley	[EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT]	96
Video Conferencing Camera	[ADDITIONAL VENUE HIRE MISCELLANEOUS FEES]	101
VPA Advertising	[PRE-EXECUTION]	62
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VPA Re-Advertising	[PRE-EXECUTION]	62
W		
Warm Water Premises	[COOLING TOWERS AND WARM WATER SYSTEMS]	157
Waste Removal	[ADDITIONAL VENUE HIRE MISCELLANEOUS FEES]	101
Waste Removal	[COMMUNITY HUBS]	92
Water Polo Games - Single Entry	[WATERPOLO GAMES AND TRAINING]	133
Water Polo Per Hour (in addition to admission fee)	[WATERPOLO GAMES AND TRAINING]	133
Waterpolo Training per person (Minimum charge of 20 players per game) - Per session	[WATERPOLO GAMES AND TRAINING]	133
Weekly (7 Days/ Week Access)	[COMMERCIAL/ PRIVATE USERS]	100
Weekly (7 Days/ Week Access)	[COMMUNITY/ NOT FOR PROFIT/ CHARITY]	100

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West Terrace (Level 3) – (Commercial)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
West Terrace (Level 3) – (Commercial)	[WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)]	105
West Terrace (Level 3) – (Commercial)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
West Terrace (Level 3) – (Commercial)	[WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)]	108
West Terrace (Level 3) – (Community)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
West Terrace (Level 3) – (Community)	[WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)]	105
West Terrace (Level 3) – (Community)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
West Terrace (Level 3) – (Community)	[WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)]	108
West Terrace (Level 3) – (Unfunded Not for Profit)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	104
West Terrace (Level 3) – (Unfunded Not for Profit)	[WEEKDAY (DAILY RATE) (MONDAY – THURSDAY 6AM TO MIDNIGHT) (FRIDAY 6AM - 5PM)]	105
West Terrace (Level 3) – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	107
West Terrace (Level 3) – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY (DAILY RATE) (6AM TO MIDNIGHT)]	108
Where an Alternate Assessment path is agreed by Council and Applicant (all statutory fees must be paid to council)	[ALTERNATE ASSESSMENT PATH]	147
Where applicable bonds maybe increased for events / functions that are deemed high risk	[COMMUNITY HALLS AND MEETING ROOM HIRE]	138
Where Council has been elected as Principal Certifying Authority and the Construction Certificate has been issued by another authority	[WHERE ESTIMATED COST OF CONSTRUCTION IS]	40
Wireless Microphone - Handheld	[EQUIPMENT HIRE (EXCEPT TOWN HALL)- PER DAY PER UNIT]	96
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Works valued over \$1,000,000	[DEVELOPMENT SITES BONDS AND BANK GUARANTEES]	43
Works valued over \$250,000 to \$1,000,000	[DEVELOPMENT SITES BONDS AND BANK GUARANTEES]	43
Y		
Yearly (7 Days/ Week Access)	[COMMERCIAL/ PRIVATE USERS]	100
Yearly (7 Days/ Week Access)	[COMMUNITY/ NOT FOR PROFIT/ CHARITY]	100
Yearly Annual Fire Safety Statement (AFSS) LG Act Section 608 (2)	[ANNUAL FIRE SAFETY STATEMENTS – EP&A REG CL. 177(1)]	159
Other		
\$1 to \$50,000	[WHERE ESTIMATED COST OF CONSTRUCTION IS]	39
\$1,000,001 – \$10,000,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
\$1,000,001 – \$10,000,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
\$1,000,001 – \$10,000,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
\$250,001 – \$500,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
\$250,001 – \$500,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
\$250,001 – \$500,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	77
\$3.50 Per half hour up to \$38.00	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	20

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Fee Name	Parent Name	Page
Other [continued]		
\$5,001 – \$250,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
\$5,001 – \$250,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	77
\$5,001 – \$50,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	70
\$50,000 to 100,000	[WHERE ESTIMATED COST OF CONSTRUCTION IS]	39
\$50,001 – \$250,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	70
\$500,001 – \$1,000,000	[DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING]	71
\$500,001 – \$1,000,000	[APPLICATION FOR REVIEW UNDER THE ACT, SECTION 8.3 THAT RELATES TO A DEVELOPMENT APPLICATION, FOR DEVELOPMENT WITH AN ESTIMATED COST OF]	80
\$500,001 – \$1,000,000	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL APPLICATION WAS 1 FEE UNIT OR MORE AND THE APPLICATION RELATES TO AN ORIGINAL DEVELOPMENT APPLICATION, OTHER THAN AN ORIGINAL DEVELOPMENT APPLICATION SPECIFIED IN ITEM 4.3 OR 4.4 (PART 4 FEES UNDER THE EP&A REGULATIONS 2021), WITH AN ESTIMATED DEVELOPMENT COST OF]	78
(1) New dwelling and alterations/additions to existing dwelling	[NOTIFICATION OF A DEVELOPMENT APPLICATION]	79
(2) Other residential development i.e. dual occupancy	[NOTIFICATION OF A DEVELOPMENT APPLICATION]	79
(3) Non residential development	[NOTIFICATION OF A DEVELOPMENT APPLICATION]	79
(a) less than 1 fee unit, or (b) 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	[APPLICATION UNDER SECTION 4.55(2) OR SECTION 4.56(1) – WHERE THE CONSENT AUTHORITY IS OF THE OPINION THERE IS NOT MINIMAL ENVIRONMENTAL IMPACT, IF THE FEE FOR THE ORIGINAL DEVELOPMENT APPLICATION WAS]	77
(a) the fee for the original development application was 1 fee unit or more, and (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	[MODIFICATION APPLICATION UNDER THE ACT, SECTION 4.55(2) OR 4.56(1) THAT DOES NOT, IN THE CONSENT AUTHORITY'S OPINION, INVOLVE MINIMAL ENVIRONMENTAL IMPACT, IF]	77
(a) for a de sexed animal (except owned by an eligible pensioner)	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(a) if the estimated development cost is less than \$100,000	[APPLICATION FOR REVIEW OF DECISION TO REJECT AND NOT DETERMINE A DEVELOPMENT APPLICATION UNDER THE ACT, SECTION 8.2(1)(C) IF THE ESTIMATED DEVELOPMENT COST IS]	72
(a) in the case of designated development	[NOTIFICATION OF A DEVELOPMENT APPLICATION - EP&A REG SCHEDULE 4 PART 3 ITEM 3.5-3.7 ADDITIONAL FEE TO ANY OTHER FEES PAYABLE]	79
(a) Inspection Fee – One (1) Crossing	[FEES AND BONDS FOR CONSTRUCTION OF SPECIAL VEHICULAR FOOTPATH CROSSINGS AND ASSOCIATED WORKS BY OWNER'S CONTRACTOR]	174
(a) Package (includes mandatory building inspections)	[1. BUILDING ALTERATIONS (INTERNAL, PER FLOOR OF WORKS)]	32
(a) Package (includes mandatory building inspections)	[2. CHANGE OF USE OF PREMISES]	33
(a) Package (includes mandatory building inspections)	[3. MECHANICAL VENTILATION SYSTEMS]	33
(a) Package (includes mandatory building inspections)	[4. SHOP FRONT AND AWNING ALTERATIONS]	33
(a) Package (includes mandatory building inspections)	[5. SKYLIGHTS AND ROOF WINDOWS]	34
(a) Package (includes mandatory building inspections)	[SWIMMING POOLS AND GARAGES]	37
(a) Package (includes mandatory building inspections)	[SINGLE STOREY NEW DWELLINGS]	38
(a) Package (includes mandatory building inspections)	[TWO STOREY NEW DWELLINGS]	38
(a) Package (includes mandatory building inspections)	[DUAL OCCUPATION]	39
(a) Package (includes mandatory building inspections) – Minimum 4 Inspections	[CONSTRUCTION CERTIFICATE WHERE COMBINED WITH A DEVELOPMENT APPLICATION – CANCELLATION/WITHDRAWAL OF CONSTRUCTION CERTIFICATE DURING ASSESSMENT – AFTER COMPLETION OF ASSESSMENT]	37
(a) Package (includes mandatory building inspections) – minimum ONE inspection	[BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA]	37
(a) Request with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or a building	[APPLICATION TO REVIEW A DEVELOPMENT DETERMINATION UNDER EP&A ACT, SECTION 8.2- 8.5]	79

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Fee Name	Parent Name	Page
Other [continued]		
(a) the amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been the date of the application	[(3B) THE ADDITIONAL FEE PAYABLE UNDER SUBCLAUSE; (3A) IS THE TOTAL OF THE FOLLOWING AMOUNTS]	27
(a) where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained	[(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES APPLY]	25
(b) Complying Development Certificate only	[1. BUILDING ALTERATIONS (INTERNAL, PER FLOOR OF WORKS)]	32
(b) Complying Development Certificate only	[2. CHANGE OF USE OF PREMISES]	33
(b) Complying Development Certificate only	[3. MECHANICAL VENTILATION SYSTEMS]	33
(b) Complying Development Certificate only	[4. SHOP FRONT AND AWNING ALTERATIONS]	33
(b) Complying Development Certificate only	[5. SKYLIGHTS AND ROOF WINDOWS]	34
(b) Construction Certificate only	[BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA]	37
(b) Construction Certificate only	[SWIMMING POOLS AND GARAGES]	37
(b) Construction Certificate only	[CONSTRUCTION CERTIFICATE WHERE COMBINED WITH A DEVELOPMENT APPLICATION – CANCELLATION/WITHDRAWAL OF CONSTRUCTION CERTIFICATE DURING ASSESSMENT – AFTER COMPLETION OF ASSESSMENT]	37
(b) Construction Certificate only	[SINGLE STOREY NEW DWELLINGS]	38
(b) Construction Certificate only	[TWO STOREY NEW DWELLINGS]	38
(b) Construction Certificate only	[DUAL OCCUPATION]	39
(b) for a de sexed animal owned by an eligible pensioner	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(b) if the estimated development cost is \$100,000 or more and less than or equal to \$1,000,000	[APPLICATION FOR REVIEW OF DECISION TO REJECT AND NOT DETERMINE A DEVELOPMENT APPLICATION UNDER THE ACT, SECTION 8.2(1)(C) IF THE ESTIMATED DEVELOPMENT COST IS]	72
(b) in the case of nominated integrated development, threatened species development or Class 1 aquaculture development	[NOTIFICATION OF A DEVELOPMENT APPLICATION - EP&A REG SCHEDULE 4 PART 3 ITEM 3.5-3.7 ADDITIONAL FEE TO ANY OTHER FEES PAYABLE]	79
(b) More than one (1) Crossing per Property – rate for each additional crossing inspected concurrently. The fee includes levels, issue of instructions and specifications and two (2) inspections	[FEES AND BONDS FOR CONSTRUCTION OF SPECIAL VEHICULAR FOOTPATH CROSSINGS AND ASSOCIATED WORKS BY OWNER'S CONTRACTOR]	174
(b) Request with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	[APPLICATION TO REVIEW A DEVELOPMENT DETERMINATION UNDER EP&A ACT, SECTION 8.2- 8.5]	80
(b) the amount of the maximum fee that would be payable if the application were an application to the council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application	[(3B) THE ADDITIONAL FEE PAYABLE UNDER SUBCLAUSE; (3A) IS THE TOTAL OF THE FOLLOWING AMOUNTS]	28
(b) where a penalty notice has been issued for an offence under section 76A (1) of the Act in relation to the erection of the building and the person to whom it was issued has paid the penalty required by the penalty notice in respect of the alleged offence (or if the person has not paid the penalty and has not elected to have the matter dealt with by a court, enforcement action has been taken against the person under Division 4 of Part 4 of the Fines Act 1996)	[(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES APPLY]	26
(c) for an animal that is not desexed (except one kept by a recognised breeder for breeding purposes)	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(c) if the estimated development cost is more than \$1,000,000	[APPLICATION FOR REVIEW OF DECISION TO REJECT AND NOT DETERMINE A DEVELOPMENT APPLICATION UNDER THE ACT, SECTION 8.2(1)(C) IF THE ESTIMATED DEVELOPMENT COST IS]	72
(c) in the case of prohibited development	[NOTIFICATION OF A DEVELOPMENT APPLICATION - EP&A REG SCHEDULE 4 PART 3 ITEM 3.5-3.7 ADDITIONAL FEE TO ANY OTHER FEES PAYABLE]	79
(c) Principal Certifying Authority only	[BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA]	37
(c) Principal Certifying Authority only (when Council has been appointed as PCA and the Complying Development Certificate has been issued by another authority)	[4. SHOP FRONT AND AWNING ALTERATIONS]	34
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[1. BUILDING ALTERATIONS (INTERNAL, PER FLOOR OF WORKS)]	32

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Fee Name	Parent Name	Page
Other [continued]		
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[2. CHANGE OF USE OF PREMISES]	33
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[3. MECHANICAL VENTILATION SYSTEMS]	33
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	[5. SKYLIGHTS AND ROOF WINDOWS]	34
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	[SWIMMING POOLS AND GARAGES]	37
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	[CONSTRUCTION CERTIFICATE WHERE COMBINED WITH A DEVELOPMENT APPLICATION – CANCELLATION/WITHDRAWAL OF CONSTRUCTION CERTIFICATE DURING ASSESSMENT – AFTER COMPLETION OF ASSESSMENT]	38
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	[SINGLE STOREY NEW DWELLINGS]	38
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	[TWO STOREY NEW DWELLINGS]	38
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	[DUAL OCCUPATION]	39
(c) where order No 2, 12, 13, 15, 18 or 19 in the Table to section 121B (1) of the Act has been given in relation to the building unless the order has been revoked on appeal	[(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES APPLY]	26
(d) for an animal that is not desexed and is kept by a recognised breeder for breeding purposes	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(d) Mandatory Building Inspection only	[SINGLE STOREY NEW DWELLINGS]	38
(d) where a person has been found guilty of an offence under the Act in relation to the erection of the building	[(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES APPLY]	26
(e) for an animal (whether desexed or not) kept at the premises of an accredited research establishment under the Animal Research Act 1985 for the purposes of research under that Act	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(e) where the court has made a finding that the building was erected in contravention of a provision of the Act	[(3A) AN ADDITIONAL FEE DETERMINED IN ACCORDANCE WITH SUBCLAUSE (3B) MAY BE CHARGED FOR AN APPLICATION FOR A BUILDING CERTIFICATE IN RELATION TO A BUILDING WHERE THE APPLICANT FOR THE CERTIFICATE, OR THE PERSON ON WHOSE BEHALF THE APPLICATION IS MADE, IS THE PERSON WHO ERECTED THE BUILDING OR ON WHOSE BEHALF THE BUILDING WAS ERECTED AND ANY OF THE FOLLOWING CIRCUMSTANCES APPLY]	27
(f) Trained Assistance Animal (required to be microchipped)	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(g) for dog sold by eligible pound/shelter desexed at time of registration	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(h) Dangerous Dog Enclosure Certificate of Compliance	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	149
(i) Along Frontage – per mtr.	[(A) KERB & GUTTER CONSTRUCTION (ALL PROPERTIES)]	171
(i) Annual permit required for cats that are not desexed	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(i) Concrete Footpath – per mtr.	[(B) FOOTPATH CONSTRUCTION (FOR PROPERTY RATE EXEMPT UNDER SECTION 555 OF THE ACT)]	172
(i) Specified building work or subdivision work completed as specified in the certificate and complies with specified plans and specifications	[BUILDING WORK CERTIFICATE]	34
(i) Specified building work or subdivision work completed as specified in the certificate and complies with specified plans and specifications	[SUBDIVISION CERTIFICATE]	35
(ii) A condition with respect to specified building work or subdivision work, being a condition attached to a development consent or complying development certificate, has been duly complied with	[BUILDING WORK CERTIFICATE]	35

continued on next page ...

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Fee Name	Parent Name	Page
Other [continued]		
(ii) A condition with respect to specified building work or subdivision work, being a condition attached to a development consent or complying development certificate, has been duly complied with	[SUBDIVISION CERTIFICATE]	36
(ii) Side Boundary – per mtr.	[(A) KERB & GUTTER CONSTRUCTION (ALL PROPERTIES)]	172
(iii) A specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia	[BUILDING WORK CERTIFICATE]	35
(iii) A specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia	[SUBDIVISION CERTIFICATE]	36
(iv) Any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations	[BUILDING WORK CERTIFICATE]	35
(iv) Any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations	[SUBDIVISION CERTIFICATE]	36
(j) Annual Dog Permit Restricted Breed	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(k) Dog not desexed not recommended	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(l) Working dog	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(m) Recognised Assistance Animal	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(n) Cat desexed or not desexed	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(o) Cat desexed owned by pensioner	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(p) Cat desexed sold by shelter	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(q) Cat not desexed not recommended	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(r) Cat owned by recognised breeder	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(s) Permit for undesexed cat	[REGISTRATION FEES PAYABLE FOR THE REGISTRATION OF A COMPANION ANIMAL]	150
(v) Any specified aspect of development, including design of development, complies with standards or requirements specified in the certificate with respect to the development	[BUILDING WORK CERTIFICATE]	35
(v) Any specified aspect of development, including design of development, complies with standards or requirements specified in the certificate with respect to the development	[SUBDIVISION CERTIFICATE]	36
* All other areas	[DAILY ADMINISTRATION AND MONITORING FEE FOR OCCUPYING ROAD AND/OR FOOTPATH]	86
* All other areas	[DAILY FEE PER METRE LENGTH OF EACH SUBSEQUENT ROAD LANES OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)]	87
* CBD	[DAILY FEE PER METRE LENGTH OF EACH SUBSEQUENT ROAD LANES OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)]	87
* CBD	[DAILY ADMINISTRATION AND MONITORING FEE FOR OCCUPYING ROAD AND/OR FOOTPATH]	86
* High Density and/or Town Centre areas within North Parramatta, South Parramatta & Epping + Granville, Carlingford & Westmead	[DAILY ADMINISTRATION AND MONITORING FEE FOR OCCUPYING ROAD AND/OR FOOTPATH]	86
* High Density and/or Town Centre areas within North Parramatta, South Parramatta & Epping + Granville, Carlingford & Westmead	[ADDITIONAL WEEKLY CHARGE PER METRE LENGTH OF 'WORKS ZONE', TEMPORARY 'NO PARKING' & 'NO STOPPING' ASSOCIATED WITH CONSTRUCTION ON NARROW ROADS]	85
* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	[ASSESSMENT OF CONSTRUCTION TRAFFIC MANAGEMENT PLAN (CTMP) BY COUNCIL AS PER DA CONDITION]	84
* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	[DAILY FEE PER METRE LENGTH OF EACH SUBSEQUENT ROAD LANES OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)]	87
* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	[DAILY FEE PER METRE LENGTH PER LANE UP TO 2 LANES OF ROAD LANE OR PER AT-GRADE CAR PARK SPACE OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)]	86
* Per metre length all other areas (not applied if also occupying a road lane)	[DAILY FEE FOR FULL FOOTPATH OR FULL NATURESTRIP CLOSURES (IN ADDITION TO OTHER RELEVANT FEES)]	86
* Per metre length of full footpath closure in High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	[DAILY FEE FOR FULL FOOTPATH OR FULL NATURESTRIP CLOSURES (IN ADDITION TO OTHER RELEVANT FEES)]	86

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Fee Name	Parent Name	Page
Other [continued]		
* Per metre length of full footpath closure in the CBD	[DAILY FEE FOR FULL FOOTPATH OR FULL NATURESTRIP CLOSURES (IN ADDITION TO OTHER RELEVANT FEES)]	86
* All other areas	[ASSESSMENT OF CONSTRUCTION TRAFFIC MANAGEMENT PLAN (CTMP) BY COUNCIL AS PER DA CONDITION]	84
* CBD	[ASSESSMENT OF CONSTRUCTION TRAFFIC MANAGEMENT PLAN (CTMP) BY COUNCIL AS PER DA CONDITION]	84

Delivery Program 2022-26, Operational Plan & Budget 2024/25

Part 5: New Fees & Charges



| PARRAMATTA

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Explanation Table

Classifications

Pricing Policy Category

A	Public Good	The service provides a broad community benefit. Inconceivable or impractical to charge for service on a user basis.
B	Practical Constraint	The service is a minor part of the overall operation of Council, or the potential for future revenue collection is so minor that it is outweighed by the cost of allocation
C	Shared Benefit	Benefits from providing this service accrue to both individuals and the community as whole (Community Service Obligation).
D	Stimulus	A stimulus to the demand for the service is required. In the short term, only part of the cost of the service is to be recovered.
E	Evasion	Charging prices to recover full cost may result in widespread evasion.
F	Equity	The service is targeted to low income users.
G	Economic/Social/Community Welfare	The service promotes or encourages local economic or social activity.
H	Private Good	The service benefits individual users, contributing to their income, welfare or profits, without any broader benefit to the community.
I	Monopoly	Council has a monopoly over provision of the service and there is no community service or equity obligation.
J	Development	The fee set will enable Council to develop and maintain a service.
K	Contribution	Charges are levied to compensate the community for an increase in the demand for a service or facilities because of a development proposal.
L	Regulatory: Non-Fixed	Fee charges cover the costs incurred by legislative requirements where no community service obligation exists.
M	Regulatory: Fixed	The fee is fixed by legislation.
N	Market	The service provided is in competition with that provided by another council or agency (private or public) and there is pressure to set a price that will attract adequate usage of the service.
N/A	No Pricing Policy	No Pricing Policy allocated to Fee
O	In-House	The service is provided predominantly for Council use, but sale to external markets may defray costs.
P	Entrepreneurial	The service is a profit-making activity and the price paid by users should recover an amount greater than the full cost of providing that service.
Q	Penalty	The fees charged are greater than the cost of the service, to act as a disincentive.
R	Utility	Fee charges for possession, occupation or enjoyment of Council land, public land and air space by gas, electricity, telecommunications and water utilities.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1 ASSET STRATEGY AND PROPERTY MANAGEMENT

1.1 COUNCIL PROPERTY – ROCK ANCHOR PLACEMENT

0001	Bond for anchor placement		N	The bond is to be determined by the Council, and a minimum bond of \$250,000.00 will be charged. Bonds will be retained in full by the Council until six months after the de-stressing of the anchors has been accepted by the Council.
The bond is to be determined by Council, minimum fee charged of \$250,000.00. Bonds will be retained in full by Council until six months after de-stressing of the anchors has been accepted by Council.				
The bond is to be determined by the Council, minimum fee charged of \$250,000.00. Bonds will be retained in full by the Council until six months after the de-stressing of the anchors has been accepted by the Council.				

1.2 LAND ANNUAL OCCUPATION CHARGE

Note:

1. Low impact telecommunication installations are installations that are exempted under Telecommunications (Low-impact Facilities) Determination 1997 as amended
2. High impact sites are sites where telecommunication installations other than low impact facilities are installed

1.3 PARKING METER PARKING FEES

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges

1.3.1 PARKING FEES – PARKING METERS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

1.4 PARKING STATIONS

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges

1.5 PAY PARKING FEES – EAT STREET CAR PARK

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.5.1 EAT STREET CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0002	Mobile Phone Parking Fees (additional to Parking Charges) are subject to service fee as per service providers T&C's		Y	Various Fee's Apply					
0003	Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$25.00		Y	Various Fee's Apply					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

EAT STREET CAR PARK TARIFFS [continued]

0004	EV Charging fees, pre-booking required		Y	Driven by current market and operational prices					
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1.6 PAY PARKING FEES – JUSTICE PRECINCT CAR PARK

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.6.1 JUSTICE PRECINCT CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0005	Reprogramming of parking station machines, EG: Special events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0006	Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$13.00		Y	Various Fee's Apply					
0007	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y	Various Fee's Apply					
0008	EV Charging fees, pre-booking required		Y	Driven by current market and operational prices					

1.7 PAY PARKING FEES – PARRAMATTA STATION CAR PARK

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.7.1 PARRAMATTA STATION CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0009	5 - 18 Hours		Y	\$0.00	\$20.00	\$2.00	\$22.00	∞	\$22.00
0010	Free Christmas Parking for Christmas Eve (24 December only)		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA STATION CAR PARK TARIFFS [continued]

0011	Reprogramming of parking station machines, EG: Special Events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0012	EV Charging fees, pre-booking required		Y	Driven by current market and operational prices					
0014	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y	Various Fees Apply					
0013	Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$15.00		Y	Various Fees Apply					

1.8 PAY PARKING FEES - PHIVE (PARRAMATTA SQUARE)

Waiver of Fees : Pursuant to section 610E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges.

1.8.1 PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS

All advertised fees are subject to change with the introduction of new technology and dynamic pricing, including minor alignment for movements in market trends. Additional credit/debit card surcharge fees will be applicable.

0015	Filming and Event - per space/per day		Y	\$0.00	\$100.00	\$10.00	\$110.00	∞	\$110.00
0016	Reprogramming of parking station machines, EG: Special Events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0017	Free Christmas Parking for Christmas Eve (24 December only)		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0018	Motor Bike Parking - 50% of the car parking rates - Fee's range from \$2.75 to \$45.00		Y	Various Fee's Apply					

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS [continued]

0019	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y						Various Fees Apply
0020	EV Charging fees, pre-booking required		Y						Driven by current market and operational prices

1.9 PAY PARKING FEES - PARRAMATTA AQUATIC CENTRE (PAC)

1.9.1 CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)

Limited parking is provided onsite for the use of facility members and visitors, subject to the following fees. The parking payment system is integrated with the facility visitor and members management system. Spectators and those members receiving the Active Transport Discount do not qualify for the free parking arrangements. Waiver of Fees: Pursuant to section 620E of the Local Government Act (NSW) 1993, the Chief Executive Officer may waive or reduce parking fees or charges as outlined in the Schedule of Fees and Charges. Considering some small alignment for market trend movements. Maximum rate shown, with option to reduce on demand. Credit/Debit card surcharge fees will apply.

0021	Filming and Event - per space/per day		Y	\$0.00	\$50.00	\$5.00	\$55.00	∞	\$55.00
0022	Reprogramming of parking station machines, EG: Special Events, activation		Y	\$0.00	\$368.00	\$36.80	\$404.80	∞	\$404.80
0023	Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$20.00		Y						Various Fees Apply
0024	Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's		Y						Various Fees Apply
0025	EV Charging fees, pre-booking required		Y						Driven by current market and operational prices

1.10 SPACE MANAGEMENT

Administration of leases, licences and other approvals for the Occupation of Council Premises (Land and or Building)

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

1.11 TELECOMMUNICATIONS FACILITIES

0026	Agreement for operation of a telecommunications facility on Council land		Y						Amount as per valuation
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1.12 USE OF COUNCIL LAND FOR CONSTRUCTION OR MATERIAL STORAGE OR COMPOUND

0029	Application Fee		N	\$0.00	\$155.55	\$0.00	\$155.55	∞	\$155.55
0028	Bond		N						Minimum \$20,000
0027	Fee per square metre per week		N						\$40 per square metre per week

2 BUILDING CERTIFICATES – EP&A REG CL 260

2.1 NON-REGULATED FEES FOR DEVELOPMENT SERVICES

2.1.1 COMPLYING DEVELOPMENT CERTIFICATES

2.1.1.1 FOR THE PURPOSES OF PART 4, DIVISION 3 AND PART 4A OF EP&A ACT THE FOLLOWING FEES APPLY

Packages: When Council has been elected to both issue the Complying Development Certificate and act as the Principal Certifying Authority (PCA), then the package dimensions include a Complying Development Certificate, building inspections up to the maximum number for the structure under assessment and a single Occupation Certificate Complying development certificates submitted under affordable SEPP

2.1.2 CONSTRUCTION CERTIFICATE

2.1.2.1 BUILDING CLASS 1 & 10 STRUCTURES – BUILDING CODE OF AUSTRALIA

Packages: When Council has been elected to both issue the Construction Certificate and act as the Principal Certifying Authority (PCA), then the package dimensions include a Construction Certificate, building inspections up to the maximum for the structure under assessment and a single Occupation Certificate.

Awnings, Pergolas, Open Structures and other class 10 structures including retaining and civil works

A Construction Certificate requires payment of the construction certificate fee and inspection fee. Other charges as levied by the State Government and/or Development Consent are required to be paid prior to determination

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

A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application and Council is elected the PCA. (Discount does not include inspection fees)

2.1.2.2 DUAL OCCUPATION

NOTE: If an inspection is deemed unsatisfactory then a re-inspection is required. Re-inspections of unsatisfactory work will be subject to an additional inspection fee and charged as follows:

2.1.2.3 BUILDING CLASS 2 TO 9 STRUCTURES – BUILDING CODE OF AUSTRALIA

NOTE: The following Package fees (include all mandatory Building Inspections) for structures under building classes under building classes ranging from 2 to 9 are based on the estimated cost of construction

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4.2 EVENT STALL CHARGES

Given the varied nature of events, fee's for stalls will be within the ranges below and will be determined by the Events and Festivals Manager for each event. Other fees may not be listed below such as barricades, fencing, lighting towers etc. Specific major events may operate on a profit share split for food stallholders based on industry standard. These fees will be determined by the Events and Festivals Manager in consideration of cost recovery and profit potential.

Categorisation of Events

Minor Events- 0-200 people

Medium Events - 200-2000 people

Major Events- 2000 people and over

4.2.1 FOOD TRUCK FEE

0037	Major Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]		N	\$601 - \$2000 per day.				
0036	Medium Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]		N	\$401- \$600 per day.				
0035	Minor Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]		N	\$200 - \$400 per day.				

4.2.2 MERCHANDISE STALLHOLDER FEE

0038	Minor Event: One Marquee		Y	\$0 to \$650 per day.				
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4.2.3 ALL EVENTS EXTRAS FEES

4.2.3.1 FEES FOR HIRE OR USE OF FACILITIES

0040	Extra Stallholder/ Van / Truck Space per m		Y	\$50 to \$500					
0041	Merchandise e.g. t-shirts, hats, mugs, bags		Y	\$0 to \$100					
0042	Tag and Testing of Electrical items- per item		Y	\$0.00	\$20.00	\$2.00	\$22.00	∞	\$22.00
0039	Ticketed Events		N	\$0 - \$300 plus fees as charged by ticketing platform.					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4.3 FILMING IN AREAS UNDER COUNCIL'S CONTROL

4.3.1 FILMING APPLICATIONS

Note: These fees are mandated by the NSW State Government as per the Local Government Filming Protocol. Given the varied nature of filming applications, fees are listed as a maximum fee. The Manager Events and Festivals will determine the fee based on the specific nature of the application.

0043	Ultra-low impact Filming & Photography		N	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0044	Low Impact Filming & Photography		N	\$0.00	\$150.00	\$0.00	\$150.00	∞	\$150.00
0045	Medium Impact Filming & Photography		N	\$0.00	\$300.00	\$0.00	\$300.00	∞	\$300.00
0046	High Impact Filming & Photography		N	\$0.00	\$500.00	\$0.00	\$500.00	∞	\$500.00

4.4 PARRAMATTA ARTIST STUDIOS

4.4.1 STUDIO / ROOM RENTAL

Please note, casual daily rates are charged at the same as weekly rates. Further, given the varied nature of studio use, the Director Parramatta Artists' Studios and Cultural Services may determine the fee based on the specific nature and impact of the use proposed.

4.5 STREET ACTIVITY

4.5.1 MOBILE FOOD VENDING

4.5.1.1 PARRAMATTA SQUARE (PSQ)

0047	Parramatta Square (PSQ)		N	\$0.00	\$550.00	\$0.00	\$550.00	∞	\$550.00
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4.5.2 EVENTS AND FESTIVALS

4.5.2.1 LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)

Given the varied nature of Street Activities, the Manager, City Activation may determine the fee based on the specific nature and impact of the activity proposed.

0051	Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed		N	Fee at the discretion of Senior Officer Public Domain Activation					
0050	High risk event		N	\$0.00	\$688.45	\$0.00	\$688.45	∞	\$688.45
0049	Low risk event		N	\$0.00	\$143.85	\$0.00	\$143.85	∞	\$143.85
0048	Medium risk event		N	\$0.00	\$428.85	\$0.00	\$428.85	∞	\$428.85

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

4.5.2.2 PARRAMATTA SQUARE (PSQ)

4.5.2.2.1 NOT FOR PROFIT, LOW LEVEL RESOURCED OR SELF FUNDED CHARITIES ORGANISATION

0052	Fees for the Cultural Use of the Dharug Circle to be determined by the Senior Officer Public Domain Activation		Y	Fee is at the officer's discretion.					
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4.5.3 OUTDOOR MARKETS (FEES FOR MARKET ORGANISERS, PER TRADING DAY)

4.5.3.1 LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)

0053	Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed		Y	Fee at the discretion of Senior Officer Public Domain Activation					
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4.5.4 RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES

0059	Centenary Square (CSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		N	\$0.00	\$16.05	\$0.00	\$16.05	∞	\$16.05
0055	Centenary Square (CSQ) - Per hire, per occasion		N	\$0.00	\$324.20	\$0.00	\$324.20	∞	\$324.20
0058	LGA Wide (Excluding Parramatta Square and Centenary Square) - low level resourced, or self-funded charity, per hire, per occasion		N	\$0.00	\$16.05	\$0.00	\$16.05	∞	\$16.05
0056	LGA Wide (Excluding Parramatta Square and Centenary Square) - per hire, per occasion		N	\$0.00	\$129.25	\$0.00	\$129.25	∞	\$129.25

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES [continued]

0054	Parramatta Square (PSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion		N	\$0.00	\$24.10	\$0.00	\$24.10	∞	\$24.10
0057	Parramatta Square (PSQ) - Per hire, per occasion		N	\$0.00	\$486.25	\$0.00	\$486.25	∞	\$486.25

4.5.5 FUNDRAISING AND CHARITY COLLECTION

4.5.5.1 PARRAMATTA SQUARE

0062	Fee per hour, Commercial		Y	\$0.00	\$282.36	\$28.24	\$310.60	∞	\$310.60
0061	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$0.00	\$191.50	\$19.15	\$210.65	∞	\$210.65
0060	Refundable bond to ensure compliance with rules and guidelines		N	\$0.00	\$185.50	\$0.00	\$185.50	∞	\$185.50

4.5.5.2 CENTENARY SQUARE

0064	Fee per hour, Commercial		Y	\$0.00	\$188.23	\$18.82	\$207.05	∞	\$207.05
0065	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$0.00	\$127.68	\$12.77	\$140.45	∞	\$140.45
0063	Refundable bond to ensure compliance with rules and guidelines		N	\$0.00	\$123.65	\$0.00	\$123.65	∞	\$123.65

4.5.5.3 LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)

0068	Fee per hour, Commercial		Y	\$0.00	\$32.09	\$3.21	\$35.30	∞	\$35.30
0067	Fee per hour, not-for-profit, low level resourced or self-funded charities		Y	\$0.00	\$16.09	\$1.61	\$17.70	∞	\$17.70
0066	Refundable bond to ensure compliance with rules and guidelines		N	\$0.00	\$96.90	\$0.00	\$96.90	∞	\$96.90

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

5 CITY PLANNING

5.1 AMENDMENT OF AN ENVIRONMENTAL PLANNING INSTRUMENT

5.1.1 SALE OF PLANS & POLICIES – LG ACT SECTION 608 (2)

All plans for sale are available for download from Council's website

5.2 CATEGORIES OF PLANNING PROPOSALS

Note: The category of planning proposal and DCP would be determined by the Executive Director City Planning & Design

5.3 DEVELOPMENT CONTROL PLAN/MASTERPLAN APPLICATIONS

Note: Resubmission of substantial amendment – 50% of category fee payable immediately plus additional costs i.e independent review may also be charged on cost recovery. Additional to planning proposal fees

5.4 PRE-LODGE MENT CONSULTATION

6 DEVELOPMENT AND TRAFFIC SERVICES

6.1 DEVELOPMENT SERVICES

NOTE: For the purpose of this Schedule, a fee unit is \$107.28 in the financial year ending 30 June 2024 (subject to change from Department of Planning and Environment)

The following DEVELOPMENT APPLICATIONS FEES are prescribed under the Environmental Planning & Assessment Regulation 2021 (EP&A Reg) Schedule 4, Clause 246A to 256B unless otherwise indicated

NOTE: If two or more fees are applicable to a single development, such as an application to subdivide land and erect a building on one of the lots created by the subdivision, the maximum fee payable for the development is the sum of those fees – EP&A Reg Cl. 254

6.1.1 DEVELOPMENT INVOLVING THE ERECTION OF A BUILDING, THE CARRYING OUT OF WORK OR THE DEMOLITION OF A WORK OR A BUILDING

NOTE: Fees determined do not apply to a development involving the erection of a dwelling-house with an estimated construction cost of \$100,000 or less – EP&A Reg Cl. Schedule 4 Part 2 item 2.3.

NOTE: In determining the fee for a development, Council must make its determination by reference to a genuine estimate of the costs associated with the construction of a building or work, preparation of a building for the purpose it is to be used or the demolition of a building or work – EP&A Reg Cl. 232.

NOTE: The Department of Planning Monitoring and Review Levy applies to developments over \$50,000 and the following fees apply based on the estimated cost of the development. The above Levy includes a fee of 64 cents per \$1000 where the estimated cost of the proposed development exceeds \$50,000 – EP&A Reg Cl. 246

6.2 APPLICATION FOR A PERMIT TO REMOVE/PRUNE A TREE/S

Administration Fee applies to development applications and/or tree preservation order applications. Single fee structure for all tree applications.

Pensioner discount of 25% on the total application fee (holders of a Pensioner Concession Card, Commonwealth Seniors Health Card issued by Centrelink or a Pensioner Concession Card issued by Department of Veterans' Affairs)

6.3 NOTIFICATION OF A DEVELOPMENT APPLICATION

6.3.1 NOTIFICATION OF A DEVELOPMENT APPLICATION - EP&A REG SCHEDULE 4 PART 3 ITEM 3.5-3.7 ADDITIONAL FEE TO ANY OTHER FEES PAYABLE

NOTE: The consent authority must refund so much of the fee paid under this clause as is not spent in giving the notice

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

6.4 OTHER FEES AND CHARGES

The following OTHER FEES AND CHARGES are prescribed under the Environmental Planning & Assessment Regulation 2021 (EP&A Reg) Schedule 4 Part 7, item 7.1 to 7.7 unless otherwise indicated

6.5 TRAFFIC SERVICES

6.5.1 ROAD/FOOTPATH OCCUPANCY

6.5.1.1 DAILY FEE PER METRE LENGTH PER LANE UP TO 2 LANES OF ROAD LANE OR PER AT-GRADE CAR PARK SPACE OCCUPIED (IN ADDITION TO OTHER RELEVANT FEES)

Angled parking spaces are subject to a charge of 6m/angled parking space/day.

6.5.2 ON-STREET AND OFF-STREET CAR SHARE SPACES OUTSIDE THE PARRAMATTA CBD CORE

The Parramatta CBD core is defined as the area bounded by Victoria Road, Wilde Avenue, Parramatta River, Macarthur Street, Harris Street, Parkes Street, Great Western Highway, Pitt Street, Macquarie Street and O'Connell Street.

7 COMMUNITY HUBS

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Individual Private Hirers
- Not-for-profit agencies who receive government funding or primarily run revenue generating activities (eg. Licenced Clubs)

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups
- Full-time student (Wentworth Point music rooms only)

Note: Landmark venues exclusions: Parramatta Town Hall

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment

0071	Fire Isolation (From 5pm Friday through to midnight Saturday - Per hour (Minimum 4 Hours)		Y	\$0.00	\$130.91	\$13.09	\$144.00	∞	\$144.00
0069	Fire Isolation (Sunday / Public Holiday) - Per hour (Minimum 4 Hours)		Y	\$0.00	\$154.55	\$15.45	\$170.00	∞	\$170.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

COMMUNITY HUBS [continued]

0070	Fire Isolation (Weekdays - Monday through to Friday 5pm) - Per hour (Minimum 4 Hours)		Y	\$0.00	\$109.09	\$10.91	\$120.00	∞	\$120.00
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7.1 STAFF HIRE RATE – PER HOUR

0072	Audio Visual Specialist Operator (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$65.45	\$6.55	\$72.00	∞	\$72.00
0073	Audio Visual Specialist Operator (from 5pm Friday through to midnight Saturday)		Y	\$0.00	\$77.27	\$7.73	\$85.00	∞	\$85.00
0074	Audio Visual Specialist Operator (Sunday / Public Holiday)		Y	\$0.00	\$90.00	\$9.00	\$99.00	∞	\$99.00
0075	Audio Visual Technician (Sunday / Public Holiday)		Y	\$0.00	\$63.64	\$6.36	\$70.00	∞	\$70.00
0076	Cloakroom Attendant (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$45.45	\$4.55	\$50.00	∞	\$50.00
0077	Cloakroom Attendant (From 5pm Friday through to midnight Saturday)		Y	\$0.00	\$52.73	\$5.27	\$58.00	∞	\$58.00
0078	Cloakroom Attendant (Sunday / Public Holiday)		Y	\$0.00	\$61.82	\$6.18	\$68.00	∞	\$68.00
0079	Venue Services Manager (Sunday / Public Holiday)		Y	\$0.00	\$112.73	\$11.27	\$124.00	∞	\$124.00
0080	Facility Support Officer (Sunday / Public Holiday)		Y	\$0.00	\$61.82	\$6.18	\$68.00	∞	\$68.00
0081	Loading Dock Attendant (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$50.00	\$5.00	\$55.00	∞	\$55.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

STAFF HIRE RATE – PER HOUR [continued]

0082	Loading Dock Attendant (From 5pm Friday until midnight Saturday)		Y	\$0.00	\$59.09	\$5.91	\$65.00	∞	\$65.00
0083	Loading Dock Attendant (Sunday / Public Holiday)		Y	\$0.00	\$68.18	\$6.82	\$75.00	∞	\$75.00
0084	Security Concierge (Sunday / Public Holiday)		Y	\$0.00	\$77.27	\$7.73	\$85.00	∞	\$85.00
0085	Cleaning Attendant (Sunday / Public Holiday)		Y	\$0.00	\$89.09	\$8.91	\$98.00	∞	\$98.00
0086	Usher (Weekdays - Monday through to Friday 5pm)		Y	\$0.00	\$45.45	\$4.55	\$50.00	∞	\$50.00
0087	Usher (From 5pm Friday through to midnight Saturday)		Y	\$0.00	\$52.73	\$5.27	\$58.00	∞	\$58.00
0088	Usher (Sunday / Public Holiday)		Y	\$0.00	\$61.82	\$6.18	\$68.00	∞	\$68.00

7.2 WENTWORTH POINT COMMUNITY CENTRE AND LIBRARY

7.2.1 FUNCTION ROOM HIRE

Function Rooms listing:

Group 1: Group Booking (Dance Studio, Function Room 1 & Function Room 2 Combined)

Group 2: Group Booking (Function Room 1 & Function Room 2) Combined

Group 3: Function Room 1, Dance Studio

Group 4: Function Room 2

7.2.1.1 FUNCTION ROOM FEES – WEEKEND RATE (FRIDAY 5PM TO SUN) / PUBLIC HOLIDAY

Half Day Rate

Friday: 5pm to 11pm

Saturday & Sunday:

Morning: 9.30am to 3.30pm

Evening: 4.30pm to 10.30pm

Weekday hourly rate only applicable on weekends for Dance Studio only

7.2.1.2 HALF DAY RATE (WEEKENDS)

Only Group 1 (Function Room 1 and 2 and Dance Studio) and Group 2 (Function Room 1 and 2) available on weekends. Half Day Rates apply for all hirers.

7.2.2 MEETING ROOMS HIRE

Meeting Rooms listing:

Group 1: Meeting Room (Combined), Creative Studio & Creative Space (Combined), Learning Lab, Learning Lab

Group 2: Meeting Room 1, Meeting Room 2, Boardroom, Co-working meeting room

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

7.2.3 MUSIC STUDIO HIRE

Music/Studio listing:

Group 1: Music/Studio 1 and Music/Studio 2

Group 2: Music/Studio 1, Music/Studio 2

Group 3: Music/Studio 3

* Additional limited equipment hire available (on request). Only available for use when hiring Music/ Studio Rooms.

* Booking for Music/ Studio 1 and Music Studio 2 are only available during staffed hours.

7.2.4 CO-WORKING DESK HIRE

Hot Desk: Casual Hire of co-working desk on a daily and weekly frequency. Includes the use/access to Kitchenette, coffee/tea, limited printing and limited office stationery. Dedicated Desk: Permanent hire of co-working desk on a monthly, 6 monthly and yearly arrangement (Free 6 hrs use of meeting room per month for monthly arrangements and 7 hours per month per yearly arrangements). Includes the use/access to Kitchenette, coffee/tea, limited printing, limited office stationery and meeting room access

2 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community, Unfunded Not-for-profit and Charity Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Casual/ Private Hirers for LGA residents
- Not-for-profit agencies
- Self-help groups
- Students

7.2.5 BOOKING CANCELLATION

All cancellations must be in writing

7.3 CARTER STREET COMMUNITY HUB

Note: Carter St Facility fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.

7.3.1 FUNCTION ROOM HIRE

7.3.1.1 FUNCTION ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)

0090	Function Room – Commercial		Y	\$0.00	\$84.45	\$8.45	\$92.90	∞	\$92.90
0091	Function Room – Community		Y	\$0.00	\$50.14	\$5.01	\$55.15	∞	\$55.15
0089	Function Room – Unfunded		Y	\$0.00	\$25.27	\$2.53	\$27.80	∞	\$27.80

7.3.1.2 FUNCTION ROOM FEES - WEEKEND HALF DAY RATE (FRI 5PM - SUN/PUBLIC HOLIDAYS)

0092	Function Room – Weekend half day rate		Y	\$0.00	\$536.36	\$53.64	\$590.00	∞	\$590.00
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7.3.2 MEETING ROOMS HIRE

7.3.2.1 MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)

0095	Meeting Rooms - Commercial		Y	\$0.00	\$54.41	\$5.44	\$59.85	∞	\$59.85
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM) [continued]

0093	Meeting Rooms - Community		Y	\$0.00	\$32.45	\$3.25	\$35.70	∞	\$35.70
0094	Meeting Rooms - Unfunded		Y	\$0.00	\$16.23	\$1.62	\$17.85	∞	\$17.85

7.3.2.2 MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)

0098	Meeting Room - Commercial		Y	\$0.00	\$65.36	\$6.54	\$71.90	∞	\$71.90
0096	Meeting Room - Community		Y	\$0.00	\$39.14	\$3.91	\$43.05	∞	\$43.05
0097	Meeting Room - Unfunded		Y	\$0.00	\$19.09	\$1.91	\$21.00	∞	\$21.00

7.4 PARRAMATTA SQUARE (PHIVE)

7.4.1 VENUE HIRE FEES

7.4.1.1 WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)

0100	BM.01 – (Commercial)		Y	\$0.00	\$90.91	\$9.09	\$100.00	∞	\$100.00
0101	BM.01 – (Community)		Y	\$0.00	\$54.55	\$5.45	\$60.00	∞	\$60.00
0099	BM.01 – (Unfunded Not for Profit)		Y	\$0.00	\$27.27	\$2.73	\$30.00	∞	\$30.00
0102	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Commercial)		Y	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00
0103	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Community)		Y	\$0.00	\$23.64	\$2.36	\$26.00	∞	\$26.00
0104	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Unfunded Not for Profit)		Y	\$0.00	\$11.82	\$1.18	\$13.00	∞	\$13.00

7.4.1.2 WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)

0106	BM.01 – (Commercial)		Y	\$0.00	\$109.09	\$10.91	\$120.00	∞	\$120.00
0105	BM.01 – (Community)		Y	\$0.00	\$65.45	\$6.55	\$72.00	∞	\$72.00

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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT) [continued]

0108	BM.01 – (Unfunded Not for Profit)		Y	\$0.00	\$30.91	\$3.09	\$34.00	∞	\$34.00
0109	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Commercial)		Y	\$0.00	\$48.18	\$4.82	\$53.00	∞	\$53.00
0107	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Community)		Y	\$0.00	\$28.18	\$2.82	\$31.00	∞	\$31.00
0110	Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Unfunded Not for Profit)		Y	\$0.00	\$13.64	\$1.36	\$15.00	∞	\$15.00

7.5 PARRAMATTA TOWN HALL

Town Hall fees for FY23/24 indicated in this document have been revised as was placed on public exhibition from 31 July 2023 to 28 August 2023, and endorsed by the Council.

100% venue hire fee waiver is applied to the annual Parramatta Art Society Exhibition in Parramatta Town Hall up to a maximum of 9 days (inclusive of 2 weekends) in recognition of their longstanding presentation of their annual free community exhibition in this landmark Council venue.

100% venue hire fee waiver is applied to the "Making a Difference for Christmas" Christmas Day brunch event in Parramatta Town Hall in recognition of their longstanding association hosting of this community event in this landmark Council venue.

7.5.1 PARRAMATTA TOWN HALL - CATERING COMMISSION

0111	Parramatta Town Hall Kitchen Commission - (350-399 Guests)		Y	\$0.00	\$2,100.00	\$210.00	\$2,310.00	∞	\$2,310.00
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7.5.2 PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY)

0112	Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)		Y	\$0.00	\$49.09	\$4.91	\$54.00	∞	\$54.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY) [continued]

0113	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)		N	\$0.00	\$300.00	\$0.00	\$300.00	∞	\$300.00
0114	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)		Y	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00

7.5.3 PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)

0116	Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)		Y	\$0.00	\$58.91	\$5.89	\$64.80	∞	\$64.80
0118	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Commercial)		N	\$0.00	\$600.00	\$0.00	\$600.00	∞	\$600.00
0117	Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)		N	\$0.00	\$360.00	\$0.00	\$360.00	∞	\$360.00
0115	Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)		Y	\$0.00	\$49.09	\$4.91	\$54.00	∞	\$54.00

7.5.4 PARRAMATTA TOWN HALL - CHARGES NOT INCLUDED IN VENUE HIRE

0119	Additional Equipment Hire - Rate on Application		Y						
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7.5.5 PARRAMATTA TOWN HALL - WEEKDAY RATES (DAILY)

0121	Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)		Y	\$0.00	\$4,090.91	\$409.09	\$4,500.00	∞	\$4,500.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

PARRAMATTA TOWN HALL - WEEKDAY RATES (DAILY) [continued]

0120	Parramatta Town Hall - Exhibition Rate (15 days+) (Community)		Y	\$0.00	\$2,454.55	\$245.45	\$2,700.00	∞	\$2,700.00
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7.5.6 PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)

0122	Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)		Y	\$0.00	\$4,909.09	\$490.91	\$5,400.00	∞	\$5,400.00
0124	Parramatta Town Hall - Exhibition Rate (15 days+) (Community)		Y	\$0.00	\$2,945.45	\$294.55	\$3,240.00	∞	\$3,240.00
0125	Parramatta Town Hall- Exhibition Rate (3-14 days) (Commercial)		Y	\$0.00	\$5,181.82	\$518.18	\$5,700.00	∞	\$5,700.00
0123	Parramatta Town Hall- Exhibition Rate (3-14 days) (Community)		Y	\$0.00	\$3,109.09	\$310.91	\$3,420.00	∞	\$3,420.00

7.5.7 PARRAMATTA TOWN HALL - BONDS

0127	Kitchen Bond Per Occasion On Quotation from		N	\$0.00	\$500.00	\$0.00	\$500.00	∞	\$500.00
0126	Venue Hire Security Bond Per Occasion On Quotation from		N	\$0.00	\$1,000.00	\$0.00	\$1,000.00	∞	\$1,000.00

8 PARKS & OPEN SPACE

8.1 COUNCIL RESERVE & STREET TREE BONDS

Refundable security bonds for existing Council reserve and street trees required to be protected as part of a complying development or development consent

8.2 BUILDING CERTIFICATES – EP&A REG CL 260 | NON-REGULATED FEES FOR DEVELOPMENT SERVICES

Where new or upgraded open spaces and street trees are delivered by developers and require officers to assess plans and undertake inspections at hold points, practical completion and handover.

As valued by THYER tree evaluation method (bond range between \$2,000 and \$100,000) per tree

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

8.3 TEMPORARY ACCESS VIA PARK

0128	Damage deposit/bond (Non-Resident / Commerical - Major)		N	\$0.00	\$12,440.00	\$0.00	\$12,440.00	∞	\$12,440.00
0129	Damage deposit/bond (Non-Resident / Commerical - Medium)		N	\$0.00	\$6,200.00	\$0.00	\$6,200.00	∞	\$6,200.00

9 AQUATIC FACILITIES

9.1 EPPING AQUATIC CENTRE

Epping Aquatic Centre is due to close for renovations and upgrade in the first half of 2024. These fees represent what will be used up until the closure takes effect. Prior to the upgraded facility opening, new fees and charges will be advertised to take effect from its opening, as per the normal exhibition process.

0134	Family Entry A1(1 Adult +3 children) Epping Aquatic Only.		Y	\$0.00	\$19.09	\$1.91	\$21.00	∞	\$21.00
0130	Family Entry A2(1 adult and 4 children) Epping Aquatic Only		Y	\$0.00	\$23.64	\$2.36	\$26.00	∞	\$26.00
0132	Kiosk		Y						
Recommended Retail Price Recommended Retail Price									
0131	Merchandise		Y						
0133	NSW Police, Pilot and Defence Force Swim Assessment		Y	\$0.00	\$9.41	\$0.94	\$10.35	∞	\$10.35

9.1.1 MEMBERSHIPS

0135	Fitness Passport		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00
0136	Fitness Passport		Y	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00

9.1.2 SWIM SCHOOL

9.1.2.1 SCHOOL – LEARN TO SWIM

Learn-to-Swim

LTS: 10% discount for 2 or more lessons a week per term

Promotional offers and marketing campaigns may be offered that vary the Swim School Charges above at the discretion of the Manager Social and Community Services & Service Manager Recreation Facilities & Programs

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.1.2.2 LEARN TO SWIM

Learn-to-Swim

LTS: 10% discount for 2 or more lessons a week per term

Promotional offers and marketing campaigns may be offered that vary the Swim School Charges above at the discretion of the Manager Social and Community Services & Service Manager Recreation Facilities & Programs

9.1.3 PUBLIC PROGRAMS

Per person

Note: that it is not appropriate to determine fees for individual programs – programs provided vary constantly based on community needs, seasonal variances etc. Some programs will cross subsidise others

9.2 PARRAMATTA AQUATIC CENTRE

Note: Full conditions, inclusions and exclusions associated with fees will be available from the PAC website. Under Section 610E of the Local Government Act 1993 Council may reduce a fee as part of a marketing campaign or social benefit program under the pricing principle of stimulus (D) or equity (F). Such a campaign will be determined under delegation to the Executive Director Community Services.

Transaction fees and surcharges are charged as per the Financial institution's charges and are subject to change. Currently fees are \$0.30 per online transaction. Online transactions and counter sales have a credit card surcharge depending on card used: 1.4% on Visa and Mastercard (debit and credit); 3.3% on Amex (online only); and an additional 1.1% for international cards. Cash is not accepted.

9.2.1 AQUATIC FACILITIES

9.2.1.1 OTHER ENTRY FEES – POOLS

0138	4 Hour Inflatable Use - Swim Test required		Y	\$0.00	\$7.00	\$0.70	\$7.70	∞	\$7.70
4 Hour Inflatable Use - Swim Test required - 5 years and older ONLY 4 Hour Inflatable Use - Swim Test required - 5 years and older ONLY									
0137	School Picnic Day - LGA Schools		Y	\$0.00	\$11.36	\$1.14	\$12.50	∞	\$12.50
0139	School Picnic Day - NON - LGA Schools - per student		Y	\$0.00	\$12.00	\$1.20	\$13.20	∞	\$13.20

9.2.1.2 SAUNA/SPA/STEAM

Patrons over the age of 16 years.

9.2.2 WELLNESS / FITNESS FACILITIES

9.2.2.1 PERSONAL TRAINING AND ASSESSMENTS

0140	Exercise Physiology (EP) (60min)		Y	\$0.00	\$109.09	\$10.91	\$120.00	∞	\$120.00
Standard rate offered by EPs employed at Council for 60 minutes									

9.2.3 MEMBERSHIPS

9.2.3.1 FULL MEMBERSHIP

See PAC website for full details of membership inclusions. Prices reflect a weekly amount, but are charged fortnightly under a Direct Debit agreement.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

FULL MEMBERSHIP [continued]

0141	Health & Wellness Foundation Membership		Y	\$0.00	\$18.18	\$1.82	\$20.00	∞	\$20.00
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9.2.3.2 MEMBERSHIPS: SWIM MEMBERSHIP

See PAC website for full details of membership inclusions. Prices reflect a weekly amount, but are charged fortnightly under a Direct Debit agreement. Excludes swim school programs and events.

9.2.3.3 MEMBERSHIPS: FITNESS ONLY MEMBERSHIP

See PAC website for full details of membership inclusions. Prices reflect a weekly amount, but are charged fortnightly under a Direct Debit agreement.

9.2.3.4 FAMILY MEMBERSHIP (UP TO NOMINATED 2 ADULTS AND 2 CHILDREN OR 1 ADULT AND 3 CHILDREN)

Excludes swim school programs and events

9.2.3.5 CORPORATE MEMBERSHIPS

Corporate memberships subject to specific agreements being made with an employer. More information can be obtained from Parramatta Aquatic Centre management.

9.2.4 AQUATIC PROGRAMMING**9.2.4.1 SWIM SCHOOL PROGRAMS**

Prices applicable to both weekly programs and holiday intensives.

0143	School Swimming & Water Safety Program 45 minute class LGA School		N	\$0.00	\$12.50	\$0.00	\$12.50	∞	\$12.50
School Swimming & Water Safety Program 45 minute class LGA School School Swimming & Water Safety Program 45 minute class LGA School									
0142	School Swimming & Water Safety Program 45 minute class NON - LGA School		N	\$0.00	\$14.00	\$0.00	\$14.00	∞	\$14.00

9.2.4.2 SWIM SQUAD PROGRAMS

Squad programs are charged based on expectations of participation. Quoted prices are per week, charged by direct debit fortnightly. Each Squad level is subject to the level(s) being offered at that time.

0144	Adult Squad per week - (60 -75 minutes depending on grade: 1-2 sessions per week)		Y	\$0.00	\$37.64	\$3.76	\$41.40	∞	\$41.40
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9.2.5 CARNIVALS, EVENTS AND FACILITY HIRE

0145	Inflatable 4 Hour Day Pass		Y	\$0.00	\$10.00	\$1.00	\$11.00	∞	\$11.00
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RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.2.5.1 SWIMMING CARNIVAL

Use of additional areas of the facility will attract additional hire rates. Monday – Friday ONLY

9.2.5.2 ROOM HIRE: PLUS POOL/GYM ENTRY WHERE APPLICABLE

9.2.5.2.1 FUNCTION ROOMS LISTING

Group 1: COMBINED Studio 03 – Yanada Ngurang and Studio 02 – Barra Ngurang.

Group 2: Studio 01 Guman Ngurang; Studio 02 Barra Ngurang; Studio 03 Yanada Ngurang; Community Room Baraba Ngurang

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies and schools

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Private Individual Hirers
- Not-for-profit organisations

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they generate no revenue or funding beyond the specifics of small gatherings
- Self-help groups

Group 1: COMBINED Studio 03 – Yanada Ngurang and Studio 02 – Barra Ngurang.

Group 2: Studio 01 Guman Ngurang; Studio 02 Barra Ngurang; Studio 03 Yanada Ngurang; Community Room Baraba Ngurang

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies and schools

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Private Individual Hirers
- Not-for-profit organisations

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups

9.3 POOL LANE HIRE

Preferred Hirers (as defined in the Terms & Conditions) will receive:

- Up to 18 Hours of Lane Space per week – Free (Swimming only does not include Water Polo)
- Priority Booking over other external Hirers
- Receive up to 8 passes for the Executive Committee for use during periods of official hire for preferred hirers activities
- School groups (School hours only) and local not-for-profit swimming, diving, synchronised swimming, water polo clubs and other local not-for-profit organisations are subject to official booking.

Transaction fees and surcharges are charged as per the Financial institution's charges and are subject to change. Currently fees are \$0.30 per online transaction. Online transactions and counter sales have a credit card surcharge depending on card used: 1.4% on Visa and Mastercard (debit and credit); 3.3% on Amex (online only); and an additional 1.1% for international cards. Cash is not accepted.

9.3.1 SCHOOL LANE HIRE (MONDAY – FRIDAY ONLY/9:00AM-3:00PM)

Plus normal entry

9.3.2 LANE HIRE EPPING AQUATIC CENTRE ONLY

Preferred Hirers (as defined in the Terms & Conditions) will receive:

- Up to 18 Hours of Lane Space per week – Free (Swimming only does not include Water Polo)
- Priority Booking over other external Hirers
- Receive up to 8 passes for the Executive Committee for use during periods of official hire for preferred hirers activities
- School groups (School hours only) and local not-for-profit swimming, diving, synchronised swimming, water polo clubs and other local not-for-profit organisations are subject to official booking

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

9.3.3 CASUAL LANE HIRE EPPING AQUATIC CENTRE ONLY – ALL OTHER HIRERS

0146	Room Hire (Epping Aquatic Only) - (Per hour)		Y	\$0.00	\$50.00	\$5.00	\$55.00	∞	\$55.00
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10 RECREATION FACILITIES AND PROGRAMS

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment

10.1 BOOKING CANCELLATION: ALL CANCELLATIONS MUST BE IN WRITING OR VIA THE ONLINE BOOKING SYSTEM - BOOKABLE

0147	Cancellation Fee to apply if cancellation notice received within 7 days		Y	100% of the Total Charge (+ GST)					
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10.2 COMMUNITY HALLS AND MEETING ROOM HIRE

Public Halls / Meeting Rooms Hire Terms and Conditions

Minimum of 4 hours for Public Halls (weekend only)
 Minimum of 2 hours for meeting rooms (weekend only)
 Weekend is from 6pm Friday to Sunday and Public Holidays
 Day rate will be capped at a maximum of 10 hours per day
 Bonds will be applied at the discretion of Council if deemed high risk

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils
- Individual private hirers
- Not-for-profit agencies

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups

All new hirers from 1 July 2017 will pay the relevant Category and hall/room fee as to be recommended in the fees schedule (see above)

All existing hirers from 1 July 2017 will pay either a 10% increase (that includes CPI) on their existing hourly rate or the actual increase to the category benchmark if the new fee is 10% or less of their existing fee. The fee will continue to rise by 10% each year until it catches up with the category benchmark fee. On 1 July 2025 all hirers under these arrangements will be brought up to the category benchmark fee, thereby ending this arrangement.

All existing hirers from 1 July 2017 that have paid no fees previously will pay 10% (that includes CPI) of the category benchmark fee. The fee will continue to rise by 10% each year until it catches up with the category benchmark fee. On 1 July 2026 all hirers under these arrangements will be brought up to the category benchmark fee, thereby ending this arrangement.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

10.3 MEETING ROOMS HIRE

Group 1: Burnside Gardens Community Centre, John Curtin Meeting Room, Kingsdene Meeting Room, Parkview Meeting Room, Reg Byrne Meeting Room, Roselea Small Hall.

Group 2: Boronia Grove Meeting Room 1 and Arts Room, Don Moore Community Centre Meeting Room 2, Don Moore Community Centre Meeting Room 3, Don Moore Community Centre Gymnasium, Dundas Community Centre Craft Room, Dundas Community Centre Meeting Room 1, Ermington Community Centre Meeting Room, Epping Community Centre Meeting Room, Epping Community Centre Lower Meeting Room, Newington Community Centre Meeting Room.

Group 3: Boronia Grove Meeting Room 2, Don Moore Reserve Meeting Room, Dundas Park Meeting Room, Epping Leisure & Learning Centre Meeting Room 1.

Group 4: Boronia Grove Learning Lab, Boronia Grove Office Space, George Kendall Meeting Room

10.3.1 MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)

0148	Group 4 – Meeting Rooms – Commercial	N	Y	\$0.00	\$34.59	\$3.46	\$38.05	∞	\$38.05
0149	Group 4 – Meeting Rooms – Community	N	Y	\$0.00	\$20.73	\$2.07	\$22.80	∞	\$22.80
0150	Group 4 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$0.00	\$10.36	\$1.04	\$11.40	∞	\$11.40

10.3.2 MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)

0151	Group 4 – Meeting Rooms – Community		Y	\$0.00	\$24.59	\$2.46	\$27.05	∞	\$27.05
0152	Group 4 – Meeting Rooms – Unfunded Not for Profit	N	Y	\$0.00	\$12.27	\$1.23	\$13.50	∞	\$13.50
0153	Group 4 – Meeting Rooms – Commercial	N	Y	\$0.00	\$40.91	\$4.09	\$45.00	∞	\$45.00

10.4 PUBLIC HALLS HIRE

Public Halls listing:

Group 1: Roselea Community Centre Hall,

Group 2: Boronia Grove Function Room 1, Don Moore Community Centre (Main Hall), Dundas Community Centre Hall, Epping Community Centre (Main Hall), Epping Leisure & Learning Centre Function Room, Ermington Community Centre Hall, Newington Community Centre Hall, Reg Byrne Community Centre Hall,

Group 3: Boronia Grove Function Room 2, Epping Community Centre (Upper Hall), Epping Community (Lower Hall), Harry Todd Band Hall, Jones Park Hall, North Rocks Seniors Citizens Centre, West Epping Community Centre.

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

10.5 SPORTING FIELDS, PARKS & RESERVES

A Grade Fields – Old Saleyards, Rydalmere (Fields 1 and 2)

B Grade Fields – Barton, Belmore (Richie Benaud), Dundas (Curtis), Doyle, FS Garside, Ollie Webb, Somerville

C Grade Fields – Arthur Phillip (Redbank), Binalong, Boronia, Cox, Dan Mahoney, Eric Primrose, George Kendall, Harold West, Hazel Ryan, Homelands, John Curtin, Jones, Max Ruddock, McCoy, Murray Farm, Northmead, North Rocks, Peggy Womersley (Kingsdene) PH Jeffery, Robin Thomas, Roselea, Sir Thomas Mitchell, Upjohn.

D Grade Fields – Carlingford HS

10.5.1 (A) SEASONAL HIRE OF SPORTING FIELDS

10.5.1.1 OTHER

10.5.2 (C) CASUAL USE OF PARKS, RESERVES AND SPORTS FIELDS

There is no fee for community social bookings of 50 people or less for Parks & reserves (excludes sportsfields)

3 User Categories

Commercial Category

- Large Business and Corporations (Annual revenue turnover excluding GST of greater than \$2M)
- Commonwealth and State Government agencies

Community Category

- Small businesses (Annual Revenue turnover (excluding GST) of less than \$2m)
- Local Councils

- Individual private hirers

- Not-for-profit agencies

Unfunded Not-for-profit Category

- Not-for-profit agencies who can demonstrate that they either receive no revenue, or if revenue is generated, the majority is used to cover the costs associated with facility hire.
- Self-help groups

10.5.2.1 SPECIAL EVENT/PERFORMANCE >2,500 IN ATTENDANCE (RATE PER HOUR)

RefNo	Name	Pricing Policy Category	GST	At the discretion of Council and will be discussed on application					
				Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Year 24/25 Increase %	Year 24/25 Increase \$
0157	Bond	N	N						
0154	Category Commercial – Fee for Hire or use of facilities	N	Y	\$0.00	\$300.64	\$30.06	\$330.70	∞	\$330.70
0155	Category Community – Fee for Hire or use of facilities	N	Y	\$0.00	\$180.45	\$18.05	\$198.50	∞	\$198.50
0156	Category Unfunded Not-for-profit – Fee for Hire or use of facilities	N	Y	\$0.00	\$90.23	\$9.02	\$99.25	∞	\$99.25

10.5.2.2 ORGANISED OR COMMERCIAL GROUP FITNESS AND PERSONAL TRAINING – PER SEASON

Use of sports fields by organised or commercial group fitness and personal trainers will incur both the Fitness Trainers permit fee and the applicable charges for the respective sports field (excludes 1 – 2 participants). For non-sports field locations fees will be charged at Category D as detailed in the above charges for the seasonal hire of sports fields

10.5.2.3 ADDITIONAL CHARGES FOR SPORTING FIELDS PARKS AND RESERVES

0158	Bond for use of Flag Poles	N	N	Minimum \$250					
				Min. Fee (incl. GST): \$250.00					

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

ADDITIONAL CHARGES FOR SPORTING FIELDS PARKS AND RESERVES [continued]

0159	Use of flag poles (per flag in addition to any relevant Park and Reserve hire fees)	N	Y	\$0.00	\$227.27	\$22.73	\$250.00	∞	\$250.00
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10.5.2.4 BOND FOR PROVISION OF KEY – PER KEY

10.5.2.4.1 MULTI-PURPOSE COURTS AND CRICKET NETS

0161	Newington Community Centre - Multi-use Court (Floodlit)	N	Y	\$0.00	\$11.45	\$1.15	\$12.60	∞	\$12.60
0160	Rydalmere Park Cricket Nets - Fee Per Lane (Floodlit)	N	Y	\$0.00	\$11.45	\$1.15	\$12.60	∞	\$12.60

10.5.3 COUNCIL-MANAGED TENNIS COURTS (ONLINE BOOKING SYSTEM)

Non-council managed tennis court fees refer to Council's website www.cityofparramatta.nsw.gov.au/tennis

11 REGULATORY SERVICES

11.1 REGULATORY CONTROL

11.1.1 ANNUAL FIRE SAFETY STATEMENTS – EP&A REG CL. 177(1)

0162	Yearly Annual Fire Safety Statement (AFSS) LG Act Section 608 (2)		N	\$0.00	\$250.00	\$0.00	\$250.00	∞	\$250.00
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11.1.2 MONITORING COMPLIANCE OF RESTRICTED PREMISES INCLUDING BROTHELS MASSAGE PARLOURS AND OTHER REGULATED OR SIMILAR PREMISES

Note: Subject to Council determination at its meeting on 9 August 2010

12 RIVERSIDE THEATRES

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment.

12.1 RIVERSIDE THEATRES COMMUNITY HIRE RATES

12.1.1 RIVERSIDE THEATRE COMMUNITY HIRE

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

12.1.1.1 COURTYARD (FULL DAY)

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

12.1.1.2 COURTYARD (HALF DAY)

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

Bump In and Rehearsal period is free on the day of the performance for a period of up to four (4) hours only, with the exception of staff costs

The Theatres Technical Staff as outlined above must be employed during the Bump In or Rehearsal and are charged to the hirer at a rate of \$55 per hour (incl. GST) per staff member per hour. Penalty rates apply for periods exceeding eight (8) hours, Sundays and Public Holidays

12.1.2 LENNOX THEATRE COMMUNITY HIRE

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

12.1.3 RAFFERTY'S THEATRE COMMUNITY HIRE

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

12.2 RIVERSIDE THEATRES PARRAMATTA COMMERCIAL PERFORMANCE HIRE RATES

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

12.2.1 CHARGES NOT INCLUDED IN HIRE RATES

Fees/charges are negotiable at the discretion of the Director.

It is essential that all hirers read the Performance Hire Guide which outlines the Theatres Policies and Procedures relating to Venue Bookings.

0163	Riverside Theatres Membership Fee	N/A	Y	Riverside Theatres Membership Fee- annual charge renewal
Riverside Theatres Membership Fee Riverside Theatres Membership Fee				

12.2.2 CHARGES NOT INCLUDED IN HIRE RATES

All venue rental charges as listed or 10% of Net Box Office, whichever is the greater (Net Box Office: Gross sales less Booking Fees, Credit/Debit Card Charges and Commissions)

All non-performance days (bump-in, plotting, rehearsal days etc) at 50% of applicable venue hire rate for One Performance

Fees/charges are negotiable at the discretion of the Director

It is essential that all hirers read the Performance Hire Guide which outlines the Theatres Policies and Procedures relating to Venue Bookings

RefNo	Name	Pricing Policy Category	GST	Year 23/24	Year 24/25			Increase %	Increase \$
				Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)		

13 ROADS & INFRASTRUCTURE

13.1 RESTORATION OF ROADS AND FOOTPATHS

Establishment fee will be applied to each restoration job site unless multiple jobs of the same type are located in the same street

13.1.1 RESTORATIONS

Note:

- (1) The above charges are to be paid by various public Authorities, plumbers or other parties which excavate/damage pavements or footpaths
- (2) Restoration works carried out by Council because of the 'urgency' or 'public safety' aspects, will be charged at 'Actual Cost' plus Inspection/Administration Fee to the relevant authorities
- (3) Measurement of restored areas will be taken to the nearest full slab or concrete kerb unit
- (4) Note that restorations for paving bricks can result in greater area of paver restoration than the area of base restored
- (5) Council reserves the right to rectify any unsatisfactory road pavement/temporary restoration works carried out by the utilities, and such works will be charged at 'Actual Cost', plus inspection/Administration Fee to the utilities

14 SOCIAL AND COMMUNITY SERVICES

Council uses a variety of payment portals as part of its Service Delivery to customers. Where Credit card surcharges and transaction fees (such as dishonour or failed debit) are applied by the Bank or payment provider, they are passed on directly to the Customer and calculated at the point of payment

14.1 COMMUNITY CARE

The Australian Government and City of Parramatta Council subsidises a range of aged care services to keep fees reasonable and affordable. If you are eligible, you are expected to contribute to the cost of your services if you can afford to. You do not need an income assessment to access Commonwealth Home Support Program services and your age pension will not be affected by your contributions to the cost of your services. You will be assessed in terms of Pension and Commonwealth Seniors Health Care Card/Low Income Health Care Card status to determine your fee rate. A hardship provision is available for all services except for Home Care packages and Over 55's Leisure and Learning.

14.2 TOILET ACCESSIBILITY

14.2.1 MASTER LOCKSMITH ACCESS KEY (MLAK)

Access to MLAK keys is restricted to people who have a disability, or who have written authority from:

A doctor

A disability organisation

Centre Management or the owner of a building with an MLAK-enabled facility on site

Fee Name	Parent Name	Page
Index of all Fees		
4		
4 Hour Inflatable Use - Swim Test required	[OTHER ENTRY FEES – POOLS]	26
5		
5 - 18 Hours	[PARRAMATTA STATION CAR PARK TARIFFS]	7
A		
Additional Equipment Hire - Rate on Application	[PARRAMATTA TOWN HALL - CHARGES NOT INCLUDED IN VENUE HIRE]	23
Adult Squad per week - (60 -75 minutes depending on grade: 1-2 sessions per week)	[SWIM SQUAD PROGRAMS]	27
Agreement for operation of a telecommunications facility on Council land	[TELECOMMUNICATIONS FACILITIES]	10
Application Fee	[USE OF COUNCIL LAND FOR CONSTRUCTION OR MATERIAL STORAGE OR COMPOUND]	10
Audio Visual Specialist Operator (from 5pm Friday through to midnight Saturday)	[STAFF HIRE RATE – PER HOUR]	18
Audio Visual Specialist Operator (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	18
Audio Visual Specialist Operator (Weekdays - Monday through to Friday 5pm)	[STAFF HIRE RATE – PER HOUR]	18
Audio Visual Technician (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	18
B		
BM.01 – (Commercial)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	21
BM.01 – (Commercial)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	21
BM.01 – (Community)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	21
BM.01 – (Community)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	21
BM.01 – (Unfunded Not for Profit)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	21
BM.01 – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	22
Bond	[SPECIAL EVENT/PERFORMANCE >2,500 IN ATTENDANCE (RATE PER HOUR)]	31
Bond	[USE OF COUNCIL LAND FOR CONSTRUCTION OR MATERIAL STORAGE OR COMPOUND]	10
Bond for anchor placement	[COUNCIL PROPERTY – ROCK ANCHOR PLACEMENT]	6
Bond for use of Flag Poles	[ADDITIONAL CHARGES FOR SPORTING FIELDS PARKS AND RESERVES]	31
C		
Cancellation Fee to apply if cancellation notice received within 7 days	[BOOKING CANCELLATION: ALL CANCELLATIONS MUST BE IN WRITING OR VIA THE ONLINE BOOKING SYSTEM - BOOKABLE]	29
Category Commercial – Fee for Hire or use of facilities	[SPECIAL EVENT/PERFORMANCE >2,500 IN ATTENDANCE (RATE PER HOUR)]	31
Category Community – Fee for Hire or use of facilities	[SPECIAL EVENT/PERFORMANCE >2,500 IN ATTENDANCE (RATE PER HOUR)]	31
Category Unfunded Not-for-profit – Fee for Hire or use of facilities	[SPECIAL EVENT/PERFORMANCE >2,500 IN ATTENDANCE (RATE PER HOUR)]	31
Centenary Square (CSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	14
Centenary Square (CSQ) - Per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	14
Cleaning Attendant (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	19
Cloakroom Attendant (From 5pm Friday through to midnight Saturday)	[STAFF HIRE RATE – PER HOUR]	18
Cloakroom Attendant (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	18
Cloakroom Attendant (Weekdays - Monday through to Friday 5pm)	[STAFF HIRE RATE – PER HOUR]	18
D		
Damage deposit/bond (Non-Resident / Commerical - Major)	[TEMPORARY ACCESS VIA PARK]	25
Damage deposit/bond (Non-Resident / Commerical - Medium)	[TEMPORARY ACCESS VIA PARK]	25

Fee Name	Parent Name	Page
E		
EV Charging fees, pre-booking required	[EAT STREET CAR PARK TARIFFS]	7
EV Charging fees, pre-booking required	[PARRAMATTA STATION CAR PARK TARIFFS]	8
EV Charging fees, pre-booking required	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	9
EV Charging fees, pre-booking required	[JUSTICE PRECINCT CAR PARK TARIFFS]	7
EV Charging fees, pre-booking required	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	9
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Commercial)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	21
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Community)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	21
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Ngurra Gunya Room, B1 Kitchen) – (Unfunded Not for Profit)	[WEEKDAY RATES (HOURLY) (MONDAY – THURSDAY 6AM - MIDNIGHT) (FRIDAY 6AM - 5PM)]	21
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Commercial)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	22
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Community)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	22
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Unfunded Not for Profit)	[WEEKEND/PUBLIC HOLIDAY RATES (HOURLY) (FRIDAY 5PM TO SUNDAY MIDNIGHT)]	22
Exercise Physiology (EP) (60min)	[PERSONAL TRAINING AND ASSESSMENTS]	26
Extra Stallholder/ Van / Truck Space per m	[FEES FOR HIRE OR USE OF FACILITIES]	12
F		
Facility Support Officer (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	18
Family Entry A1(1 Adult +3 children) Epping Aquatic Only.	[EPPING AQUATIC CENTRE]	25
Family Entry A2(1 adult and 4 children) Epping Aquatic Only	[EPPING AQUATIC CENTRE]	25
Fee per hour, Commercial	[CENTENARY SQUARE]	15
Fee per hour, Commercial	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	15
Fee per hour, Commercial	[PARRAMATTA SQUARE]	15
Fee per hour, not-for-profit, low level resourced or self-funded charities	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	15
Fee per hour, not-for-profit, low level resourced or self-funded charities	[PARRAMATTA SQUARE]	15
Fee per hour, not-for-profit, low level resourced or self-funded charities	[CENTENARY SQUARE]	15
Fee per square metre per week	[USE OF COUNCIL LAND FOR CONSTRUCTION OR MATERIAL STORAGE OR COMPOUND]	10
Fees for the Cultural Use of the Dharug Circle to be determined by the Senior Officer Public Domain Activation	[NOT FOR PROFIT, LOW LEVEL RESOURCED OR SELF FUNDED CHARITIES ORGANISATION]	14
Filming and Event - per space/per day	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	9
Filming and Event - per space/per day	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	8
Fire Isolation (From 5pm Friday through to midnight Saturday - Per hour (Minimum 4 Hours)	[COMMUNITY HUBS]	17
Fire Isolation (Sunday / Public Holiday) - Per hour (Minimum 4 Hours)	[COMMUNITY HUBS]	17
Fire Isolation (Weekdays - Monday through to Friday 5pm) - Per hour (Minimum 4 Hours)	[COMMUNITY HUBS]	18
Fitness Passport	[MEMBERSHIPS]	25
Fitness Passport	[MEMBERSHIPS]	25
Free Christmas Parking for Christmas Eve (24 December only)	[PARRAMATTA STATION CAR PARK TARIFFS]	7
Free Christmas Parking for Christmas Eve (24 December only)	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	8
Function Room – Commercial	[FUNCTION ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	20
Function Room – Community	[FUNCTION ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	20
Function Room – Unfunded	[FUNCTION ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	20
Function Room – Weekend half day rate	[FUNCTION ROOM FEES - WEEKEND HALF DAY RATE (FRI 5PM - SUN/ PUBLIC HOLIDAYS)]	20
G		
Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	14
Given the varied nature of Street Activities, the Senior Officer Public Domain Activation may determine the fee based on the specific nature of the activity proposed	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	13
Group 4 – Meeting Rooms – Commercial	[MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)]	30

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Fee Name	Parent Name	Page
G [continued]		
Group 4 – Meeting Rooms – Commercial	[MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)]	30
Group 4 – Meeting Rooms – Community	[MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)]	30
Group 4 – Meeting Rooms – Community	[MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)]	30
Group 4 – Meeting Rooms – Unfunded Not for Profit	[MEETING ROOMS FEES – WEEKDAY HOURLY RATE (MON – FRI 6PM)]	30
Group 4 – Meeting Rooms – Unfunded Not for Profit	[MEETING ROOMS FEES – WEEKEND HOURLY RATE (FRI 6PM – SUN AND PUBLIC HOLIDAYS)]	30
H		
Health & Wellness Foundation Membership	[FULL MEMBERSHIP]	27
High Impact Filming & Photography	[FILMING APPLICATIONS]	13
High risk event	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	13
I		
Inflatable 4 Hour Day Pass	[CARNIVALS, EVENTS AND FACILITY HIRE]	27
Initial Fee	[PRELIMINARY REVIEW FEE - REFERENCE DESIGN]	11
K		
Kiosk	[EPPING AQUATIC CENTRE]	25
Kitchen Bond Per Occasion On Quotation from	[PARRAMATTA TOWN HALL - BONDS]	24
L		
LGA Wide (Excluding Parramatta Square and Centenary Square) - low level resourced, or self-funded charity, per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	14
LGA Wide (Excluding Parramatta Square and Centenary Square) - per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	14
Loading Dock Attendant (From 5pm Friday until midnight Saturday)	[STAFF HIRE RATE – PER HOUR]	19
Loading Dock Attendant (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	19
Loading Dock Attendant (Weekdays - Monday through to Friday 5pm)	[STAFF HIRE RATE – PER HOUR]	18
Low Impact Filming & Photography	[FILMING APPLICATIONS]	13
Low risk event	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	13
M		
Major Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]	[FOOD TRUCK FEE]	12
Medium Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]	[FOOD TRUCK FEE]	12
Medium Impact Filming & Photography	[FILMING APPLICATIONS]	13
Medium risk event	[LGA-WIDE (EXCLUDING CENTENARY SQUARE AND PARRAMATTA SQUARE)]	13
Meeting Room - Commercial	[MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)]	21
Meeting Room - Community	[MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)]	21
Meeting Room - Unfunded	[MEETING ROOM FEES - WEEKEND HOURLY RATE (FRI 5PM - SUN)]	21
Meeting Rooms - Commercial	[MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	20
Meeting Rooms - Community	[MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	21
Meeting Rooms - Unfunded	[MEETING ROOM FEES - WEEKDAY HOURLY RATE (MON TO FRI 5PM)]	21
Merchandise	[EPPING AQUATIC CENTRE]	25
Merchandise e.g. t-shirts, hats, mugs, bags	[FEES FOR HIRE OR USE OF FACILITIES]	12
Minor Event: One Marquee	[MERCHANDISE STALLHOLDER FEE]	12
Minor Event: One Van, truck or cart, dry waste, 2 x 15 amp or 2 x 10 amp (food vendor) [Fees for Hire or use of facilities]	[FOOD TRUCK FEE]	12
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[PARRAMATTA STATION CAR PARK TARIFFS]	8
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	9

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Fee Name	Parent Name	Page
M [continued]		
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[JUSTICE PRECINCT CAR PARK TARIFFS]	7
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&C's	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	9
Mobile Phone Parking Fees (additional to Parking Charges) are subject to service fee as per service providers T&C's	[EAT STREET CAR PARK TARIFFS]	6
Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$13.00	[JUSTICE PRECINCT CAR PARK TARIFFS]	7
Motor Bike Parking - 50% of the car parking rates - Fee' range from \$1.75 to \$25.00	[EAT STREET CAR PARK TARIFFS]	6
Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$15.00	[PARRAMATTA STATION CAR PARK TARIFFS]	8
Motor Bike Parking - 50% of the car parking rates - Fee's range from \$1.75 to \$20.00	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	9
Motor Bike Parking - 50% of the car parking rates - Fee's range from \$2.75 to \$45.00	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	8
N		
Newington Community Centre - Multi-use Court (Floodlit)	[MULTI-PURPOSE COURTS AND CRICKET NETS]	32
NSW Police, Pilot and Defence Force Swim Assessment	[EPPING AQUATIC CENTRE]	25
P		
Parramatta Square (PSQ)	[PARRAMATTA SQUARE (PSQ)]	13
Parramatta Square (PSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	15
Parramatta Square (PSQ) - Per hire, per occasion	[RETAIL TRADING IN PUBLIC FOOTPATHS AND SPACES]	15
Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	23
Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)	[PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY)]	22
Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)]	24
Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)	[PARRAMATTA TOWN HALL - WEEKDAY RATES (DAILY)]	23
Parramatta Town Hall - Exhibition Rate (15 days+) (Community)	[PARRAMATTA TOWN HALL - WEEKDAY RATES (DAILY)]	24
Parramatta Town Hall - Exhibition Rate (15 days+) (Community)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)]	24
Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	23
Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)	[PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY)]	23
Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	23
Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)	[PARRAMATTA TOWN HALL - WEEKDAY RATES (HOURLY)]	23
Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (HOURLY)]	23
Parramatta Town Hall- Exhibition Rate (3-14 days) (Commercial)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)]	24
Parramatta Town Hall- Exhibition Rate (3-14 days) (Community)	[PARRAMATTA TOWN HALL - WEEKEND/PUBLIC HOLIDAY RATES (DAILY)]	24
Parramatta Town Hall Kitchen Commission - (350-399 Guests)	[PARRAMATTA TOWN HALL - CATERING COMMISSION]	22
Prior to issuance of Construction Certificate	[DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)]	11
Prior to issuance of Occupation Certificate – High Complexity	[DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)]	11
Prior to issuance of Occupation Certificate – Low Complexity	[DESIGN INTEGRITY REVIEW FEE (COUNCIL ASSESSMENT)]	11
R		
Refundable bond to ensure compliance with rules and guidelines	[LGA WIDE (EXCLUDING PARRAMATTA SQUARE AND CENTENARY SQUARE)]	15
Refundable bond to ensure compliance with rules and guidelines	[PARRAMATTA SQUARE]	15
Refundable bond to ensure compliance with rules and guidelines	[CENTENARY SQUARE]	15

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Fee Name	Parent Name	Page
R [continued]		
Reprogramming of parking station machines, EG: Special events, activation	[JUSTICE PRECINCT CAR PARK TARIFFS]	7
Reprogramming of parking station machines, EG: Special Events, activation	[PARRAMATTA STATION CAR PARK TARIFFS]	8
Reprogramming of parking station machines, EG: Special Events, activation	[CAR PARK (FOR FACILITY USERS ONLY – TICKETS MUST BE VALIDATED)]	9
Reprogramming of parking station machines, EG: Special Events, activation	[PHIVE (PARRAMATTA SQUARE) CAR PARK TARIFFS]	8
Riverside Theatres Membership Fee	[CHARGES NOT INCLUDED IN HIRE RATES]	33
Room Hire (Epping Aquatic Only) - (Per hour)	[CASUAL LANE HIRE EPPING AQUATIC CENTRE ONLY – ALL OTHER HIRERS]	29
Rydalmere Park Cricket Nets - Fee Per Lane (Floodlit)	[MULTI-PURPOSE COURTS AND CRICKET NETS]	32
S		
School Picnic Day - LGA Schools	[OTHER ENTRY FEES – POOLS]	26
School Picnic Day - NON - LGA Schools - per student	[OTHER ENTRY FEES – POOLS]	26
School Swimming & Water Safety Program 45 minute class LGA School	[SWIM SCHOOL PROGRAMS]	27
School Swimming & Water Safety Program 45 minute class NON - LGA School	[SWIM SCHOOL PROGRAMS]	27
Security Concierge (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	19
Subsequent revisions submitted	[PRELIMINARY REVIEW FEE - REFERENCE DESIGN]	11
T		
Tag and Testing of Electrical items- per item	[FEES FOR HIRE OR USE OF FACILITIES]	12
Ticketed Events	[FEES FOR HIRE OR USE OF FACILITIES]	12
U		
Ultra-low impact Filming & Photography	[FILMING APPLICATIONS]	13
Use of flag poles (per flag in addition to any relevant Park and Reserve hire fees)	[ADDITIONAL CHARGES FOR SPORTING FIELDS PARKS AND RESERVES]	32
Usher (From 5pm Friday through to midnight Saturday)	[STAFF HIRE RATE – PER HOUR]	19
Usher (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	19
Usher (Weekdays - Monday through to Friday 5pm)	[STAFF HIRE RATE – PER HOUR]	19
V		
Venue Hire Security Bond Per Occasion On Quotation from	[PARRAMATTA TOWN HALL - BONDS]	24
Venue Services Manager (Sunday / Public Holiday)	[STAFF HIRE RATE – PER HOUR]	18
Y		
Yearly Annual Fire Safety Statement (AFSS) LG Act Section 608 (2)	[ANNUAL FIRE SAFETY STATEMENTS – EP&A REG CL. 177(1)]	32

Discontinued Fees & Charges for 2024/2025	Reason
Asset Strategy and Property Management Pay Parking Fees – Eat Street Car Park Eat Street Car Park Tariffs	
EV Charging fees, pre-booking required	duplicate raised in error
Lost ticket charge (with a maximum limit of \$70)	moving towards ticketless technology
Asset Strategy and Property Management Pay Parking Fees – Justice Precinct Car Park Justice Precinct Car Park Tariffs	
Mobile Phone Parking Fee (additional to Off-Street Charges) per call, subject to service fee as per service providers T&Cs	duplication
Lost ticket charge (with a maximum limit of \$45)	Ticketless technology installed.
Asset Strategy and Property Management Pay Parking Fees – Parramatta Station Car Park Parramatta Station Car Park Tariffs	
0 – 20 Minute Free	No Longer Required - Not shown in other MLCPs
Lost ticket charge (with a maximum limit of \$60)	Ticketless technology installed.
City Design Development Applications & Planning Proposals 3D CAD Modelling Fees	
Access to City Model for Commercial Photography – Fee Per Hour	we don't currently have a City Model to take photos of
City Events & Festivals	
Application fee for Parramatta Square	Double up
City Events & Festivals Event Stall Charges Merchandise Stallholder fee	
One 3 x 3m Marquee for Commercial Purpose	Discontinued via bulk edit
One 6 x 3m Marquee for Community Purpose	Discontinued via bulk edit
One 6 x 3m Marquee for Commercial Purpose	Discontinued via bulk edit
One 6 x 6 Marquee for Commercial Purpose	Discontinued via bulk edit
One 6 x 6 Marquee for Community Purpose	Discontinued via bulk edit
Stall lighting (per stall)	Discontinued via bulk edit
Table: Cafe 90cm round	Discontinued via bulk edit
Market Umbrella and Base (2.7m diameter)	Discontinued via bulk edit
One 2.4 x 2.4m Fete stall for Community purpose	No rate allocation
City Events & Festivals Event Stall Charges All Events Extras fees Fees for Hire or use of facilities	
Extra Stallholder/van/truck space per metre	No rate value
Tag and Testing of Electrical items	Duplicate fees. Per item is kept.
City Events & Festivals Street Activity Mobile Food Vending Parramatta Square (PSQ)	
Parramatta Square (PSQ) - 3 Month Permit	Discontinued via bulk edit
City Events & Festivals Street Activity Events and Festivals Centenary Square (CSQ) Commercial	
Full day event (partial use of CSQ) - Price per day	Change in terminology to list fee 'Per Activity Zone'. To include partial/full use now redundant
City Events & Festivals Street Activity Events and Festivals Centenary Square (CSQ) Not-for-profit organisation, low level resourced or self funded charities	
Full day event (partial use of CSQ) - Price per day	Change in terminology to list price 'per activity zone'. This fee is now redundant
City Events & Festivals Street Activity Events and Festivals Parramatta Square (PSQ) Commercial	
Full day event (partial use of PSQ) - Price per day	Change in terminology to list fees 'per activity zone' - this fee is now redundant
City Events & Festivals Street Activity Events and Festivals Parramatta Square (PSQ) Not for profit, low level resourced or self funded charities organisation	
Full dy event (partial use of PSQ) - price per day	Change in terminology to list fees 'per activity zone' - this fee is now redundant
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Parramatta Square (PSQ) Not-for-profit, low level resourced or self-funded charities	

Discontinued Fees & Charges for 2024/2025	Reason
Full day event (partial use of PSQ) - Price per day	Change in terminology to list fees 'per activity zone' - this fee is now redundant
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Centenary Square (CSQ) Commercial	
Full day event (partial use of CSQ) - Price per day	Change in terminology to list fees 'per activity zone' - this fee is now redundant
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Centenary Square (CSQ) Not-for-profit, low level resourced or self-funded charities	
Full day event (partial use of CSQ) - Price per day	Change in terminology to list fees 'per activity zone' - this fee is now redundant
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) LGA Wide (excluding Parramatta Square and Centenary Square)	
High risk event	Duplicate
Low risk event	Duplicate
Medium risk event	Duplicate
City Events & Festivals Street Activity Retail Trading in Public Footpaths and Spaces	
Application Fee	Fees for Retail Trading in Public Footpaths and Spaces now aligned with Occasional Footpath Trading
City Planning Planning Proposals & Development Applications Requiring Physical Model	
Handling Fee	our preference was digital models, therefore we co
Planning or Development Enquiry – Inquiries requiring less than 2 hours to prepare response	our preference was digital models, therefore we co
Planning or Development Enquiry – Where response required in excess of 2 hours response time a charge per hour will apply for every hour beyond 2 hours	our preference was digital models, therefore we co
Corporate Services Informal GIPA Requests	
Request for access to information and processing	This fee is not applicable
Community Hubs	
Introductory Fees and Charges	New line item to be deleted. Notes added on descri
Parramatta Town Hall - Exhibition Rate (15 days+) (price on application)	<blank>
Parramatta Town Hall -Full day bump in/out (price on application)	Discontinued via bulk edit fee merged into another
Community Hubs Parramatta Town Hall Parramatta Town Hall - Weekday Rates (Hourly)	
Parramatta Town Hall - Heritage Meeting Room 2 (Commercial)	Discontinued via bulk edit fee merged into another
Parramatta Town Hall - Heritage Meeting Room 2 (Community)	Discontinued via bulk edit fee merged into another
Community Hubs Parramatta Town Hall Parramatta Town Hall - Weekend Rates (Hourly)	
Parramatta Town Hall - Heritage Meeting Room 2 (Commercial)	Discontinued via bulk edit fee merged into another
Parramatta Town Hall - Heritage Meeting Room 2 (Community)	Discontinued via bulk edit fee merged into another
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. School Groups and Programs - Epping Aquatic Centre School Fun Days School Fun Days Epping Aquatic Centre ONLY	
Entry to and use of Waterslide – School Hours Only – per entry	we dont offer this service
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. School Groups and Programs - Epping Aquatic Centre Public Programs – Epping Aquatic Centre ONLY (should this say PAC?)	
Public Programs – per person	Discontinued as confirmed by Ali M
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. School Groups and Programs - Epping Aquatic Centre Public Programs – Epping Aquatic Centre ONLY (should this say PAC?) Squad	
Term Fees (1 session per week) 10 Sessions per term (NSW Gov Sch Term)	Duplicate ,should be under PAC
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. School Groups and Programs - Epping Aquatic Centre Public Programs – Epping Aquatic Centre ONLY (should this say PAC?) Squad Rates – Concession	
Term Fees (1 session per week) 10 Sessions per term (NSW Gov Sch Term)	Duplicate fee , Should be under PAC
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Multi Visit Passes	
Aqua Pass – single entry (Aqua Aerobics)	Per Vindy'a review

Discontinued Fees & Charges for 2024/2025	Reason
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Memberships	
Family Membership (up to nominated 2 adults and 2 children or 1 adult and 3 children)	Duplicate
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Swim School Swim School – Concession	
Adult concession rate 10 weeks – 1 lesson per week	Per Vindy's Review - (Sue)
Child concession rate 10 weeks – 1 lesson per week	Per Vindy's Review - (Sue)
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Swim School School – Learn to Swim	
Child – Per Lesson (Parramatta LGA) per 45 minute class	Duplicate fee - as confirmed by Ali M
Child – Per Lesson (non-Parramatta LGA) per 45 minutes	Duplicate fee - as confirmed by Ali M
Private Swimming Lesson/30 minute class	Duplicate fee - as confirmed by Ali M
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Swim School Holiday Intensive Program	
Adult	Per Vindy's review
Child	Per Vindy's review
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Swim School Holiday Intensive Program – Concession	
Adult concession rate	Per Vindy's Review - (Sue)
Child concession rate	Per Vindy's Review - (Sue)
Aquatic Facilities Parramatta Aquatic Centre Aquatic Facilities Other entry Fees – Pools	
Inflatable 4 Hour Day Pass	duplicate
Aquatic Facilities Pool Lane Hire Casual Lane Hire Epping Aquatic Centre ONLY – All other hirers	
1 x 50m Lane – per hour	Duplicate
Recreation Facilities and Programs Booking Cancellation: All cancellations must be in writing or via the online booking system - Bookable	
Cancellation Fee to apply if less than 7 days notice is given for a cancellation	Duplicate
Recreation Facilities and Programs Community Halls and Meeting Room Hire	
Charges for the Keg Byrne Community Centre, Dundas Community Centre, Ermington Community Centre, George Kendall Riverside Park Meeting Room, Jones Park Hall, Don Moore Community Centre, John Curtin Meeting Room.	Per G Radford
Recreation Facilities and Programs Public Halls Hire Public Halls Fees – Weekday hourly rate (Mon – Fri 6pm)	
Group 3 – Public Halls – Unfunded Not-for-profit	This is a duplicate fee
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Additional Hire Dates Sessions per full day or half day – 5% of Seasonal Fee, Plus GST	
Bond	Duplicate
Regulatory Services EP&A Act Compliance Cost Notice Fees	
Compliance Cost Notice under the Environmental Planning and Assessment Act – For cost and expenses relating to the preparation or service of a notice of intention to issue an order	Legislation changes
Reinspection of business after Notice/Direction issued (Fees are subject to change due to legislation changes)	Changes to legislation
Compliance Cost Notice under the Environmental Planning and Assessment Act – For costs and expenses relating to an investigation that leads to the issuing of an Order – Severe Breach	Legislation changes
Regulatory Services Regulated Premises – Public Health – Food 4. Temporary Food Stalls	
Temporary Food Application Fee (per application)	<blank>
Roads & Infrastructure Tender Fees Purchase of Tender Documents	
Projects where Council's pre-tender estimate is greater than \$250,000 but less than \$1,000,000	Duplicate fee no longer required. This fee is collected by the Procurement Team

Discontinued Fees & Charges for 2024/2025	Reason
Projects where Council's pre-tender estimate is greater than \$1,000,000	Duplicate fee no longer required. This is now collected by the Procurement Team
Social and Community Services Community Care Individual – Full Fee Rate	
Let's Dine Out Voucher – Non-refundable	Current fee is higher than buying the voucher outright.
Social and Community Services Community Care Individual – Full and Part-Pensioner Discounted Fee	
Bus Trip / Pick up drop off – This is a minimum cost and will increase depending on destination and activities – Non-refundable (Full-Cost Recovery)	Bus trips were run prior to Covid as part of LLS but we do not have the resources (staffing) to operate it anymore and it ran at a loss.
Social and Community Services Community Care Individual – Discounted Fee for Commonwealth Senior Health Card Holders	
Bus Trip / Pick up drop off – This is a minimum cost and will increase depending on destination and activities – Non-refundable (Full-Cost Recovery)	Bus trips were run prior to Covid as part of LLS but we do not have the resources (staffing) to operate it anymore and it ran at a loss.
Social and Community Services Community Care Individual – Full Fee	
Bus Trip / Pick up drop off – Minimum cost it will increase depends on Destination and activities – Non refundable (Full-Cost Recovery)	Bus trips were run prior to Covid as part of LLS but we do not have the resources (staffing) to operate it anymore and it ran at a loss.
Social and Community Services Library Charges Facsimile Local	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Asset Strategy and Property Management Application Fee Relating to Easements					
For advertising and notification of easements	1540.75	1744.68	13.24%	203.93	
For creation or for release of easements	3518.08	3791.21	7.76%	273.13	
Asset Strategy and Property Management Council Property – Rock Anchor Placement					
Placement Fee – Per anchor	954.09	1487.48	55.91%	533.39	
Rock Anchor Administrative Fee	3500.00	4122.50	17.79%	622.50	Increase to account for application and administrative costs
Asset Strategy and Property Management Divestment of Property Interests – Council Land					
Administration Fee	4961.75	5300.41	6.83%	338.66	Increased amount of applications/enquiry's regarding the disposal of land has highlighted that the current fee is very thin considering the amount of time and resources which are required to provide feedback and advice.
Asset Strategy and Property Management Occupying Council Roads and Footways					
Administrative/Application fee for structures on roads	859.12	902.10	5.00%	42.98	
Alfresco Dining & Retail Activity Application Fee	155.57	163.35	5.00%	7.78	
Asset Strategy and Property Management Occupying Council Roads and Footways Alfresco Dining Fee					
Harris Park, per sq metre per annum	145.50	152.80	5.02%	7.30	
Eat Street per sq metre per annum	450.00	472.50	5.00%	22.50	
Parramatta CBD (excluding Eat Street) per sq metre per annum	252.00	264.60	5.00%	12.60	
Epping (main shopping centre) per sq metre per annum	226.00	237.30	5.00%	11.30	
Rydalmere & other locations not listed above	104.00	109.20	5.00%	5.20	
Non-Commercial Activity Approval Fee	129.00	135.45	5.00%	6.45	
Asset Strategy and Property Management Property Services					
Road Status Report	450.00	515.75	14.61%	65.75	Increase due to the increased cost from external provider for these reports.
Asset Strategy and Property Management Property Services (a) Administration fee for allowing entries onto titles over which Council has a caveat – minor matter (eg re-financing)					
Application Fee	791.00	983.68	24.36%	192.68	
Processing and Legal Fees	1702.36	2036.94	19.65%	334.58	
Asset Strategy and Property Management Property Services (b) Processing fee for Covenant, Withdrawal of Caveat – to extinguish, modify or release where Council is the authority (excluding legal fees and disbursements)					
Processing Fee/Administration Fee for Covenant, Withdrawal of Caveat – to extinguish, modify or release where Council is the authority.	1702.36	2311.94	35.81%	609.58	Increase due to the need for an external solicitor to act on Council's behalf and register dealings through PEXA.
Asset Strategy and Property Management Parking Meter Parking Fees Parking Fees – Parking Meters Parking Meter Tariffs					
Make good of location, once Parking meter has been removed per parking meter	1500.00	1850.00	23.33%	350.00	
New footing installation per parking meter	1500.00	1680.00	12.00%	180.00	
Temporary removal per parking meter	545.45	600.00	10.00%	54.55	
Removal and relocation per parking meter	1363.63	1432.65	5.06%	69.02	
Asset Strategy and Property Management Pay Parking Fees – Eat Street Car Park Eat Street Car Park Tariffs					
Monthly – Push Bike Facilities	30.00	50.00	66.67%	20.00	Cover storage and utilities charges
Sunday – More than 4 hours a flat rate of \$10	10.00	15.00	50.00%	5.00	
0 – 1 Hour	3.00	3.50	16.67%	0.50	
5 – 12 hours	35.00	40.00	14.29%	5.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Filming and event usage, daily rate/per space within Eat Street Car Park	70.00	80.00	14.29%	10.00	EG Filming, Parramatta Lanes, event activation driven.
12 – 24 hours	45.00	50.00	11.11%	5.00	
2 – 3 hours	10.00	11.00	10.00%	1.00	
3 – 4 hours	20.00	22.00	10.00%	2.00	
1 – 2 hours	6.00	6.50	8.33%	0.50	
4 – 5 hours	25.00	27.00	8.00%	2.00	
Reprogramming of Parking Station APS machines for – Special Event Tariffs – Per Multi-Level car park	350.00	368.00	5.14%	18.00	
Asset Strategy and Property Management Pay Parking Fees – Justice Precinct Car Park Justice Precinct Car Park Tariffs					
Reprogramming of parking station machines, EG: Special events, activation	0.00	404.80	8	404.80	
Filming and event usage, per space/per day within Justice Precinct Car Park	37.00	47.00	27.03%	10.00	
0 – 1 Hour	3.00	3.50	16.67%	0.50	
2 – 3 Hours	9.00	10.00	11.11%	1.00	
1 – 2 Hours	6.00	6.50	8.33%	0.50	
3 – 4 Hours	12.00	13.00	8.33%	1.00	
Corporate Rate 200+ daily parkers	12.00	13.00	8.33%	1.00	
18 – 24 Hours	25.00	27.00	8.00%	2.00	
Corporate Rate 100+ daily parkers	14.00	15.00	7.14%	1.00	
4 – 5 Hours	15.00	16.00	6.67%	1.00	
5 – 18 Hours	18.00	19.00	5.56%	1.00	
Monthly – Unreserved (Permanent Parkers)	400.00	420.00	5.00%	20.00	
Asset Strategy and Property Management Pay Parking Fees – Parramatta Station Car Park Parramatta Station Car Park Tariffs					
5 - 18 Hours	0.00	22.00	8	22.00	
Reprogramming of parking station machines, EG: Special Events, activation	0.00	404.80	8	404.80	
Monthly – Push Bike Facilities	30.00	50.00	66.67%	20.00	
Monthly – Unreserved (Permanent Parkers)	308.70	420.00	36.05%	111.30	Bring this cost into the same cost at Justice Precinct car park.
Filming/event usage daily rate per space in Parramatta Station car park	37.00	47.00	27.03%	10.00	
2 – 3 Hours	9.00	11.00	22.22%	2.00	
4 – 18 Hours	14.00	17.00	21.43%	3.00	
18 – 24 Hours	25.00	30.00	20.00%	5.00	
20 Minute – 1 Hour	3.00	3.50	16.67%	0.50	
1 – 2 Hours	6.00	7.00	16.67%	1.00	
3 – 4 Hours	12.00	14.00	16.67%	2.00	
Corporate Rate 200+ daily parkers	10.00	11.00	10.00%	1.00	Staff Parking - Personal Vehicles \$600k + Council Owned Vehicles \$135k
Corporate Rate 100+ daily parkers	11.00	12.00	9.09%	1.00	
Asset Strategy and Property Management Pay Parking Fees – PHIVE (Parramatta Square) PHIVE (Parramatta Square) Car Park Tariffs					
Filming and Event - per space/per day	0.00	110.00	8	110.00	
Reprogramming of parking station machines, EG: Special Events, activation	0.00	404.80	8	404.80	
18 - 24 Hours	80.00	90.00	12.50%	10.00	
0 - 1 Hour	5.00	5.50	10.00%	0.50	
1 - 2 Hours	10.00	11.00	10.00%	1.00	
2 - 3 Hours	25.00	27.00	8.00%	2.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
5 - 18 Hours	70.00	75.00	7.14%	5.00	
4 - 5 Hours	55.00	58.00	5.45%	3.00	
3 - 4 Hours	40.00	42.00	5.00%	2.00	
Asset Strategy and Property Management Pay Parking Fees - Parramatta Aquatic Centre (PAC) Car Park (for facility users only – tickets must be validated)					
Filming and Event - per space/per day	0.00	55.00	8	55.00	
Reprogramming of parking station machines, EG: Special Events, activation	0.00	404.80	8	404.80	
Daily maximum fee up to 24 hours only	36.00	38.00	5.56%	2.00	Small uplift, to assist with cost recovery.
Asset Strategy and Property Management Road & Place Naming					
Alteration to Suburb Boundary - Administrative Fee - Precinct and Non Precinct	2205.00	2315.25	5.00%	110.25	
Alteration to Suburb Boundary - Non Precinct - Public consultation/exhibition, advertising and gazettal	5515.00	5790.75	5.00%	275.75	
Alteration to Suburb Boundary - Precinct - Public consultation/exhibition, advertising and gazettal	16540.00	17367.00	5.00%	827.00	
Renaming of Roads - Administrative Fee (per road)	2205.00	2315.25	5.00%	110.25	
Renaming of Roads - Public consultation/exhibition, advertising and gazettal	5515.00	5790.75	5.00%	275.75	
Administrative Fee (per road) – Precinct and Non Precinct	2205.00	2315.25	5.00%	110.25	
Administrative Fee (per environmental and physical place) – Precinct and Non Precinct	2205.00	2315.25	5.00%	110.25	
Precinct – Public consultation/exhibition, advertising and gazettal	16540.00	17367.00	5.00%	827.00	change gst to n as per PM
Non-Precinct – Public consultation/exhibition, advertising and gazettal	5515.00	5790.75	5.00%	275.75	change gst to n as per PM
Asset Strategy and Property Management Road Closures – Administration Fee for the processing of Road Closure Applications					
For advertising and notification of permanent road closure	1540.75	1744.68	13.24%	203.93	
Permanent Road Closure Application	3500.00	3772.50	7.79%	272.50	The increase is due to the administrative work that goes into the preparation of documents and liaising with various stakeholders internally & external.
Asset Strategy and Property Management Request to Purchase Council Land					
Administrative Fee	2308.36	2499.15	8.27%	190.79	
Asset Strategy and Property Management Space Management					
Initial Application Fee	187.36	196.75	5.01%	9.39	
Asset Strategy and Property Management Telecommunications Facilities					
Administrative Fee	1703.36	1788.55	5.00%	85.19	
Asset Strategy and Property Management Use of Council land for construction or material storage or compound					
Application Fee	0.00	155.55	8	155.55	
Building Certificates – EP&A Reg CL 260 (1) For the purposes of section 149B (2) of the Act, the fee for an application for a building certificate in relation to a building is					
Copy of Building Certificate – EP&A REG CL. 261	15.80	16.60	5.06%	0.80	
Building Certificate Urgency Fee	240.50	252.55	5.01%	12.05	
Building Certifications – Hourly Rate	215.50	226.30	5.01%	10.80	
Class 1 Buildings (not exceeding 150m2)	500.00	525.00	5.00%	25.00	
Class 1 Buildings (exceeding 150m2)	600.00	630.00	5.00%	30.00	
Class 2-9 Buildings (not exceeding 200m2)	600.00	630.00	5.00%	30.00	
Class 10 Buildings	500.00	525.00	5.00%	25.00	
Additional Inspection Fee	100.00	105.00	5.00%	5.00	
Certified Copy of Document, Map or Plan – EP&A REG CL. 262	63.00	66.15	5.00%	3.15	
Building Certificates – EP&A Reg CL 260 (1) For the purposes of section 149B (2) of the Act, the fee for an application for a building certificate in relation to a building is Unauthorised Building Information Certificates					

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Each additional inspection if more than one is required before issue of Certificate (Class 1 & 10 buildings)	252.00	264.60	5.00%	12.60	
Each additional inspection if more than one is required before issue of Certificate (Class 2 to 9 buildings)	423.00	444.15	5.00%	21.15	
Additional fee - Priority issue (2 business days) of certificate (Not applicable for Unauthorised Works)	250.00	262.50	5.00%	12.50	
Copy of certificate	75.00	78.75	5.00%	3.75	
Building Certificates – EP&A Reg CL 260 Floor area of building or part					
Up to 200 square metres	362.00	380.10	5.00%	18.10	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying development certificates For the purposes of Part 4, Division 3 and Part 4A of EP&A Act the following fees apply Granny Flats					
Package (includes mandatory building inspections)	2255.00	2367.75	5.00%	112.75	
Complying Development Certificate only	1025.00	1076.25	5.00%	51.25	
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	2030.00	2131.50	5.00%	101.50	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 1. General Housing Code New Single dwelling houses					
Package (includes mandatory building inspections)	2850.00	2992.50	5.00%	142.50	
Complying Development Certificate only	1040.00	1092.00	5.00%	52.00	
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	1755.00	1842.75	5.00%	87.75	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 1. General Housing Code New two storey dwelling houses					
Package (includes mandatory building inspections)	3795.00	3984.75	5.00%	189.75	
Complying Development Certificate only	1980.00	2079.00	5.00%	99.00	
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	2700.00	2835.00	5.00%	135.00	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 1. General Housing Code Alterations and additions to existing single storey and two storey dwelling houses (includes internal alterations)					
Package (includes mandatory building inspections)	2250.00	2362.50	5.00%	112.50	
Complying Development Certificate only	1025.00	1076.25	5.00%	51.25	
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	2030.00	2131.50	5.00%	101.50	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 1. General Housing Code Ancillary development 1. Demolition or removal of dwelling houses or ancillary development (class 10 structures excluding swimming pools)					
Package (includes mandatory building inspections)	945.00	992.25	5.00%	47.25	
Complying Development Certificate only	667.00	700.35	5.00%	33.35	
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	573.00	601.65	5.00%	28.65	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 1. General Housing Code Ancillary development 2. Swimming pools					
Package (includes mandatory building inspections)	1885.00	1979.25	5.00%	94.25	
Complying Development Certificate only	840.00	882.00	5.00%	42.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Principal Certifying Authority only (when CoP has been elected as PCA and the Complying Development Certificate has been issued by another authority)	1785.00	1874.25	5.00%	89.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 2. General Commercial & Industrial Code 1. Building Alterations (Internal, per floor of works)					
(a) Package (includes mandatory building inspections)	1955.00	2052.75	5.00%	97.75	
(b) Complying Development Certificate only	977.00	1025.85	5.00%	48.85	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	1305.00	1370.25	5.00%	65.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 2. General Commercial & Industrial Code 2. Change of use of premises					
(a) Package (includes mandatory building inspections)	1635.00	1716.75	5.00%	81.75	
(b) Complying Development Certificate only	977.00	1025.85	5.00%	48.85	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	1305.00	1370.25	5.00%	65.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 2. General Commercial & Industrial Code 3. Mechanical ventilation systems					
(a) Package (includes mandatory building inspections)	1635.00	1716.75	5.00%	81.75	
(b) Complying Development Certificate only	977.00	1025.85	5.00%	48.85	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	1305.00	1370.25	5.00%	65.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 2. General Commercial & Industrial Code 4. Shop front and awning alterations					
(a) Package (includes mandatory building inspections)	1635.00	1716.75	5.00%	81.75	
(b) Complying Development Certificate only	977.00	1025.85	5.00%	48.85	
(c) Principal Certifying Authority only (when Council has been appointed as PCA and the Complying Development Certificate has been issued by another authority)	1250.00	1312.50	5.00%	62.50	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Complying Development Certificates submitted under State Environmental Planning Policy (Exempt and Complying Codes) 2008 2. General Commercial & Industrial Code 5. Skylights and roof windows					
(a) Package (includes mandatory building inspections)	1635.00	1716.75	5.00%	81.75	
(b) Complying Development Certificate only	977.00	1025.85	5.00%	48.85	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Complying Development Certificate has been issued by another authority)	1305.00	1370.25	5.00%	65.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Compliance Certificate For the purposes of Section 109C (1) (a) of EP&A Act the following fees apply Building work certificate					
(i) Specified building work or subdivision work completed as specified in the certificate and complies with specified plans and specifications	935.00	981.75	5.00%	46.75	
(ii) A condition with respect to specified building work or subdivision work, being a condition attached to a development consent or complying development certificate, has been duly complied with	935.00	981.75	5.00%	46.75	
(iii) A specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia	935.00	981.75	5.00%	46.75	
(iv) Any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations	935.00	981.75	5.00%	46.75	
(v) Any specified aspect of development, including design of development, complies with standards or requirements specified in the certificate with respect to the development	935.00	981.75	5.00%	46.75	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Compliance Certificate For the purposes of Section 109C (1) (a) of EP&A Act the following fees apply Subdivision certificate					
(i) Specified building work or subdivision work completed as specified in the certificate and complies with specified plans and specifications	846.00	888.30	5.00%	42.30	
(ii) A condition with respect to specified building work or subdivision work, being a condition attached to a development consent or complying development certificate, has been duly complied with	846.00	888.30	5.00%	42.30	
(iii) A specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia	846.00	888.30	5.00%	42.30	
(iv) Any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations	846.00	888.30	5.00%	42.30	
(v) Any specified aspect of development, including design of development, complies with standards or requirements specified in the certificate with respect to the development	846.00	888.30	5.00%	42.30	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Building Class 1 & 10 Structures – Building Code of Australia					
(a) Package (includes mandatory building inspections) – minimum ONE inspection	1090.00	1144.50	5.00%	54.50	
(b) Construction Certificate only	447.00	469.35	5.00%	22.35	
(c) Principal Certifying Authority only	898.00	942.90	5.00%	44.90	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Swimming Pools and Garages					
(a) Package (includes mandatory building inspections)	1515.00	1590.75	5.00%	75.75	
(b) Construction Certificate only	468.00	491.40	5.00%	23.40	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	1420.00	1491.00	5.00%	71.00	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Single Storey New Dwellings					
(a) Package (includes mandatory building inspections)	2875.00	3018.75	5.00%	143.75	
(b) Construction Certificate only	998.00	1047.90	5.00%	49.90	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	1935.00	2031.75	5.00%	96.75	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Two Storey New Dwellings					
(a) Package (includes mandatory building inspections)	3545.00	3722.25	5.00%	177.25	
(b) Construction Certificate only	1675.00	1758.75	5.00%	83.75	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	2605.00	2735.25	5.00%	130.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate New Dwellings – Multi dwelling development					
Town houses / Villas	4320.00	4536.00	5.00%	216.00	
More than two units – cost per unit	693.00	727.65	5.00%	34.65	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Dual Occupation					
(a) Package (includes mandatory building inspections)	4585.00	4814.25	5.00%	229.25	
(b) Construction Certificate only	2430.00	2551.50	5.00%	121.50	
(c) Principal Certifying Authority only (when Council has been elected as PCA and the Construction Certificate has been issued by another authority)	3000.00	3150.00	5.00%	150.00	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Additional Inspection fee as follows					
Major Re-Inspections	405.00	425.25	5.00%	20.25	
Minor Re-Inspections	289.00	303.45	5.00%	14.45	
Demolition Inspections	405.00	425.25	5.00%	20.25	
Additional Final Occupation Certificate	373.00	391.65	5.00%	18.65	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Building Class 2 to 9 Structures – Building Code of Australia Where estimated cost of construction is					
\$1 to \$50,000	1560.00	1638.00	5.00%	78.00	
\$50,000 to 100,000	2440.00	2562.00	5.00%	122.00	
Greater than \$100,000 and less than or equal to \$500,000	6000.00	6300.00	5.00%	300.00	
Greater than \$500,000 and less than or equal to \$1,000,000	11050.00	11602.50	5.00%	552.50	
Greater than \$1,000,000 and less than or equal to \$2,500,000	11485.00	12059.25	5.00%	574.25	
Greater than \$2,500,000 and less than or equal to \$5,000,000	12625.00	13256.25	5.00%	631.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Construction Certificate Modification of Construction Certificate					
Class 2 to 9 buildings less than 25% change to development	226.00	237.30	5.00%	11.30	
Minimum Fee – applicable to all building classes	315.00	330.75	5.00%	15.75	
Application fee to provide Developer Contributions Quotes from Developers / Private Certifiers	373.00	391.65	5.00%	18.65	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Occupation Certificate – Interim or Final					
For the purposes of Section 109C (1) (c) of EP&A Act being a certificate that authorises; (i) The occupation and use of a new building, (ii) A change of building use for an existing building	373.00	391.65	5.00%	18.65	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Footpath Hoardings – Roads Act Section 138 and EP&A Act Section 91					
Tower Crane Application fee	363.00	381.15	5.00%	18.15	
Tower Crane Monthly Fee – Slewing over Council property WITH Work Zone	972.00	1020.60	5.00%	48.60	
Tower Crane Monthly Fee – Slewing over Council property WITHOUT Work Zone	4785.00	5024.25	5.00%	239.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Footpath Hoardings – Roads Act Section 138 and EP&A Act Section 91 Application Fee – LG Act Section 608 (2)					
Type A – Fence type	357.00	374.85	5.00%	17.85	
Type B and Overhead type	725.00	761.25	5.00%	36.25	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Footpath Hoardings – Roads Act Section 138 and EP&A Act Section 91 Occupancy Fee – LG Act Section 608 (2) Type A without traffic barrier					
High Risk – Linear metre / p.a (pro rata)	714.00	749.70	5.00%	35.70	
Low Risk – Linear metre / p.a (pro rata)	536.00	562.80	5.00%	26.80	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Footpath Hoardings – Roads Act Section 138 and EP&A Act Section 91 Occupancy Fee – LG Act Section 608 (2) Type B without site sheds					
High Risk – Linear metre / p.a (pro rata)	982.00	1031.10	5.00%	49.10	
Low Risk – Linear metre / p.a (pro rata)	709.00	744.45	5.00%	35.45	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Footpath Hoardings – Roads Act Section 138 and EP&A Act Section 91 Occupancy Fee – LG Act Section 608 (2) Type B with single storey site sheds					
High Risk – Linear metre / p.a (pro rata)	1780.00	1869.00	5.00%	89.00	
Low Risk – Linear metre / p.a (pro rata)	951.00	998.55	5.00%	47.55	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Footpath Hoardings – Roads Act Section 138 and EP&A Act Section 91 Occupancy Fee – LG Act Section 608 (2) Type B with double storey site sheds					
High Risk – Linear metre / p.a (pro rata)	2440.00	2562.00	5.00%	122.00	
Low Risk – Linear metre / p.a (pro rata)	1880.00	1974.00	5.00%	94.00	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Directional/Community Signs					
Banner Poles – Install & Remove Banner – Per banner	281.50	295.60	5.01%	14.10	
Purchase of Signage – Confined space	42.00	44.10	5.00%	2.10	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Purchase of Signage – OSD Identification	21.00	22.05	5.00%	1.05	
Purchase of Signage – Flood Warning Sign	79.00	82.95	5.00%	3.95	
Banner Poles – Hire – Per Week/Per Pair	142.00	149.10	5.00%	7.10	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Hoardings, Bonds and Bank Guarantees Footpath damage deposit per street frontage Class "A " Hoardings bonds					
Non CBD Area per street frontage	3170.00	3328.50	5.00%	158.50	
Parramatta CBD area per street frontage	6330.00	6646.50	5.00%	316.50	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Hoardings, Bonds and Bank Guarantees Footpath damage deposit per street frontage Class "B " Hoardings bonds					
Non CBD Area per street frontage	6330.00	6646.50	5.00%	316.50	
Parramatta CBD area per street frontage	12655.00	13287.75	5.00%	632.75	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Street Tree and Furniture Bonds					
Street tree bond (per street tree) – For all works valued over \$250,000	2410.00	2530.50	5.00%	120.50	
Street furniture per item – For all works valued over \$250,000	2410.00	2530.50	5.00%	120.50	
Building Certificates – EP&A Reg CL 260 Non-Regulated Fees for Development Services Development Sites Bonds and Bank Guarantees					
A fee under clause 136M of the regulation to inspect the site for any damage will be deducted from the bond	232.05	244.00	5.15%	11.95	
Class 1 and Class 10 structures for works valued \$25,000 to \$1,000,000	2575.00	2705.00	5.05%	130.00	
Works valued over \$1,000,000	5150.00	5410.00	5.05%	260.00	
Residential Commercial Class 2 to 9 for works valued \$25,000 to \$250,000	5150.00	5410.00	5.05%	260.00	
Works valued over \$1,000,000	25750.00	27040.00	5.01%	1,290.00	
Works valued over \$250,000 to \$1,000,000	10300.00	10815.00	5.00%	515.00	
City Design Design Competitions Preliminary technical review fee					
Preliminary technical review fee for consideration of reference design	0.00	10000.00	8	10,000.00	A/p Jen C email 21.12.23
City Design Design Competitions Design Integrity fee (Council assessment)					
Prior to issuance of Construction Certificate	0.00	3500.00	8	3,500.00	
Prior to issuance of Occupation Certificate – Low Complexity	0.00	1800.00	8	1,800.00	
Prior to issuance of Occupation Certificate – High Complexity	0.00	3500.00	8	3,500.00	
City Design Development Applications & Planning Proposals 3D CAD Modelling Fees					
Lodgement Fee	493.50	519.00	5.17%	25.50	
Resubmission of a 3D file – Amendment Fee	493.50	519.00	5.17%	25.50	
Initial data extraction	744.45	782.00	5.04%	37.55	
City Design Development to be referred to a design excellence advisory panel (initial development applications)					
More than 3 storey	1333.50	1565.00	17.36%	231.50	
Initial consideration for developments – 3 storeys or less	1991.85	2335.00	17.23%	343.15	
Subsequent referral for developments – 3 storeys or less	668.85	783.00	17.07%	114.15	
More than 3 storey	3991.05	4670.00	17.01%	678.95	
City Design Development to be referred to a Design Excellence advisory panel (\$4.55 Modification applications)					
Initial consideration for developments – 3 storeys or less	1916.25	2245.00	17.16%	328.75	
Subsequent referral for developments – 3 storeys or less	635.25	744.00	17.12%	108.75	
More than 3 storey	3834.60	4490.00	17.09%	655.40	
More than 3 storey	1272.60	1490.00	17.08%	217.40	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
City Events & Festivals Economic Development Fees					
Economic Development Program (Low Cost)	6.30	6.70	6.35%	0.40	
Economic Development Program (Medium Cost)	24.15	25.50	5.59%	1.35	
Economic Development Program (High Cost)	120.75	127.00	5.18%	6.25	
City Events & Festivals Event Stall Charges All Events Extras fees Fees for Hire or use of facilities					
Tag and Testing of Electrical items- per item	0.00	22.00	8	22.00	
Cool Room - Shared	110.00	242.00	120.00%	132.00	
Cool Room - Maxi	506.00	770.00	52.17%	264.00	
Cool Room: Medium	473.00	715.00	51.16%	242.00	
Cool Room - Mini	440.00	660.00	50.00%	220.00	
Chairs: plastic/unit	2.75	3.30	20.00%	0.55	
Pro Floor: per m sq (exclusive laying and removal)	16.50	19.80	20.00%	3.30	
Electric Power - Extra outlet (per 10 amp or 15 amp point)	44.00	49.50	12.50%	5.50	
City Events & Festivals Filming in areas under Council's control Filming Applications					
Low Impact Filming & Photography	0.00	150.00	8	150.00	
Medium Impact Filming & Photography	0.00	300.00	8	300.00	
High Impact Filming & Photography	0.00	500.00	8	500.00	
City Events & Festivals Street Activity Street Entertainment Application Fee Parramatta Square (PSQ)					
Parramatta Square (PSQ)	16.38	17.20	5.01%	0.82	
City Events & Festivals Street Activity Street Entertainment Application Fee Centenary Square (CSQ)					
Centenary Square (CSQ)	12.60	13.25	5.16%	0.65	
City Events & Festivals Street Activity Street Entertainment Application Fee LGA-wide (excluding Centenary Square and Parramatta Square)					
LGA Wide (Excluding Parramatt Square and Centenary Square)	12.60	13.25	5.16%	0.65	
City Events & Festivals Street Activity Staff charges applicable to hirers of the public domain					
Public holiday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Manager, City Activation	82.50	86.65	5.03%	4.15	
Monday to Friday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Manager, City Activation	44.00	46.20	5.00%	2.20	
Saturday to Sunday, cost per hour, per staff member - Minimum charge 3 hours, minimum 2 staff members required at the discretion of the Manager, City Activation	55.00	57.75	5.00%	2.75	
City Events & Festivals Street Activity Temporary Art in Public Spaces Parramatta Square (PSQ)					
Parramatta Square (PSQ)	20.89	21.95	5.07%	1.06	
City Events & Festivals Street Activity Mobile Food Vending Parramatta Square (PSQ)					
Parramatta Square (PSQ)	0.00	550.00	8	550.00	
City Events & Festivals Street Activity Events and Festivals LGA-wide (excluding Centenary Square and Parramatta Square)					
High risk event	0.00	688.45	8	688.45	
Low risk event	0.00	143.85	8	143.85	
Medium risk event	0.00	428.85	8	428.85	
City Events & Festivals Street Activity Events and Festivals Centenary Square (CSQ) Commercial					
1/2 day or less	485.85	510.15	5.00%	24.30	
Full day event (entire use of CSQ) - Price per day	2030.38	2131.90	5.00%	101.52	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
City Events & Festivals Street Activity Events and Festivals Centenary Square (CSQ) Not-for-profit organisation, low level resourced or self funded charities					
1/2 day or less	121.29	127.35	5.00%	6.06	
Full day event (entire use of CSQ) - Price per day	514.65	540.40	5.00%	25.75	
City Events & Festivals Street Activity Events and Festivals Parramatta Square (PSQ) Commercial					
1/2 day or less	728.77	765.20	5.00%	36.43	
Full day event (entire use of PSQ) - Price per day	3045.57	3197.85	5.00%	152.28	
City Events & Festivals Street Activity Events and Festivals Parramatta Square (PSQ) Not for profit, low level resourced or self funded charities organisation					
1/2 day or less	317.04	332.90	5.00%	15.86	
Full day event (entire use of PSQ) - price per day	1318.98	1384.95	5.00%	65.97	
City Events & Festivals Street Activity Leaflet Distribution, Promotions and Community Outreach Parramatta Square (PSQ)					
Refundable bond to ensure compliance with rules and guidelines	185.51	194.80	5.01%	9.29	
Fee per hour, not-for-profit, low level resourced or self-funded charities	210.66	221.20	5.00%	10.54	
City Events & Festivals Street Activity Leaflet Distribution, Promotions and Community Outreach Centenary Square (CSQ)					
Fee per hour, Commercial	207.05	217.40	5.00%	10.35	
Refundable bond to ensure compliance with rules and guidelines	123.67	129.85	5.00%	6.18	
City Events & Festivals Street Activity Leaflet Distribution, Promotions and Community Outreach LGA-wide (excluding Centenary Square and Parramatta Square)					
Fee per hour, Commercial	35.28	37.05	5.02%	1.77	
Refundable bond to ensure compliance with rules and guidelines	96.90	101.75	5.01%	4.85	
City Events & Festivals Street Activity Occasional Footpath Trading Parramatta Square (PSQ)					
Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	26.52	27.85	5.02%	1.33	
Commercial trading, per hire, per occasion	534.90	561.65	5.00%	26.75	
City Events & Festivals Street Activity Outdoor Markets (fees for Stallholders per day at Council-organised Market) Centenary Square (CSQ)					
Standard site (3 metres x 3 metres)	93.50	98.20	5.03%	4.70	
Double Standard site (6 metres x 6 metres)	137.50	144.40	5.02%	6.90	
Hot food site (3 metres x 3 metres)	130.90	137.45	5.00%	6.55	
City Events & Festivals Street Activity Outdoor Markets (fees for Stallholders per day at Council-organised Market) LGA-wide (excluding Centenary Square and Parramatta Square)					
Hot food site (3 metres x 3 metres)	62.70	65.85	5.02%	3.15	
Standard site (3 metres x 3 metres)	44.00	46.20	5.00%	2.20	
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day)					
1/2 day or less	728.77	765.20	5.00%	36.43	
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Parramatta Square (PSQ)					
Full day event (partial use of PSQ) - Price per day	1521.89	1598.00	5.00%	76.11	
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Parramatta Square (PSQ) Commercial					
Full day event (entire use of PSQ) - Price per day	3045.57	3197.85	5.00%	152.28	
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Parramatta Square (PSQ) Not-for-profit, low level resourced or self-funded charities					
1/2 day or less	317.04	332.90	5.00%	15.86	
Full day event (entire use of PSQ) - Price per day	1318.98	1384.95	5.00%	65.97	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Centenary Square (CSQ) Commercial					
1/2 day or less	485.85	510.15	5.00%	24.30	
Full day event (entire use of CSQ) - Price per day	2030.38	2131.90	5.00%	101.52	
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) Centenary Square (CSQ) Not-for-profit, low level resourced or self-funded charities					
1/2 day or less	121.29	127.35	5.00%	6.06	
Full day event (entire use of CSQ) - Price per day	514.65	540.40	5.00%	25.75	
City Events & Festivals Street Activity Outdoor Markets (fees for Market Organisers, per trading day) LGA Wide (excluding Parramatta Square and Centenary Square)					
Low risk event	158.22	166.15	5.01%	7.93	
High risk event	757.27	795.15	5.00%	37.88	
Medium risk event	471.76	495.35	5.00%	23.59	
City Events & Festivals Street Activity Portable Advertising					
Application Fee	142.60	149.75	5.01%	7.15	
One year permit	539.13	566.10	5.00%	26.97	
City Events & Festivals Street Activity Retail Trading in Public Footpaths and Spaces					
Centenary Square (CSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	0.00	16.05	8	16.05	
Centenary Square (CSQ) - Per hire, per occasion	0.00	324.20	8	324.20	
LGA Wide (Excluding Parramatta Square and Centenary Square) - low level resourced, or self-funded charity, per hire, per occasion	0.00	16.05	8	16.05	
LGA Wide (Excluding Parramatta Square and Centenary Square) - per hire, per occasion	0.00	129.25	8	129.25	
Parramatta Square (PSQ) - Not-for-profit, low level resourced, or self-funded charity, per hire, per occasion	0.00	24.10	8	24.10	
Parramatta Square (PSQ) - Per hire, per occasion	0.00	486.25	8	486.25	
City Events & Festivals Street Activity Fundraising and Charity Collection Parramatta Square					
Fee per hour, Commercial	0.00	310.60	8	310.60	
Fee per hour, not-for-profit, low level resourced or self-funded charities	0.00	210.65	8	210.65	
Refundable bond to ensure compliance with rules and guidelines	0.00	185.50	8	185.50	
City Events & Festivals Street Activity Fundraising and Charity Collection Centenary Square					
Fee per hour, Commercial	0.00	207.05	8	207.05	
Fee per hour, not-for-profit, low level resourced or self-funded charities	0.00	140.45	8	140.45	
Refundable bond to ensure compliance with rules and guidelines	0.00	123.65	8	123.65	
City Events & Festivals Street Activity Fundraising and Charity Collection LGA Wide (excluding Parramatta Square and Centenary Square)					
Fee per hour, Commercial	0.00	35.30	8	35.30	
Fee per hour, not-for-profit, low level resourced or self-funded charities	0.00	17.70	8	17.70	
Refundable bond to ensure compliance with rules and guidelines	0.00	96.90	8	96.90	
City Planning					
Planning Proposal - Reclassification of Land *Public hearing will be an additional fee	30000.00	31500.00	5.00%	1,500.00	
City Planning Amendment of an Environmental Planning Instrument Sale of Plans & Policies – LG Act Section 608 (2)					
Electronic copy of any Local Environmental Planning Instruments and Maps, Development Control Plans, Contribution Plans or any other City Strategy Plan or Policy	60.64	64.00	5.54%	3.36	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
City Planning Amendment of an Environmental Planning Instrument Hardcopy copy of any Local Environmental Planning Instruments and Maps, Development Control Plans, Contribution Plans or any other City Strategy Plan or Policy to be charged at the following rates per page					
A4 Black & White	0.17	0.20	17.65%	0.03	
A3 Black & White	0.36	0.40	11.11%	0.04	
A3 Colour	1.82	1.95	7.14%	0.13	
A4 Colour	1.23	1.30	5.69%	0.07	
City Planning Categories of planning proposals					
Level 1 Preliminary or Minor Planning Proposals	30000.00	31500.00	5.00%	1,500.00	
Level 2 Planning proposals involving change to zoning and / or development controls of low complexity and / or where the planning proposal is consistent with the identified strategic framework	97372.00	102245.00	5.00%	4,873.00	
Level 3 Planning proposals involving change to zoning and / or development controls of high complexity and / or planning proposal is seeking variation from the identified strategic framework	133060.00	139715.00	5.00%	6,655.00	
Level 4 Precinct LEP amendments Any site greater than 1 hectares involving complex proposal with change in zoning and detailed urban design and urban capability assessment	180645.00	189680.00	5.00%	9,035.00	
City Planning Development Control Plan/Masterplan Applications					
Level 2 Low complexity	21725.00	22815.00	5.02%	1,090.00	
Level 1 Preliminary	10000.00	10500.00	5.00%	500.00	
Level 3 High complexity	35000.00	36750.00	5.00%	1,750.00	
Level 4 Precinct LEP amendments with complexities such as detailed urban design/urban capability assessment or Assessment of Master Plan	60000.00	63000.00	5.00%	3,000.00	
City Planning Notification fees					
DCP Notification Fee (site specific)	2500.00	2625.00	5.00%	125.00	
Planning Proposal Public Notification - Level 1 & 2	2500.00	2625.00	5.00%	125.00	
Planning Proposal Public Notification - Level 3 & 4	6000.00	6300.00	5.00%	300.00	
City Planning Pre-lodgement consultation					
Planning Proposal/ DCP Pre-Lodgement Consultation	5000.00	5250.00	5.00%	250.00	
Planning Proposal/ DCP Pre-Lodgement Consultation (Second meeting only)	3000.00	3150.00	5.00%	150.00	
Corporate Services Annual Charges – Stormwater Management Charge Provision of stormwater management services to the City of Parramatta in accordance with the Local Government Amendment (Stormwater) Act 2005 (Annual Charge per Assessment) Residential Properties					
All parcels of rateable urban land categorised as Residential excluding Strata properties – Annual Stormwater Charge per Assessment – SWRES	25.00	26.50	6.00%	1.50	
All strata properties categorised as Residential	12.50	13.20	5.60%	0.70	
Corporate Services Annual Charges – Stormwater Management Charge Provision of stormwater management services to the City of Parramatta in accordance with the Local Government Amendment (Stormwater) Act 2005 (Annual Charge per Assessment) Business Properties					
All parcels of rateable urban land categorised as Business (all sub categories) incl. Business Strata properties – Annual Stormwater Charge per 350 sq m or part thereof (capped at \$200.00) – SWBUS	25.00	26.50	6.00%	1.50	
All parcels of rateable urban land categorised as Business (all sub categories) incl. Business Strata properties – Annual Stormwater Charge per 350 sq m or part thereof (capped at \$500.00)	25.00	26.50	6.00%	1.50	
Land Area less than 1,200sq m	25.00	26.50	6.00%	1.50	
All parcels of rateable urban land categorised as Business (all sub categories) incl. Business Strata properties – Business Strata per assessment	12.50	13.20	5.60%	0.70	
Land Area greater than 10,000 sq m	725.00	762.00	5.10%	37.00	
Land Area equal to or greater than 5,000 sq m and less than 10,000 sq m	375.00	394.00	5.07%	19.00	
Land Area equal to or greater than 1,200 sq m and less than 5,000 sq m	100.00	105.00	5.00%	5.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Corporate Services Annual Charges – Stormwater Management Charge Provision of stormwater management services to the City of Parramatta in accordance with the Local Government Amendment (Stormwater) Act 2005 (Annual Charge per Assessment) Business Properties Business Strata Properties					
Minimum Levy	5.00	5.30	6.00%	0.30	
Corporate Services Annual Charges – Stormwater Management Charge Provision of stormwater management services to the City of Parramatta in accordance with the Local Government Amendment (Stormwater) Act 2005 (Annual Charge per Assessment) Business Properties Land value exceeds Minimum Rateable Value and					
Land Area less than 1,200 sq m	25.00	26.50	6.00%	1.50	
Land Area greater than 10,000 sq m	725.00	762.00	5.10%	37.00	
Land Area equal to or greater than 5,000 sq m and less than 10,000 sq m	375.00	394.00	5.07%	19.00	
Land Area equal to or greater than 1,200 sq m and less than 5,000 sq m	100.00	105.00	5.00%	5.00	
Corporate Services Copy of Rate Notice/Instalment Notice					
Copies of Rate Notices or Instalment Notices – each	22.50	24.00	6.67%	1.50	
Purchase of Titles or Deeds (via outsourced information broker – Infotracks)	12.60	13.40	6.35%	0.80	
Purchase of Plans (via outsourced information broker – Infotracks)	15.00	15.80	5.33%	0.80	
Corporate Services Dishonoured Cheques					
Aggregation of Land Values for Rating Purposes – Section 548A	271.50	285.50	5.16%	14.00	
Dishonoured Cheque Fee – per cheque	39.00	41.00	5.13%	2.00	
Corporate Services Environmental Upgrade Agreements (EUA)					
EUA Application Processing Fee	2819.76	2965.00	5.15%	145.24	
Corporate Services Environmental Upgrade Agreements (EUA) EUA Administration Fee					
1 Year Loan	1339.04	1410.00	5.30%	70.96	
EUA Amendment Fee	176.35	185.50	5.19%	9.15	
2 Year Loan	2472.35	2600.00	5.16%	127.65	
Direct Debit Dishonour Fee	49.45	52.00	5.16%	2.55	
3 Year Loan	3605.59	3790.00	5.11%	184.41	
4 Year Loan	4738.94	4980.00	5.09%	241.06	
5 Year Loan	5872.20	6170.00	5.07%	297.80	
6 Year Loan	7005.49	7360.00	5.06%	354.51	
7 Year Loan	8138.70	8550.00	5.05%	411.30	
8 Year Loan	9272.05	9740.00	5.05%	467.95	
9 Year Loan	10405.39	10930.00	5.04%	524.61	
10 Year Loan	11538.54	12120.00	5.04%	581.46	
11 Year Loan	12671.95	13310.00	5.04%	638.05	
12 Year Loan	13805.20	14500.00	5.03%	694.80	
13 Year Loan	14938.45	15690.00	5.03%	751.55	
14 Year Loan	16071.75	16880.00	5.03%	808.25	
15 Year Loan	17205.00	18070.00	5.03%	865.00	
Corporate Services Legal Services					
Standard parking area agreement	1030.00	1085.00	5.34%	55.00	
Administrative / Secretarial services – Per Hour	123.50	130.00	5.26%	6.50	
Paralegal – Per Hour	215.00	226.00	5.12%	11.00	
Standard contract or deed	1760.00	1850.00	5.11%	90.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Standard lease or licence	1760.00	1850.00	5.11%	90.00	
Senior Solicitor (more than 10 yrs post graduate experience) – Per Hour	491.00	516.00	5.09%	25.00	
Solicitor (with less than 10 years post graduate experience) – Per Hour	432.00	454.00	5.09%	22.00	
Accredited Specialist Solicitor – Per Hour	554.00	582.00	5.05%	28.00	
Corporate Services Payments/Refunds Dishonoured Direct Debit					
Returned Cheque/EFT	34.50	36.50	5.80%	2.00	
Cheque Special Clearance Fee	62.50	66.00	5.60%	3.50	
Dishonoured Direct Debit or electronic funds transfer Fee (Council Administration Fee)	36.50	38.50	5.48%	2.00	
Dishonoured Credit/Debit Card Fee	47.00	49.50	5.32%	2.50	
Cheque Stop Payment Fee	47.00	49.50	5.32%	2.50	
Stale Cheque Processing Fee (unpresented after 6 months)	70.00	73.50	5.00%	3.50	
Rates and Other Refund Penalty Charge (except Pensioners)	40.00	42.00	5.00%	2.00	
Corporate Services Presented Cheque Search					
Search Fee to identify presenters bank account	71.00	75.00	5.63%	4.00	
Corporate Services Rate Information Certification – Statutory – Section 603 LGA					
Cancellation Fee Section 603 LGA	31.00	33.00	6.45%	2.00	
Urgency Fee for Section 603 LGA – same day service per fax	62.50	66.00	5.60%	3.50	
Copy of Sec 603 certificate – per certificate	37.50	39.50	5.33%	2.00	
Section 603 LGA	95.00	100.00	5.26%	5.00	This is a statutory fee or charge set by the provisions of an act or other legislation and will be amended in accordance with requirements of the relevant act or other legislation when updated. RJ: updated fees to increase by \$5, from \$95 to \$100 as requested by Anna.
Corporate Services Sale of Tender Documents Via Tenderlink WebPortal					
For projects estimated at \$250,000 or more	161.00	169.50	5.28%	8.50	
Minimum fee for projects estimated at less than \$250,000	67.00	70.50	5.22%	3.50	
Corporate Services Statement of Account					
A Statement of rates, charges, rebates, reversals or receipts issued against an account for a specific year, or the current year to date	71.00	75.00	5.63%	4.00	
Corporate Services Written Ownership Advice					
A letter stating the ownership of a property – each	22.50	24.00	6.67%	1.50	
Development and Traffic Services Application for a Permit to Remove/Prune a Tree/s					
1 Tree	130.00	136.50	5.00%	6.50	
Each additional tree	110.00	115.50	5.00%	5.50	
Development and Traffic Services Consultancy fees					
Fee for appointment of external consultants relating to wind testing reports	3030.00	3185.00	5.12%	155.00	
Fee for appointment of external consultants for Environmentally Sustainable Design – commercial	5512.00	5790.00	5.04%	278.00	
Fee for appointment of external consultants for Environmentally Sustainable Design – residential	8268.00	8685.00	5.04%	417.00	
Development and Traffic Services Consultancy fees Fee for appointment of external consultants relating to quantify survey reports					
Cost of works is greater than \$25,000,000 and less than \$50,000,000	1100.00	1155.00	5.00%	55.00	
Cost of Works is greater than \$50,000,000 and less than \$100,000,000	2200.00	2310.00	5.00%	110.00	
Cost of works is greater than \$100,000,000 and less than \$150,000,000	3300.00	3465.00	5.00%	165.00	
Cost of works is greater than \$200,000,000	4400.00	4620.00	5.00%	220.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Development and Traffic Services Conveyancing Act Certificates Processing and release of requests under the Conveyancing Act not being part of a subdivision or consolidation application					
Section 88B – Creation and release of easements	425.00	447.00	5.18%	22.00	
Section 88E – Regulation of use of land	425.00	447.00	5.18%	22.00	
Development and Traffic Services Development Application Pre-Lodgement Consultation					
Residential flat building, industrial and commercial (within Parramatta CBD)	4670.60	4906.00	5.04%	235.40	
Multi-unit dwellings, commercial (outside Parramatta CBD) and child care centre	2079.00	2183.50	5.03%	104.50	
Dwelling house, alterations and additions to domestic dwelling and change of use for retail, commercial and industrial	418.00	438.90	5.00%	20.90	
Dual occupancy	1034.00	1085.70	5.00%	51.70	
Development and Traffic Services Heritage Minor Works					
Heritage Minor Works Applications	125.00	131.25	5.00%	6.25	
Development and Traffic Services Infrastructure and restoration administration fee					
Estimated cost of works \$10,000,001 and above	1310.00	1380.00	5.34%	70.00	
Estimated cost of works \$0 – \$100,000	154.50	162.50	5.18%	8.00	
Estimated cost of works \$100,001 – \$500,000	436.00	458.00	5.05%	22.00	
Estimated cost of works \$1,000,001 – \$5000,000	872.00	916.00	5.05%	44.00	
Estimated cost of works \$5,000,001 – 10,000,000	1090.00	1145.00	5.05%	55.00	
Estimated cost of works \$500,001 – \$1,000,000	657.00	690.00	5.02%	33.00	
Development and Traffic Services Notification of a development application					
(2) Other residential development i.e. dual occupancy	325.00	342.00	5.23%	17.00	
(1) New dwelling and alterations/additions to existing dwelling	130.00	136.50	5.00%	6.50	
(3) Non residential development	260.00	273.00	5.00%	13.00	
Development and Traffic Services Other approvals - LG Act section 68, Part B - Water supply, sewerage and stormwater drainage work					
LG Act Section 68 (2) – Concurrently as part of development approval	152.50	160.50	5.25%	8.00	A/p Jen C approval 21.12.23
LG Act Section 68 (2) – Where separate approval is sought	1535.00	1615.00	5.21%	80.00	A/p Jen C approval 21.12.23
Development and Traffic Services Submission of Amended Plans – Prior to Determination of DA					
Estimated values of works \$100k – \$1m	192.00	202.00	5.21%	10.00	
Estimated values of works > \$5m to \$10m	641.00	674.00	5.15%	33.00	
Estimated values of works > \$10m	1275.00	1340.00	5.10%	65.00	
Estimated values of works > \$1m to \$5m	320.00	336.00	5.00%	16.00	
Development and Traffic Services State Significant Development (SSD) and State Significant Infrastructure (SSI)					
SSD and SSI Request for advice	1200.00	1260.00	5.00%	60.00	A/p Jen C email 21.12.23
Development and Traffic Services Traffic Services Assessment of Traffic Facility Plans to be delivered as part of a Condition of Consent through Traffic Committee process (exc. Supply and installation)					
Changes to parking restrictions within a local street for a length of less than 50m	200.00	210.00	5.00%	10.00	
Traffic Facilities in accordance within Schedule 4(4) of the Delegations to Council	2000.00	2100.00	5.00%	100.00	
Traffic Facilities other than those within Schedule 4(4) of the Delegations to Council and/or changes to parking restrictions and/or linemarking greater than 50m which do not require advertisement within a local newspaper	1000.00	1050.00	5.00%	50.00	
Development and Traffic Services Traffic Services Assessment of Construction Traffic Management Plan (CTMP) by Council as per DA Condition					
* CBD	500.00	525.00	5.00%	25.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	300.00	315.00	5.00%	15.00	
* All other areas	100.00	105.00	5.00%	5.00	
Development and Traffic Services Traffic Services Special events (excluding free public entry events or street parties) Assessment of Special Event Traffic Management Plan (SETMP)					
Low Impact - Class 3 as per TfNSW Guide to Traffic and Transport Management for Special Events	200.00	210.00	5.00%	10.00	
High Impact - Class 2 and above as per TfNSW Guide to Traffic and Transport Management for Special Events	1000.00	1050.00	5.00%	50.00	
Development and Traffic Services Traffic Services Work Zones					
Application Fee (non-refundable; processing time: approximately 8 weeks)	1735.00	1825.00	5.19%	90.00	
Urgency fee for Works Zone approval within 5 weeks for new applications and within 3 weeks for amendments to existing Works Zones (in addition to application fee)	867.00	911.00	5.07%	44.00	
Development and Traffic Services Traffic Services Work Zones Additional Weekly charge per metre length of 'Works Zone', temporary 'No Parking' & 'No Stopping' associated with construction on narrow roads					
* High Density and/or Town Centre areas within North Parramatta, South Parramatta & Epping + Granville, Carlingford & Westmead	51.00	54.00	5.88%	3.00	
All other areas	16.50	17.40	5.45%	0.90	
Amendment of existing work zone fee	1735.00	1825.00	5.19%	90.00	
CBD	80.00	84.00	5.00%	4.00	
Development and Traffic Services Traffic Services Road/Footpath Occupancy					
Application Fee (non-refundable; processing time: generally, 3 days, Road Closures 10 working days)	87.80	92.50	5.35%	4.70	
Urgency fee for Road Occupancy approval within 24 hours (in addition to application fee, excluding Road Closures)	87.80	92.50	5.35%	4.70	
Development and Traffic Services Traffic Services Road/Footpath Occupancy Daily administration and monitoring fee for occupying road and/or footpath					
* CBD	235.00	247.00	5.11%	12.00	
* High Density and/or Town Centre areas within North Parramatta, South Parramatta & Epping + Granville, Carlingford & Westmead	140.00	147.00	5.00%	7.00	
* All other areas	80.00	84.00	5.00%	4.00	
Development and Traffic Services Traffic Services Road/Footpath Occupancy Daily fee for full footpath or full naturestrip closures (in addition to other relevant fees)					
* Per metre length of full footpath closure in the CBD	12.10	12.80	5.79%	0.70	
* Per metre length of full footpath closure in High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	7.70	8.10	5.19%	0.40	
* Per metre length all other areas (not applied if also occupying a road lane)	2.00	2.10	5.00%	0.10	
Development and Traffic Services Traffic Services Road/Footpath Occupancy Daily fee per metre length per lane up to 2 lanes of Road Lane or per at-grade car park space occupied (in addition to other relevant fees)					
All other areas	2.50	2.70	8.00%	0.20	
CBD	12.10	12.80	5.79%	0.70	
* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	7.70	8.10	5.19%	0.40	
Development and Traffic Services Traffic Services Road/Footpath Occupancy Daily fee per metre length of each subsequent Road Lanes occupied (in addition to other relevant fees)					
* All other areas	2.50	2.70	8.00%	0.20	
* High Density and/or Town Centre areas within North Parramatta, South Parramatta, Epping, Granville, Carlingford & Westmead	9.63	10.20	5.92%	0.57	
* CBD	15.00	15.80	5.33%	0.80	
Development and Traffic Services Traffic Services Building Waste Containers Under 10m3 per container					
Application fee (includes one day or part thereof usage fee)	41.80	44.00	5.26%	2.20	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Additional fee for each additional day or part thereof	41.80	44.00	5.26%	2.20	
Development and Traffic Services Traffic Services Building Waste Containers Over 10m3 per container per day or part thereof					
Urgency fee for Waste Container approval within 24 hours (in addition to the above fee)	42.90	45.50	6.06%	2.60	
Application fee (includes one day or part thereof usage fee)	74.80	79.00	5.61%	4.20	
Additional fee for each additional day or part thereof	74.80	79.00	5.61%	4.20	
Development and Traffic Services Traffic Services Resident Parking Permit					
Replacement Parking Permit – full pensioners, full time students, and unemployed	4.40	4.70	6.82%	0.30	
Purchase and renewal fee – full pensioners, full time students, and unemployed	8.80	9.30	5.68%	0.50	
Replacement Parking Permit – ordinary	8.80	9.30	5.68%	0.50	
Purchase and renewal fee – ordinary	16.50	17.40	5.45%	0.90	
Development and Traffic Services Traffic Services Business Parking Permit					
Replacement Parking Permit	44.00	46.50	5.68%	2.50	
Purchase and renewal fee	48.40	51.00	5.37%	2.60	
Development and Traffic Services Traffic Services Transferrable Resident Visitors Parking Permit					
Replacement Parking Permit – full pensioners, full time students, and unemployed	4.40	4.70	6.82%	0.30	
Purchase and renewal fee – full pensioners, full time students, and unemployed	8.80	9.30	5.68%	0.50	
Replacement Parking Permit – ordinary	8.80	9.30	5.68%	0.50	
Purchase and renewal fee – ordinary	16.50	17.40	5.45%	0.90	
Development and Traffic Services Traffic Services On-street and off street car share spaces in the Parramatta CBD Core					
Replacement Parking Permit Application Fee	92.40	97.50	5.52%	5.10	
Initial Application Fee*	4870.80	5115.00	5.01%	244.20	
Annual (Renewal) Application Fee*	4870.80	5115.00	5.01%	244.20	
Development and Traffic Services Traffic Services On-street and off-street car share spaces outside the Parramatta CBD Core					
Replacement Parking Permit Application Fee	92.40	97.50	5.52%	5.10	
Annual (Renewal) Fee*	188.10	198.00	5.26%	9.90	
Initial Application Fee*	471.90	496.00	5.11%	24.10	
Plus Annual usage fee per car share space where it replaces a metered parking car space	2841.30	2985.00	5.06%	143.70	
Development and Traffic Services Traffic Services User pay parking signs (including temporary bus zones)					
Installation/relocation/maintenance - per sign	80.27	84.50	5.27%	4.23	
Administration fee (not related to Development Consent)	200.50	211.00	5.24%	10.50	
Installation/relocation/maintenance - per post	300.50	316.00	5.16%	15.50	
Development and Traffic Services Traffic Services Linemarking of Driveways					
Installation per driveway (for first driveway)	342.00	360.00	5.26%	18.00	
Installation per driveway (for second or more driveways)	237.00	249.00	5.06%	12.00	
Development and Traffic Services Traffic Services Directional Community signs					
Installation – sign only	537.39	565.00	5.14%	27.61	
Installation – sign and post	808.70	850.00	5.11%	41.30	
Environment & Sustainability GIS Drainage Search & Plan Service					
Plan copy fee	47.50	49.90	5.05%	2.40	
Plan search fee – Cost/ half-hour and part thereof	117.00	122.85	5.00%	5.85	
Environment & Sustainability Repair/Reconstruction of Stormwater Drainage Pits/Pipes					

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Junction Pit – New Stormwater Pit size 900mm square and 1.2m depth with heavy duty gatic cover	7700.00	8085.00	5.00%	385.00	
Inlet Pit – New Stormwater Pit size 600mm square and 1.2m depth with Grate only (Bicycle Safe Grate and Frame)	7700.00	8085.00	5.00%	385.00	
Road Grated Kerb Inlet Pit – New Stormwater Pit size 600mm X 1200mm and 1.2m depth with Grate (Bicycle Safe Grate and Frame) and Extended Kerb Inlet Lintel 3.7m long (external)	9900.00	10395.00	5.00%	495.00	
Pipe 375mm Diameter pipe-Reinforced Concrete Rubber Ring Spigot and Socket Jointed Class 3 – 1.2m deep	1980.00	2079.00	5.00%	99.00	
Minimum charge	2310.00	2425.50	5.00%	115.50	
Per Hour	347.00	364.35	5.00%	17.35	
Environment & Sustainability Standard Drawings & Flood Data					
Issue copy of standard drawings / drainage map(s)	20.00	21.00	5.00%	1.00	
Issue copy of flood model information	556.00	583.80	5.00%	27.80	
Issue copy of reports / flood studies	150.00	157.50	5.00%	7.50	
Environment & Sustainability Stormwater Design Checking & Approvals					
All Other Drainage Related Development Assessments	2500.00	2625.00	5.00%	125.00	
Site Stormwater drainage connections	556.00	583.80	5.00%	27.80	
Environment & Sustainability Stormwater Site Inspections & Reviews					
Site inspection and assessment	147.00	154.35	5.00%	7.35	
Preparation of report	556.00	583.80	5.00%	27.80	
Final Handover Inspection & Review	556.00	583.80	5.00%	27.80	
Environment & Sustainability Written Flood Levels Flood levels and stormwater system/data search					
Residential	248.50	260.95	5.01%	12.45	
Development – Duplex +	342.00	359.10	5.00%	17.10	
Commercials	599.00	628.95	5.00%	29.95	
Community Hubs					
Fire Isolation (From 5pm Friday through to midnight Saturday - Per hour (Minimum 4 Hours)	0.00	144.00	8	144.00	
Fire Isolation (Sunday / Public Holiday) - Per hour (Minimum 4 Hours)	0.00	170.00	8	170.00	
Fire Isolation (Weekdays - Monday through to Friday 5pm) - Per hour (Minimum 4 Hours)	0.00	120.00	8	120.00	
Community Hubs Staff hire rate – per hour					
Audio Visual Specialist Operator (Weekdays)	0.00	72.00	8	72.00	This fee is for townhall primarily. Based on Grade 9 plus penalties.
Audio Visual Specialist Operator (Weekends/Public Holidays)	0.00	85.00	8	85.00	This fee is for Townhall primarily. Based on Grade 9 plus penalties.
Audio Visual Specialist Operator (Sunday / Public Holiday)	0.00	99.00	8	99.00	New fee for 2024/2025 based on Grade 9 and penalties.
Audio Visual Technician (Sunday / Public Holiday)	0.00	70.00	8	70.00	AV Technician - Based on Grade 4 plus penalties.
Cloakroom Attendant (Weekdays)	0.00	50.00	8	50.00	This fee is for Townhall primarily. Based on Grade 3 plus penalties.
Cloakroom Attendant (Weekends)	0.00	58.00	8	58.00	This fee is for Townhall primarily. Based on Grade 3 plus penalties.
Cloakroom Attendant (Sunday / Public Holiday)	0.00	68.00	8	68.00	Based on Grade 3 plus penalties.
Venue Services Manager (Sunday / Public Holiday)	0.00	124.00	8	124.00	Based on Grade 12 plus penalties.
Facility Support Officer (Sunday / Public Holiday)	0.00	68.00	8	68.00	Based on Grade 3 plus penalties.
Loading Dock Attendant (Weekdays)	0.00	55.00	8	55.00	50% - PHIVE 50% - Townhall Based on Grade 5 plus penalties.
Loading Dock Attendant (Weekends)	0.00	65.00	8	65.00	50% - PHIVE 50% - Townhall Based on Grade 5 plus penalties.
Loading Dock Attendant (Sunday / Public Holiday)	0.00	75.00	8	75.00	Based on Grade 3 plus penalties.
Security Concierge (Sunday / Public Holiday)	0.00	85.00	8	85.00	Based on Grade 7 (as the grade may change).

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Cleaning Attendant (Sunday / Public Holiday)	0.00	98.00	8	98.00	Based on base rate from cleaner plus penalty.
Usher (Weekdays)	0.00	50.00	8	50.00	Primarily townhall Grade 3 plus penalties.
Usher (Weekends)	0.00	58.00	8	58.00	Primarily townhall Grade 3 plus penalties.
Usher (Sunday / Public Holiday)	0.00	68.00	8	68.00	Based on Grade 3 plus penalties.
Venue Services Manager (Weekdays)	60.00	88.00	46.67%	28.00	35% - PHIVE 30% - WWP 35% - Townhall Based on Grade 12 plus penalties.
Venue Services Manager (Weekends/Public Holidays)	80.00	105.00	31.25%	25.00	35% - PHIVE 30% - WWP 35% - Townhall, Based on Grade 12 plus penalties.
Cleaning Attendant (Weekdays)	50.00	65.00	30.00%	15.00	35% - PHIVE 30% - WWP 35% - Townhall Cleaning attendant based on contract rate.
Security Concierge (Weekdays)	55.00	60.00	9.09%	5.00	35% - PHIVE 30% - WWP 35% - Townhall Based on Grade 7 as likely changing.
Community Hubs Equipment Hire (except Town hall)- Per day per unit					
Flat Screen TV - Trolley	82.50	100.10	21.33%	17.60	Subsidised - not industry pricing. 70% - PHIVE 15% - WWP 15% - Townhall
Wireless Microphone - Headset	55.00	62.50	13.64%	7.50	Subsidised - not industry pricing 70% - PHIVE 15% - WWP 15% - Townhall
Lectern	55.00	60.50	10.00%	5.50	Subsidised - not industry pricing 50% - PHIVE 40% - Townhall 10% - WWP
Portable PA System	110.00	121.00	10.00%	11.00	Subsidised - not industry pricing 50% - PHIVE 40% - WWP 10% - Townhall
Video Conferencing - Trolley	110.00	121.00	10.00%	11.00	Subsidised 70% - PHIVE 15% - WWP 15% - Townhall
Wireless Microphone - Handheld	55.00	60.50	10.00%	5.50	Subsidised - not industry pricing 70% - PHIVE 15% - WWP 15% - Townhall
Additional Microphone (per unit)	15.00	16.00	6.67%	1.00	70% - PHIVE 20% - WWP 10% - Townhall
Tea and Coffee (per person)	3.30	3.50	6.06%	0.20	90% - PHIVE 5% - WWP 5% - Townhall
Community Hubs Wentworth Point Community Centre and Library Function Room Hire Function Room Fees – Weekday hourly rate (Mon to Fri 5pm)					
Group 2 – Function Room – Community	52.50	55.15	5.05%	2.65	
Group 1 – Function Room – Unfunded Not-for-profit	35.00	36.75	5.00%	1.75	Rounded to the nearest 5 cents
Group 3 – Function Room – Community	40.00	42.00	5.00%	2.00	
Group 3 – Function Room – Unfunded Not-for-profit	20.00	21.00	5.00%	1.00	
Group 4 – Function Room – Commercial	56.00	58.80	5.00%	2.80	
Group 4 – Function Room – Community	34.00	35.70	5.00%	1.70	
Group 4 – Function Room – Unfunded Not-for-profit	17.00	17.85	5.00%	0.85	
Community Hubs Wentworth Point Community Centre and Library Meeting Rooms Hire Meeting Rooms Fees – Weekday hourly rate (Mon to Fri 6pm)					
Group 2 – Meeting Rooms – Community	30.50	32.05	5.08%	1.55	
Group 2 – Meeting Rooms – Unfunded Not-for-profit	15.80	16.60	5.06%	0.80	
Group 2 – Meeting Rooms – Commercial	51.50	54.10	5.05%	2.60	
Group 1 – Meeting Rooms – Commercial	57.00	59.85	5.00%	2.85	
Group 1 – Meeting Rooms – Community	34.00	35.70	5.00%	1.70	
Group 1 – Meeting Rooms – Unfunded Not-for-profit	17.00	17.85	5.00%	0.85	
Community Hubs Wentworth Point Community Centre and Library Meeting Rooms Hire Meeting Rooms Fees – Weekend hourly rate (Fri 6pm to Sun)/ Public Holiday hourly rate					
Group 1 – Meeting Rooms – Community	41.00	43.05	5.00%	2.05	
Group 1 – Meeting Rooms – Unfunded Not-for-profit	20.00	21.00	5.00%	1.00	
Group 2 – Meeting Rooms – Commercial	62.00	65.10	5.00%	3.10	
Group 2 – Meeting Rooms – Community	37.00	38.85	5.00%	1.85	
Group 2 – Meeting Rooms – Unfunded Not-for-profit	19.00	19.95	5.00%	0.95	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Community Hubs Carter Street Community Hub Function Room Hire Function Room Fees - Weekday hourly rate (Mon to Fri 5pm)					
Function Room - Commercial	0.00	92.90	8	92.90	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Function Room - Community	0.00	55.15	8	55.15	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Function Room - Unfunded	0.00	27.80	8	27.80	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Community Hubs Carter Street Community Hub Function Room Hire Function Room Fees - Weekend Half Day rate (Fri 5pm - Sun/Public Holidays)					
Function Room - Weekend half day rate	0.00	590.00	8	590.00	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Community Hubs Carter Street Community Hub Meeting Rooms Hire Meeting Room Fees - Weekday hourly rate (Mon to Fri 5pm)					
Meeting Rooms - Commercial	0.00	59.85	8	59.85	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Meeting Rooms - Community	0.00	35.70	8	35.70	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Meeting Rooms - Unfunded	0.00	17.85	8	17.85	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Community Hubs Carter Street Community Hub Meeting Rooms Hire Meeting Room Fees - Weekend hourly rate (Fri 5pm - Sun)					
Meeting Room - Commercial	0.00	71.90	8	71.90	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Meeting Room - Community	0.00	43.05	8	43.05	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Meeting Room - Unfunded	0.00	21.00	8	21.00	New Fee. Note: Carter St fee pricing will be trialled for the first year of operation and are introductory prices, subject to change in the future. Trial prices are indicative only and set in line with City of Parramatta's current facility's Fees and Charges categories.
Community Hubs Parramatta Square (PHIVE) Venue Hire Fees Weekday Rates (Hourly) (Monday - Thursday 6am - Midnight) (Friday 6am - 5pm)					
BM.01 - (Commercial)	0.00	100.00	8	100.00	
BM.01 - (Community)	0.00	60.00	8	60.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
BM.01 – (Unfunded Not for Profit)	0.00	30.00	8	30.00	
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen)	0.00	45.00	8	45.00	
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Community)	0.00	26.00	8	26.00	
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Unfunded Not for Profit)	0.00	13.00	8	13.00	
Small Meeting Room – (Commercial)	42.00	45.00	7.14%	3.00	5% Index rounded up to closest \$1
Medium Meeting Room – (Commercial)	52.50	56.00	6.67%	3.50	5% Index rounded up to closest \$1
Active Wellness Studio/Maker Space – (Commercial)	112.50	119.00	5.78%	6.50	5% Index rounded up to closest \$1
West Terrace (Level 3) – (Commercial)	105.00	111.00	5.71%	6.00	5% council indexation applied
Large Meeting Room – (Commercial)	90.00	95.00	5.56%	5.00	5% Index rounded up to closest \$1
Large Meeting Room – (Community)	54.00	57.00	5.56%	3.00	40% discount from commercial rate rounded down
PHIVE Foyer – (Community)	176.50	186.00	5.38%	9.50	40% discount from commercial rate rounded down
PHIVE Foyer – (Commercial)	294.50	310.00	5.26%	15.50	5% Index rounded up to closest \$1
PHIVE Foyer – (Unfunded Not for Profit)	88.50	93.00	5.08%	4.50	70% discount from commercial rate rounded down
Civic Reception – (Commercial)	200.00	210.00	5.00%	10.00	5% Index rounded up to closest \$1
Civic Reception – (Community)	120.00	126.00	5.00%	6.00	40% discount from commercial rate rounded down
Civic Reception – (Unfunded Not for Profit)	60.00	63.00	5.00%	3.00	70% discount from commercial rate rounded down
Community Hubs Parramatta Square (PHIVE) Venue Hire Fees Weekday (Daily Rate) (Monday – Thursday 6am to Midnight) (Friday 6am – 5pm)					
Active Wellness Studio/Maker Space – (Commercial)	1125.00	1182.00	5.07%	57.00	5% Index rounded up to closest \$1
West Terrace (Level 3) – (Commercial)	1050.00	1103.00	5.05%	53.00	5% Index rounded up to closest \$1
Civic Reception – (Commercial)	2000.00	2100.00	5.00%	100.00	
Civic Reception – (Community)	1200.00	1260.00	5.00%	60.00	40% discount from commercial rate rounded down
Civic Reception (Unfunded Not for Profit)	600.00	630.00	5.00%	30.00	70% discount from commercial rate rounded down
Community Hubs Parramatta Square (PHIVE) Venue Hire Fees Weekend/Public Holiday Rates (Hourly) (Friday 5pm to Sunday Midnight)					
BM.01 – (Commercial)	0.00	120.00	8	120.00	
BM.01 – (Community)	0.00	72.00	8	72.00	
BM.01 – (Unfunded Not for Profit)	0.00	34.00	8	34.00	
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen)	0.00	53.00	8	53.00	
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Community)	0.00	31.00	8	31.00	
Exclusive Use Spaces (Level 3 CoLAB kitchenette, Level 3 Southern Terrace, B1 Kitchen) – (Unfunded Not for Profit)	0.00	15.00	8	15.00	
Medium Meeting Room – (Commercial)	63.00	67.00	6.35%	4.00	5% Index rounded up to closest \$1
Large Meeting Room – (Commercial)	108.00	114.00	5.56%	6.00	5% Index rounded up to closest \$1
West Terrace (Level 3) – (Commercial)	126.00	133.00	5.56%	7.00	5% Index rounded up to closest \$1
Medium Meeting Room – (Community)	38.00	40.00	5.26%	2.00	40% discount from commercial rate rounded down
Medium Meeting Room – (Unfunded Not for Profit)	19.00	20.00	5.26%	1.00	70% discount from commercial rate rounded down
Active Wellness Studio/Maker Space – (Commercial)	135.00	142.00	5.19%	7.00	5% Index rounded up to closest \$1
Small Meeting Room – (Community)	29.50	31.00	5.08%	1.50	40% discount from commercial rate rounded down
PHIVE Ground Foyer – (Commercial)	355.00	373.00	5.07%	18.00	5% Index rounded up to closest \$1
Civic Reception – (Commercial)	260.00	273.00	5.00%	13.00	
Community Hubs Parramatta Square (PHIVE) Venue Hire Fees Weekend/Public Holiday (Daily Rate) (6am to Midnight)					
Active Wellness Studio/Maker Space – (Commercial)	1350.00	1418.00	5.04%	68.00	5% Index rounded up to closest \$1

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Civic Reception - (Commercial)	2600.00	2730.00	5.00%	130.00	
Civic Reception - (Community)	1560.00	1638.00	5.00%	78.00	40% discount from commercial rate rounded down
Civic Reception - (Unfunded Not for Profit)	780.00	819.00	5.00%	39.00	70% discount from commercial rate rounded down
West Terrace (Level 3) - (Commercial)	1260.00	1323.00	5.00%	63.00	
Community Hubs Parramatta Town Hall Parramatta Town Hall - Catering Commission					
Parramatta Town Hall Kitchen Commission - (350-399 Guests)	0.00	2310.00	8	2,310.00	
Community Hubs Parramatta Town Hall Parramatta Town Hall - Weekday Rates (Hourly)					
Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)	0.00	54.00	8	54.00	
Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)	0.00	300.00	8	300.00	
Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)	0.00	45.00	8	45.00	
Community Hubs Parramatta Town Hall Parramatta Town Hall - Weekend Rates (Hourly)					
Parramatta Town Hall - Charles Byrnes Room (Unfunded Not for Profit)	0.00	64.80	8	64.80	
Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Commercial)	0.00	600.00	8	600.00	
Parramatta Town Hall - Filming and Photography, Excluding The Great Hall (Community)	0.00	360.00	8	360.00	
Parramatta Town Hall - Town Clerk Room and Inspector of Nuisances Room (Unfunded Not for Profit)	0.00	54.00	8	54.00	
Community Hubs Parramatta Town Hall Parramatta Town Hall - Weekday Rates (Daily)					
Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)	0.00	4500.00	8	4,500.00	
Parramatta Town Hall - Exhibition Rate (15 days+) (Community)	0.00	2700.00	8	2,700.00	
Parramatta Town Hall - Exhibition Rate (3-14 days) (Commercial - daily)	4400.00	4750.00	7.95%	350.00	
Parramatta Town Hall - Exhibition Rate (3-14 days) (Community - daily)	2640.00	2850.00	7.95%	210.00	
Community Hubs Parramatta Town Hall Parramatta Town Hall - Weekend Rates (Daily)					
Parramatta Town Hall - Exhibition Rate (15 days+) (Commercial)	0.00	5400.00	8	5,400.00	
Parramatta Town Hall - Exhibition Rate (15 days+) (Community)	0.00	3240.00	8	3,240.00	
Parramatta Town Hall - Exhibition Rate (3-14 days) (Commercial)	0.00	5700.00	8	5,700.00	
Parramatta Town Hall - Exhibition Rate (3-14 days) (Community)	0.00	3420.00	8	3,420.00	
Community Hubs Parramatta Town Hall Parramatta Town Hall - Bonds					
Kitchen Bond Per Occasion On Quotation from	0.00	500.00	8	500.00	
Venue Hire Security Bond Per Occasion On Quotation from	0.00	1000.00	8	1,000.00	
Parks & Open Space					
Fees for Tree Offset Planting	373.00	1200.00	221.72%	827.00	\$1,200 Per tree - The 23/24 fee are for supply and installation by internal staff only and do not cover the cost of maintenance
High Significance Tree 5:1	1865.00	6000.00	221.72%	4,135.00	
Low Significance Tree 1:1	373.00	1200.00	221.72%	827.00	
Medium Significance Tree 3:1	1120.00	3600.00	221.43%	2,480.00	
Parks & Open Space Open Space Works & Street Trees					
Assessment and/or approval of public open space and street tree plans and specifications for DA and VPA	180.00	250.00	38.89%	70.00	Updated the fee as per Lisa Murphy's advise
Assessment and/or approval of public open space and street tree plans and specifications for DA and VPA	600.00	630.00	5.00%	30.00	
Parks & Open Space Temporary Access via Park					
Damage deposit/bond (Non-Resident / Commercial - Major)	0.00	12440.00	8	12,440.00	
Damage deposit/bond (Non-Resident / Commercial - Medium)	0.00	6200.00	8	6,200.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Application Fee	200.00	210.00	5.00%	10.00	
Inspection Fee	150.00	157.50	5.00%	7.50	
Damage deposit/bond	1500.00	1575.00	5.00%	75.00	
Damage deposit/bond - Non Resident/Commercial/Corporate	3000.00	3150.00	5.00%	150.00	
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School.					
Family Entry A1(1 Adult +3 children) Epping Aquatic Only.	0.00	21.00	8	21.00	
Family Entry A2(1 adult and 4 children) Epping Aquatic Only	0.00	26.00	8	26.00	
NSW Police, Pilot and Defence Force Swim Assessment	0.00	10.35	8	10.35	
Spectator Fee	3.80	4.00	5.26%	0.20	
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. School Groups and Programs - Epping Aquatic Centre Aqua Aerobics					
Concession 5 ticket – Student	59.60	63.80	7.05%	4.20	
Aquatic Facilities Epping Aquatic Centre and Macarthur Girls High School. Multi Visit Passes					
Child/Pensioners 20 Visit Pass	84.00	93.50	11.31%	9.50	15 percent discount on concession Entry
Student 20 Visit Pass	84.00	93.50	11.31%	9.50	Brought into line with PAC pricing
10 visit pass child/student/pensioner	45.00	49.50	10.00%	4.50	10 percent discount on concession entry
Spectator 10 visit pass	33.90	36.00	6.19%	2.10	
Aquatic Facilities Parramatta Aquatic Centre Aquatic Facilities Other entry Fees – Pools					
4 Hour Inflatable Use - Swim Test required	0.00	7.70	8	7.70	
School Picnic Day - LGA Schools - \$12.50 per student	0.00	12.50	8	12.50	
School Picnic Day - NON - LGA Schools - per student	0.00	13.20	8	13.20	
Aquatic Facilities Parramatta Aquatic Centre Wellness / Fitness Facilities Personal Training and Assessments					
Exercise Physiology (EP) (60min)	0.00	120.00	8	120.00	
Aquatic Facilities Parramatta Aquatic Centre Memberships Full Membership					
Health & Wellness Foundation Membership	0.00	20.00	8	20.00	Foundation membership includes 1st Release (15% discount) 2nd release (10% discount) and 3rd release (5% discount) \$20 is the average we assigned. Discount based on full fee membership (\$22 per week). No price increase in 1st year. Forecasting includes predicted 10% loss in memberships.
Aquatic Facilities Parramatta Aquatic Centre Aquatic Programming Swim School Programs					
School Swimming & Water Safety Program 45 minute class LGA School	0.00	12.50	8	12.50	
School Swimming & Water Safety Program 45 minute class NON - LGA School	0.00	14.00	8	14.00	
Aquatic Facilities Parramatta Aquatic Centre Aquatic Programming Swim Squad Programs					
Adult Squad per week - (60 -75 minutes depending on grade: 1-2 sessions per week)	0.00	41.40	8	41.40	
Aquatic Facilities Parramatta Aquatic Centre Carnivals, Events and Facility Hire					
Inflatable 4 Hour Day Pass	0.00	11.00	8	11.00	
Aquatic Facilities Pool Lane Hire Casual Lane Hire Epping Aquatic Centre ONLY – All other hirers					
Room Hire (Epping Aquatic Only)	0.00	55.00	8	55.00	
Recreation Facilities and Programs Meeting Rooms Hire Meeting Rooms Fees – Weekday hourly rate (Mon – Fri 6pm)					
Group 4 – Meeting Rooms – Commercial	0.00	38.05	8	38.05	
Group 4 – Meeting Rooms – Community	0.00	22.80	800.00%	22.80	
Group 4 – Meeting Rooms – Unfunded Not for Profit	0.00	11.40	800.00%	11.40	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Group 2 – Meeting Rooms – Unfunded Not for Profit	15.45	16.25	5.18%	0.80	
Group 3 – Meeting Rooms – Unfunded Not for Profit	13.80	14.50	5.07%	0.70	
Group 2 – Meeting Rooms – Commercial	51.60	54.20	5.04%	2.60	
Group 1 – Meeting Rooms – Commercial	56.65	59.50	5.03%	2.85	
Group 2 – Meeting Rooms – Community	30.90	32.45	5.02%	1.55	
Group 1 – Meeting Rooms – Community	33.95	35.65	5.01%	1.70	
Group 1 – Meeting Rooms – Unfunded Not for Profit	16.95	17.80	5.01%	0.85	
Group 3 – Meeting Rooms – Commercial	45.95	48.25	5.01%	2.30	
Recreation Facilities and Programs Meeting Rooms Hire Meeting Rooms Fees – Weekend hourly rate (Fri 6pm – Sun and Public Holidays)					
Group 4 – Meeting Rooms – Community	0.00	27.05	8	27.05	
Group 4 – Meeting Rooms – Unfunded Not for Profit	0.00	13.50	800.00%	13.50	
Group 4 – Meeting Rooms – Commercial	0.00	45.00	800.00%	45.00	
Group 2 – Meeting Rooms – Unfunded Not for Profit	18.75	19.70	5.07%	0.95	
Group 1 – Meeting Rooms – Community	40.85	42.90	5.02%	2.05	
Group 1 – Meeting Rooms – Commercial	68.05	71.45	5.00%	3.40	
Group 3 – Meeting Rooms – Commercial	57.05	59.90	5.00%	2.85	
Recreation Facilities and Programs Public Halls Hire Public Halls Fees – Weekday hourly rate (Mon – Fri 6pm)					
Group 3 – Public Halls – Unfunded Not-for-profit	19.75	20.75	5.06%	1.00	
Group 3 – Public Halls – Community	39.60	41.60	5.05%	2.00	
Group 2 – Public Halls – Community	46.65	49.00	5.04%	2.35	
Group 2 – Public Halls – Commercial	77.75	81.65	5.02%	3.90	
Group 3 – Public Halls – Commercial	66.05	69.35	5.00%	3.30	
Recreation Facilities and Programs Public Halls Hire Public Halls Fees – Weekend hourly rate (Fri 6pm – Sun and Public Holidays)					
Group 3 – Public Halls – Unfunded Not-for-profit	26.45	27.80	5.10%	1.35	
Group 1 – Public Halls – Commercial	131.55	138.15	5.02%	6.60	
Group 1 – Public Halls – Community	78.90	82.85	5.01%	3.95	
Group 3 – Public Halls – Community	52.85	55.50	5.01%	2.65	
Group 2 – Public Halls – Commercial	110.05	115.55	5.00%	5.50	
Group 2 – Public Halls – Community	66.05	69.35	5.00%	3.30	
Group 3 – Public Halls – Commercial	83.95	88.15	5.00%	4.20	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Full Day – Full Sized Field – per Field					
A Grade	2208.20	2318.60	5.00%	110.40	
B Grade	1166.30	1224.60	5.00%	58.30	
C Grade	880.90	924.95	5.00%	44.05	
D Grade	728.85	765.30	5.00%	36.45	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Half Day or Evening – Full Sized Field – per Field					
C Grade	440.55	462.60	5.01%	22.05	
A Grade	1099.95	1154.95	5.00%	55.00	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Full Day – Half Sized Field – per Field					
A Grade	1099.95	1154.95	5.00%	55.00	
D Grade	352.35	369.95	5.00%	17.60	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Half Day or Evening – Half Sized (Junior) Field – per Field					
D Grade	179.45	188.45	5.02%	9.00	
C Grade	220.50	231.55	5.01%	11.05	
A Grade	552.60	580.25	5.00%	27.65	
B Grade	285.20	299.45	5.00%	14.25	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Seasonal Hire – Other Formal organised groups only, no commercial use					
Full day	724.90	761.15	5.00%	36.25	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Canteen					
Netball Courts – per Court	88.55	93.00	5.03%	4.45	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (A) Seasonal Hire of Sporting Fields Synthetic Sportsfields					
School Rate per hour	18.65	19.60	5.09%	0.95	
Professional Rate per hour per field	192.80	202.45	5.01%	9.65	
Commercial Rate per hour per field	301.20	316.25	5.00%	15.05	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Special Event/Performance >2,500 in Attendance (Rate Per Hour)					
Category Commercial – Fee for Hire or use of facilities	0.00	330.70	8	330.70	
Category Community – Fee for Hire or use of facilities	0.00	198.50	8	198.50	
Category Unfunded Not-for-profit – Fee for Hire or use of facilities	0.00	99.25	800.00%	99.25	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Special Event/Performance >500 in Attendance (Rate Per Hour)					
Category Unfunded Not-for-profit – Fee for Hire or use of facilities	49.60	52.10	5.04%	2.50	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Sporting Activity/Community Gathering <500 in attendance (Rate Per Hour)					
Category Unfunded Not-for-profit – Fee for Hire or use of facilities	24.75	26.00	5.05%	1.25	
Category Community – Fee for Hire or use of facilities	49.60	52.10	5.04%	2.50	
Category Commercial – Fee for Hire or use of facilities	82.70	86.85	5.02%	4.15	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Organised or commercial group fitness and personal training – per season					
1-2 participants (maximum of 12, 2-hour sessions per week)	309.05	324.50	5.00%	15.45	
3-9 participants (maximum of 12, 2-hour sessions per week)	622.05	653.15	5.00%	31.10	
10-18 participants (maximum of 8, 2.5 hour sessions per week)	933.00	979.65	5.00%	46.65	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Additional Charges for Sporting Fields Parks and Reserves					
Use of flag poles (per flag in addition to any relevant Park and Reserve hire fees)	0.00	250.00	8	250.00	
The use and erection of structures including jumping castles, petting zoos, stalls, marquees, staging, and sound amplification	124.90	131.15	5.00%	6.25	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves (C) Casual Use of Parks, Reserves and Sports Fields Bond for provision of key – per key Multi-purpose Courts and Cricket Nets					
Newington Community Centre - Multi-use Court (Floodlit)	0.00	12.60	8	12.60	
Rydalmere Park Cricket Nets - Fee Per Lane (Floodlit)	0.00	12.60	800.00%	12.60	
Recreation Facilities and Programs Sporting Fields, Parks & Reserves Council-Managed Tennis Courts (Online Booking System)					
Casual off-peak rate	10.00	10.50	5.00%	0.50	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Casual peak rate	12.00	12.60	5.00%	0.60	
Professional casual	25.00	26.25	5.00%	1.25	
Professional permanent	15.00	15.75	5.00%	0.75	
Regulatory Services Abandoned Vehicles – Removal and Storage Outstanding Notice/Orders – 735A LG Act and 121ZP EPA Act					
Outstanding Notice/Orders – 735A LG Act and 121ZP EPA Act	178.00	186.90	5.00%	8.90	
Urgency Fee for 24 hr service	182.00	191.10	5.00%	9.10	
Regulatory Services Animal Registration Fees – Animal Companions Act 1999 Cat Trap Hire					
Pensioner Hire Fee	11.60	12.20	5.17%	0.60	
Hire Fee	20.00	21.00	5.00%	1.00	
Regulatory Services Impounding Charge (Animals) Horses and Cattle					
Deterrent Fee (per head)	18.00	18.90	5.00%	0.90	
Each additional animal	11.00	11.55	5.00%	0.55	
Release fee (per head)	26.00	27.30	5.00%	1.30	
Daily Sustenance fee (per head)	20.00	21.00	5.00%	1.00	
Regulatory Services Impounding Charge (Animals) Sheep					
Sheep	17.00	17.85	5.00%	0.85	
Deterrent Fee (1-30 head)	11.00	11.55	5.00%	0.55	
Release Fee (1-30 head)	26.00	27.30	5.00%	1.30	
Daily Sustenance fee (per head)	21.00	22.05	5.00%	1.05	
Regulatory Services Impounded Items (other than vehicles, clothing bins & shopping trolleys) Fee for Administration, Advertising, Seizure, Taking Charges, Removal Costs and Release Fee (maximum)					
Storage charges per day	16.80	17.65	5.06%	0.85	
Greater than or equal to 1.2m2	232.50	244.15	5.01%	11.65	
Up to 1.2m2	117.00	122.85	5.00%	5.85	
Regulatory Services Pound Fees Companion Animals – Impounding & Release Fees from approved premises – Vets, etc.					
Administration & Release Fee	17.00	17.85	5.00%	0.85	
Daily Boarding Charge – Dog up to 20kg	21.00	22.05	5.00%	1.05	
Daily Boarding Charge – Dog over 20kg	21.00	22.05	5.00%	1.05	
Regulatory Services Pound Fees Companion Animals – Seizure & Release Fees from Council					
Administration & Release Fee	27.00	28.35	5.00%	1.35	
Daily Boarding Charge – Dog up to 20kg	16.00	16.80	5.00%	0.80	
Daily Boarding Charge – Dog over 20kg	21.00	22.05	5.00%	1.05	
Daily Boarding Charge – Cat	16.00	16.80	5.00%	0.80	
Pound release per night – Rydalmere Operations Centre Depot	26.00	27.30	5.00%	1.30	
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises a. Fee charged per inspection Category 1					
Major venues/function centres and premises with more than 6 food/beverage service areas	850.00	892.50	5.00%	42.50	
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises a. Fee charged per inspection Category 2					
Supermarkets, hotels/motels/clubs, Liquor Licensed outlets with between 3 & 6 food/beverage service areas	633.00	664.65	5.00%	31.65	
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises a. Fee charged per inspection Category 3					
Liquor Licensed outlets – Cafe/Restaurants/Nightclubs up to 3 food/beverage service areas	346.00	363.30	5.00%	17.30	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises a. Fee charged per inspection Category 4					
Cafes, Restaurants (other than liquor licensed), Takeaway outlets Bakery, Fish, Catered Canteen (including schools) food factories – small processing areas, other places of food production	258.00	270.90	5.00%	12.90	
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises a. Fee charged per inspection Category 5					
Premises where only packaged foods sold and no processing undertaken (convenience stores, service stations, fruit and vegetable stores)	170.00	178.50	5.00%	8.50	
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises b. Re-inspection fee – Applicable where required fee charged according to category of premises					
Category 1	850.00	892.50	5.00%	42.50	
Category 2	633.00	664.65	5.00%	31.65	
Category 3	346.00	363.30	5.00%	17.30	
Category 4	258.00	270.90	5.00%	12.90	
Category 5	170.00	178.50	5.00%	8.50	
Regulatory Services Regulated Premises – Public Health – Food 1. Permanent Premises c. Compliance Inspection fee – Applicable where required fee charged according to category of premises					
Category 1	850.00	892.50	5.00%	42.50	
Category 2	633.00	664.65	5.00%	31.65	
Category 3	346.00	363.30	5.00%	17.30	
Category 4	258.00	270.90	5.00%	12.90	
Category 5	170.00	178.50	5.00%	8.50	
Regulatory Services Regulated Premises – Public Health – Food 2. Mobile Food Vendors a. Annually renewable registration & inspection, 1 review included, charge per vehicle					
Category (1) Ice Cream/soft serve and/or potentially hazardous ready-to-eat products	336.00	352.80	5.00%	16.80	
Category (2) Packaged food/drink products only, where no direct handling or processing of food undertaken	214.00	224.70	5.00%	10.70	
Regulatory Services Regulated Premises – Public Health – Food 2. Mobile Food Vendors b. Re-inspection fee – Applicable where >1 review inspection has been conducted					
Category (1) Ice Cream/soft serve and/or heated products	336.00	352.80	5.00%	16.80	
Category (2) Packaged food/drink products only, where no direct handling or processing of food undertaken	214.00	224.70	5.00%	10.70	
Regulatory Services Regulated Premises – Public Health – Food 3. Royal Easter Show					
High Risk Food Outlets/Food Van/Permanent Site/Mobile Vendor	611.00	641.55	5.00%	30.55	
Low Risk Food Outlets/Food Van/Permanent Site/Mobile Vendor	137.00	143.85	5.00%	6.85	
Regulatory Services Regulated Premises – Public Health – Food 4. Temporary Food Stalls					
Late Fee Temporary Food Application Fee	50.00	52.75	5.50%	2.75	
Temporary Food Application Fee (per application)	50.00	52.75	5.50%	2.75	
Regulatory Services Regulated Premises – Public Health – Food 4. Temporary Food Stalls Daily inspection fee applicable for each event					
Category (1) Commercial operation	120.00	126.00	5.00%	6.00	
Regulatory Services Regulated Premises – Public Health – Food 4. Temporary Food Stalls Annual (financial year) registration of temporary food stall (Inclusive of all food inspection fees)					
Category (1) Commercial operation	270.00	283.50	5.00%	13.50	
Regulatory Services Regulated Premises – Public Health – Food 5. Food Premises – Annual Administration Fee – High & Medium Risk Businesses Only as Per NSW Food Authority Categories					
Small-sized – 5 or less equivalent full time food handlers selling high risk food but no direct food handling required (eq. packaged only)	302.00	317.10	5.00%	15.10	
Medium-sized – 6-50 equivalent full time food handlers	721.00	757.05	5.00%	36.05	
Large-sized – 51 or more equivalent full time food handlers	2998.00	3147.90	5.00%	149.90	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Regulatory Services Regulated Premises – Public Health – Other a. Inspection fee – Legionella control (Cooling towers), Mortuaries, Barber, Hairdressing, Beauty Treatment, Body piercing & Tattoo Premises Cooling Towers and Warm Water Systems					
First Unit	352.00	369.60	5.00%	17.60	
Each Additional Unit	352.00	369.60	5.00%	17.60	
Warm Water Premises	772.00	810.60	5.00%	38.60	
Each re-inspection (per hour + 1/2 hour or part thereof < 1 hour)	160.00	168.00	5.00%	8.00	
Regulatory Services Regulated Premises – Public Health – Other a. Inspection fee – Legionella control (Cooling towers), Mortuaries, Barber, Hairdressing, Beauty Treatment, Body piercing & Tattoo Premises High risk skin penetration premises & mortuaries					
Inspection fee (Inclusive of 1 review inspection)	353.00	370.65	5.00%	17.65	
Regulatory Services Regulated Premises – Public Health – Other a. Inspection fee – Legionella control (Cooling towers), Mortuaries, Barber, Hairdressing, Beauty Treatment, Body piercing & Tattoo Premises Public and Semi-Public Swimming Pools					
Inspection fee (Inclusive of 1 review inspection)	192.00	201.60	5.00%	9.60	
Regulatory Services Regulated Premises – Public Health – Other a. Inspection fee – Legionella control (Cooling towers), Mortuaries, Barber, Hairdressing, Beauty Treatment, Body piercing & Tattoo Premises Public and Semi-Public Swimming Pools					
Outdoor & indoor swimming pools (First Pool)	324.00	340.20	5.00%	16.20	
Spa Pools (First Spa)	324.00	340.20	5.00%	16.20	
Pools/Spas (Each Additional Pool/Spa)	71.00	74.55	5.00%	3.55	
Boarding House inspection	330.00	346.50	5.00%	16.50	
Regulatory Services Regulated Premises – Public Health – Other 6. Onsite Sewage Management Applications					
Application to Install an On-site sewage management system – 1-10 Equivalent Persons (Includes 2 inspection fees & approval to operate fee)	367.00	385.35	5.00%	18.35	
Application to Install an On-site sewage management system – >10 Equivalent Persons (Includes 2 inspections & approval to operate)	735.00	771.75	5.00%	36.75	
Application to Install an On-site sewage management system – Non Residential	1071.00	1124.55	5.00%	53.55	
Application to amend or alter an On-site sewage management system	204.00	214.20	5.00%	10.20	
On-site Sewage Management System – Inspection Fee/hour (minimum 1/2 hour)	189.00	198.45	5.00%	9.45	
Approval to Operate an On-site Sewage Management System (includes 1 inspection)	136.00	142.80	5.00%	6.80	
Pre-Purchase Inspection of an On-site Sewage Management System	189.00	198.45	5.00%	9.45	
Regulatory Services Regulated Premises – Public Health – Other 7. Other Event					
Other event inspection fees each event (e.g. Tattoo Expo, temporary skin penetration stall)	121.00	127.05	5.00%	6.05	
Addition inspection / re-inspection fee*	121.00	127.05	5.00%	6.05	
Regulatory Services Regulatory Control Annual Fire Safety Statements – EP&A Reg Cl. 177(1)					
Yearly Annual Fire Safety Statement (AFSS) LG Act Section 608 (2)	0.00	250.00	800.00%	250.00	
Incorrect Annual Fire Safety Statement (per submission)	100.00	150.00	50.00%	50.00	
Registration by Council – LG Act Section 608 (2)	215.00	250.00	16.28%	35.00	
Annual Fire Safety Statement – Request to stay penalty infringement notice	464.00	500.00	7.76%	36.00	
Regulatory Services Regulatory Control Fire safety Inspection					
Inspection fee for failure to comply with Order for fire audit for the 1st hour and report	378.00	396.90	5.00%	18.90	
Additional time billed at 15 minute intervals pro rata	220.00	231.00	5.00%	11.00	
Regulatory Services Regulatory Control Extension to approved DA working hours					

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Application/Emergency notification fee (non refundable)	502.00	1500.00	198.80%	998.00	There has been a significant increase in the use of Emergency Extension of Hours with Development Works going beyond DA approved hours as the cost is significantly lower than prior applications and or receiving a \$6,000 fine. As such the price has been adjusted to a level that should divert developers to apply for approval prior allowing council to advise the surrounding community of the proposed extended work hours.
Processing /administration fee for all applications	2004.54	3000.00	49.66%	995.46	Last year (23/24) Fee was dropped from \$2,500 for an unknown reason or in error. The Fee has had now adjustment since inception and as such the adjustment is made to increase the fee in line with application and residential notification requirements.
Regulatory Services Regulatory Control Monitoring compliance of restricted premises including Brothels Massage Parlours and other regulated or similar premises					
Boarding House inspection	298.50	313.45	5.01%	14.95	
Fee for Council staff to undertake monitoring – Minimum fee 1st hour	624.00	655.20	5.00%	31.20	
Then per 1/4 hour thereafter	159.00	166.95	5.00%	7.95	
Regulatory Services Swimming Pools Safety Swimming Pools Act Certificates – for pool barrier requirements					
Application of Exemption – Section 22 – Swimming Pools Reg Cl. 13	72.00	250.00	247.22%	178.00	Statutory Fee - Clause 13 of the Regs
Registration of private swimming pools (Section 30B (2)(b) of the Swimming Pools Act)	10.00	11.00	10.00%	1.00	Statutory fee - Cl 25 of the Regs
Riverside Theatres Riverside Theatres Community Hire Rates Riverside Theatre Community Hire Courtyard (full day)					
Sunday to Thursday*	1050.00	1620.00	54.29%	570.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Friday to Saturday*	1450.00	2160.00	48.97%	710.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Riverside Theatres Riverside Theatres Community Hire Rates Riverside Theatre Community Hire Courtyard (half day)					
Sunday to Thursday*	550.00	1080.00	96.36%	530.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Friday to Saturday*	750.00	1440.00	92.00%	690.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Riverside Theatres Riverside Theatres Community Hire Rates Lennox Theatre Community Hire One Performance Only					
Friday to Saturday*	2000.00	2100.00	5.00%	100.00	
Riverside Theatres Riverside Theatres Parramatta Commercial Performance Hire Rates Courtyard (full day)					
Sunday to Thursday*	1250.00	1800.00	44.00%	550.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Friday to Saturday*	1700.00	2400.00	41.18%	700.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Riverside Theatres Riverside Theatres Parramatta Commercial Performance Hire Rates Courtyard (half day)					

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Friday to Saturday*	850.00	1600.00	88.24%	750.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Sunday to Thursday*	650.00	1200.00	84.62%	550.00	This fee was understated in 23-24 and has been revaluated based on market benchmarking and new rates are now reflective of market trends in line with industry expectations.
Waste & Cleansing Cleansing					
Street sweeper hire (minimum hire 4 hours) – per hr charge	311.96	327.56	5.00%	15.60	Based on Sep 23 CPI We have not had any request for this service in the last 12 months. However, historically there has been occasions where we have had to provide this service as a response to a storm.
Waste & Cleansing Commercial Waste Management Charge One Bin removed once weekly					
80 Litre Bin Service	466.73	490.05	5.00%	23.32	Based on Sep 23 CPI
140 Litre Bin Service	518.02	543.90	5.00%	25.88	Based on Sep 23 CPI and FY23/24 approx. service numbers
240 Litre Bin Service	780.47	819.50	5.00%	39.03	Based on Sep 23 CPI and FY23/24 approx service numbers
660 Litre Bin Service	1954.37	2052.10	5.00%	97.73	Based on Sep 23 CPI
1,100 Litre Bin Service	2742.34	2879.45	5.00%	137.11	Based on Sep 23 CPI and FY23/24 approx service numbers
Waste & Cleansing Commercial Waste Management Charge Bin Replacement (for second and subsequent loss per year)					
1,100 Litre Mobile Garbage Bin	526.10	552.40	5.00%	26.30	CPI based on Sep 23. This fee is placed in the need we want to pass this charge on. Historically we have not charged for replacement
Waste & Cleansing Commercial Waste Management Charge (a) Recycling Service Charge					
Provision of 660 Litre Bin co-mingled collected weekly (1 pick-up) – Annual Charge	662.60	695.75	5.00%	33.15	Based on CPI Sep 23 and FY23/24 approx service numbers
Provision of 1,100 Litre Bin co-mingled collected weekly (1 pick-up) – Annual Charge	897.54	942.40	5.00%	44.86	Based on Sep 23 CPI and FY23/24 approx service numbers
Waste & Cleansing Commercial Waste Management Charge (b) Garden Waste Service					
Provision of 240 Litre bin collected fortnightly	137.34	144.21	5.00%	6.87	Based on Sep 23 CPI and FY23/24 approx service numbers
Waste & Cleansing Domestic Waste Management Compost Bins Bin Replacement					
240 Litre Garbage Bin	87.94	92.35	5.01%	4.41	CPI based on Sep 23. This fee is placed in the need we want to pass this charge on. Historically we have not charged for replacement
660 Litre Mobile Garbage Bin	385.30	404.55	5.00%	19.25	CPI based on Sep 23. This fee is placed in the need we want to pass this charge on. Historically we have not charged for replacement
1,100 Litre Mobile Garbage Bin	513.71	539.40	5.00%	25.69	CPI based on Sep 23. This fee is placed in the need we want to pass this charge on. Historically we have not charged for replacement
Universal lock box for residential flat buildings	524.99	551.25	5.00%	26.26	Based on Sep 23 CPI and historical data
Roads & Infrastructure					
Locker rental key deposit	70.00	73.50	5.00%	3.50	
12 calendar months hire	309.00	324.45	5.00%	15.45	
Roads & Infrastructure Contribution to Works under Section 217 of the Roads Act, 1993 The below approved unit rates represent the contribution payable being 50% of Council's costs of construction (a) Kerb & Gutter Construction (all properties)					
(i) Along Frontage – per mtr.	199.50	209.50	5.01%	10.00	
(ii) Side Boundary – per mtr.	100.00	105.00	5.00%	5.00	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Roads & Infrastructure Contribution to Works under Section 217 of the Roads Act, 1993 The below approved unit rates represent the contribution payable being 50% of Council's costs of construction (b) Footpath Construction (for property rate exempt under Section 555 of the Act)					
(i) Concrete Footpath – per mtr.	150.00	157.50	5.00%	7.50	
Roads & Infrastructure DS1 – Footway Design Level Service (Finished Street Boundary Level) (i) Single residences					
Single frontage fee	574.00	602.70	5.00%	28.70	
Two frontages fee	654.00	686.70	5.00%	32.70	
Roads & Infrastructure DS1 – Footway Design Level Service (Finished Street Boundary Level) (ii) Other					
Remainder (Fee / m)	3.60	3.80	5.56%	0.20	
Frontage fee/m (first 40m)	22.00	23.10	5.00%	1.10	
Minimum Fee	574.00	602.70	5.00%	28.70	
Roads & Infrastructure DS4 – Engineering/Landscaping/Traffic Design Checking, Approval Fees with respect to roads and drainage related works in the public way associated with development					
Per metre	43.50	45.70	5.06%	2.20	
Establishment Fee	183.00	192.15	5.00%	9.15	
Roads & Infrastructure DS6 – Survey Plans & Search					
Fixed price after the agreement or min. charge per hour (crew of two)	378.00	396.90	5.00%	18.90	
Roads & Infrastructure DS12 – Vehicular Crossing Design Service Residential (standard)					
Each additional crossing	141.50	148.60	5.02%	7.10	
Additional site inspection (each)	112.50	118.15	5.02%	5.65	
Single crossing fee (Survey, design, specification – 2 site inspections)	591.00	620.55	5.00%	29.55	
Roads & Infrastructure DS12 – Vehicular Crossing Design Service Flats/Commercial/Industrial (heavy duty)					
Each additional site inspection (each)	112.50	118.15	5.02%	5.65	
Single crossing fee (Survey, design, specification – 3 site inspections)	1135.00	1191.75	5.00%	56.75	
Each additional crossing	283.00	297.15	5.00%	14.15	
Roads & Infrastructure Fees for Construction of Special Vehicular Footpath Crossings and Associated Works by Council Residential					
Layback ONLY (3.00m long or 4.20m, including wings)	2680.00	2814.00	5.00%	134.00	
Additional layback length – per metre	439.00	460.95	5.00%	21.95	
Footpath Crossing slab (125mm) – per metre	361.00	379.05	5.00%	18.05	
Footpath Crossing strips 800mm wide x 125mm thick for footpath widths over 5m – per m2	439.00	460.95	5.00%	21.95	
Roads & Infrastructure Fees for Construction of Special Vehicular Footpath Crossings and Associated Works by Council Heavy Duty/Industrial					
Layback ONLY (3.00m long or 4.20m, including wings)	3360.00	3528.00	5.00%	168.00	
Additional layback – per mtr.	476.00	499.80	5.00%	23.80	
Footpath Crossing Slab (200mm R/F – F82) – per m²	549.00	576.45	5.00%	27.45	
Roads & Infrastructure Fees for Construction of Special Vehicular Footpath Crossings and Associated Works by Council Works Associated with the above					
150mm kerb and gutter – per mtr	439.00	460.95	5.00%	21.95	
Footpath slab 70mm – per m²	330.00	346.50	5.00%	16.50	
Roads & Infrastructure Fees for Construction of Special Vehicular Footpath Crossings and Associated Works by Council Fees and bonds for Construction of Special Vehicular Footpath Crossings and Associated Works by owner's contractor					
Further inspections, if necessary, to be charged at the rate of: Per Inspection	108.50	113.95	5.02%	5.45	
(a) Inspection Fee – One (1) Crossing	249.50	262.00	5.01%	12.50	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
(b) More than one (1) Crossing per Property – rate for each additional crossing inspected concurrently. The fee includes levels, issue of instructions and specifications and two (2) inspections	67.00	70.35	5.00%	3.35	
Roads & Infrastructure Restoration of Roads and Footpaths (i) Road Pavement Asphalt Concrete on Cement Concrete Base (rigid pavement)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	799.00	838.95	5.00%	39.95	
Roads & Infrastructure Restoration of Roads and Footpaths (i) Road Pavement Cement concrete (rigid pavement)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	799.00	838.95	5.00%	39.95	
Roads & Infrastructure Restoration of Roads and Footpaths (i) Road Pavement Bitumen/Asphalt (Flexible Pavement)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	441.00	463.05	5.00%	22.05	
Roads & Infrastructure Restoration of Roads and Footpaths (i) Road Pavement Unsealed Shoulders/Pavement					
Plus per m2	165.50	173.80	5.02%	8.30	
Establishment Fee	183.00	192.15	5.00%	9.15	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Brick Pavers (or similar)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	416.00	436.80	5.00%	20.80	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Exposed Aggregate 300X300 Concrete Pavers					
Minimum Charge	2330.00	2446.50	5.00%	116.50	
Plus per m2	832.00	873.60	5.00%	41.60	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Granite Paving 600X300 (eg Centenary Square)					
Minimum Charge	2970.00	3118.50	5.00%	148.50	
Plus per m2	1740.00	1827.00	5.00%	87.00	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Secondary Footpath Treatment (Concrete with Pavers/Asphalt overlay)					
Minimum Charge	2330.00	2446.50	5.00%	116.50	
Plus per m2	700.00	735.00	5.00%	35.00	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Granite/Cobblestone Sets (Laneway/Footpath)					
Minimum Charge	2330.00	2446.50	5.00%	116.50	
Plus per m2	766.00	804.30	5.00%	38.30	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Porous Pavement (Tree Surround Treatment)					
Minimum Charge	1485.00	1559.25	5.00%	74.25	
Plus per m2	456.00	478.80	5.00%	22.80	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Concrete					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	330.00	346.50	5.00%	16.50	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Bitumen/Asphalt					
Plus per m2	252.50	265.15	5.01%	12.65	
Establishment Fee	183.00	192.15	5.00%	9.15	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Bitumen/Asphalt on Concrete Base					

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	562.00	590.10	5.00%	28.10	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths 130mm Concrete Residential Footpath Crossing (Driveway)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	400.00	420.00	5.00%	20.00	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths 200mm Concrete Industrial Footpath Crossing (Driveway)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	632.00	663.60	5.00%	31.60	
Roads & Infrastructure Restoration of Roads and Footpaths (ii) Footpaths Formed or Grassed Area (Nature Strip)					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	75.00	78.75	5.00%	3.75	
Roads & Infrastructure Restoration of Roads and Footpaths (iii) Kerb and Gutter Concrete – including Layback					
Establishment Fee	177.50	186.40	5.01%	8.90	
Plus per metre	742.00	779.10	5.00%	37.10	
Roads & Infrastructure Restoration of Roads and Footpaths (iii) Kerb and Gutter Kerb only					
Establishment Fee	177.50	186.40	5.01%	8.90	
Plus per metre	395.00	414.75	5.00%	19.75	
Roads & Infrastructure Restoration of Roads and Footpaths (iii) Kerb and Gutter Gutter only					
Saw cutting (up to 100mm depth) – per mtr.	29.50	31.00	5.08%	1.50	
Establishment Fee	177.50	186.40	5.01%	8.90	
Plus per metre	239.50	251.50	5.01%	12.00	
Kerb outlet – per hole each	401.00	421.05	5.00%	20.05	
Gully pit lintels each	3395.00	3564.75	5.00%	169.75	
Roads & Infrastructure Restoration of Roads and Footpaths (iv) Kerb Ramps					
Establishment Fee	183.00	192.15	5.00%	9.15	
Plus per m2	436.00	457.80	5.00%	21.80	
Roads & Infrastructure Restoration of Roads and Footpaths (v) Special Traffic Facilities (e.g. Wombat Crossing, Pedestrian					
Road Opening Permit Application Fee	108.50	113.95	5.02%	5.45	
Roads & Infrastructure Restoration of Roads and Footpaths Discretionary Discount for Large Areas					
Concrete/Asphalt Plant Opening Fee for Nightworks (For each night of opening)	3725.00	3911.25	5.00%	186.25	
Roads & Infrastructure Restoration of Roads and Footpaths Late Fee					
Late Fee: chargeable to the contractor where payment for the total area of excavation is not fully paid within 2 business days of the excavation being opened.	1100.00	1155.00	5.00%	55.00	
Roads & Infrastructure Restoration of Roads and Footpaths Failure to Lodge Application					
Failure to Lodge Application	621.00	652.05	5.00%	31.05	
Roads & Infrastructure Restoration of Roads and Footpaths Administration Fee-access to public land					
Administration/processing fees including assessment and release of bonds	248.50	260.95	5.01%	12.45	
Administration/processing fees – Security Bond	1865.00	1958.25	5.00%	93.25	
Roads & Infrastructure Restoration of Roads and Footpaths Restorations					
Administration Fee – Searching for Restoration Orders not submitted and determination of responsible Utility/Authority (Based on 3 hours of staff time)	151.00	158.55	5.00%	7.55	

Fees with increase of more than 5.0%	2023/2024 Fee (incl. GST)	2024/2025 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
Determination of Responsible Utility/Authority by Trial Hole and recording of data	647.00	679.35	5.00%	32.35	
Roads & Infrastructure Standard Engineering Specifications D13					
AUS-SPEC #1 Development design	247.00	259.35	5.00%	12.35	
AUS-SPEC # Development construction	247.00	259.35	5.00%	12.35	
AUS-SPEC #2 Road works	375.00	393.75	5.00%	18.75	
Roads & Infrastructure Standard Engineering Specifications D14 CoP standard drawings and specs - A4 booklet of all standards					
Regulatory	83.50	87.70	5.03%	4.20	
Non Regulatory	83.00	87.15	5.00%	4.15	
Roads & Infrastructure Standard Engineering Specifications D14 CoP Design Guidelines - A4 booklet					
Regulatory	83.50	87.70	5.03%	4.20	
Non Regulatory	83.00	87.15	5.00%	4.15	
Roads & Infrastructure Standard Engineering Specifications D14 CoP Design Guidelines and Standard Drawings - PDF format burnt on a CD					
Regulatory	50.00	52.50	5.00%	2.50	
Non Regulatory	50.00	52.50	5.00%	2.50	
Roads & Infrastructure Standard Engineering Specifications Private Pipeline					
Private Pipeline Licence Fee in Public Reserves	247.50	259.90	5.01%	12.40	
Private Pipeline Rentals in Public Roads	62.00	65.10	5.00%	3.10	
Social and Community Services Community Care Individual - Full and Part-Pensioner Discounted Fee					
Extra Juice	0.70	0.75	7.14%	0.05	
Social and Community Services Community Care Individual - Commonwealth Seniors and Low Income Health Card Holders Discounted Fee					
Extra Chilled/Frozen Dessert	3.10	3.30	6.45%	0.20	
Extra Soup	3.10	3.30	6.45%	0.20	
Extra Juice	0.95	1.00	5.26%	0.05	
Standard meal Package (home delivered) - per meal pack includes main meal, soup or standard dessert and juice	12.00	12.60	5.00%	0.60	
Social and Community Services Community Care Individual - Full Fee Rate					
Extra Chilled/Frozen Dessert	3.90	4.10	5.13%	0.20	
Extra Soup	3.90	4.10	5.13%	0.20	
Social and Community Services Community Care Community Care Fees for Home Care Packages					
Admin Fee for Assistance with the cost of preparation and delivery of meals	9.90	10.40	5.05%	0.50	
Total 904 Fees					

FINAL DRAFT ASSET MANAGEMENT STRATEGY

2025-2034



**CITY OF
PARRAMATTA**

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EXECUTIVE SUMMARY

BACKGROUND AND PURPOSE

This Asset Management Strategy details the City of Parramatta Council's approach to managing and continually improving its assets over the next ten years, so that Council can meet the changing needs of our City and community.

The Council's infrastructure assets are a critical component of its service delivery to the community. The asset groups covered by this strategy are transport, property, stormwater drainage, and open space and recreation. Council is committed to managing, upgrading, and acquiring assets for the community within its financial capacity, while ensuring these assets are managed to meet the strategic direction of Council and the community.

The Asset Management Strategy states the approach for implementing the principles and the objectives set out in the Asset Management Policy. It outlines the processes, resources, structures, roles, and responsibilities necessary to establish and maintain the asset management system.

The Asset Management Strategy also highlights the major issues Council must address for each asset class over the next few years. It details the actions Council will take to help close the gaps in current asset management practice and move towards a "best appropriate practice" position in the future.

KEY AREAS TO IMPROVE OUR ASSET MANAGEMENT

Council will begin addressing gaps in asset management by focusing on five key strategy areas. All activities undertaken as part of the Asset Management Improvement Plan fall under one of these key areas.

1. Asset knowledge and data processes	Focuses on improving knowledge management and making asset data more accessible to support asset management activities. It defines, collects, and specifies information and data needs for asset management.
2. Strategic asset planning processes	Recommends alignment of strategic long-term plans, requirements, and compliance with the practices and processes involved with managing and documenting assets within asset management plans.
3. Asset operations and maintenance	Identifies operations and maintenance management improvement actions, including maintenance strategies and planning, service level agreements, and processes for managing planned and unplanned operational and maintenance activities and tasks.
4. Asset information systems	Improves Council's information systems, including its asset registers and business, corporate and asset management system functionality/needs.
5. Organisational context	Ensures asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation, and disposal of assets through strong integration with Council policies and strategies, levels of service, and the Long-Term Financial Plan; including defining roles and responsibilities for those managing asset management improvements.

SNAPSHOT OF COUNCIL'S ASSET PORTFOLIO*

Value

Major Asset Class	Gross Replacement Cost (GRC)	Depreciation Expense	Accumulated Depreciation	Written Down Value (WDV)
Parks and Open Spaces	103,132,493	4,973,916	41,400,391	61,732,102
Road Infrastructure	1,930,128,662	26,729,089	486,438,406	1,443,690,256
Stormwater	783,689,404	7,147,755	236,114,120	547,575,283
Buildings Portfolio	483,671,551	9,124,883	86,279,721	397,391,830

As of 30 June 2023 – Infrastructure, property, plant, and equipment of the Annual Financial Statements

Condition

Asset Condition (% of CRC)					
Major Asset Class	Very Good	Good	Fair	Poor	Very Poor
Road Infrastructure	22.9%	40.3%	23.7%	9.8%	1.5%
Buildings	80.0%	16.1%	3.2%	0.6%	0.1%
Stormwater	12.9%	25.0%	55.2%	4.5%	2.3%
Parks & Open Spaces	41.6%	29.9%	25.1%	3.1%	0.4%
Total	32.3%	31.7%	27.1%	6.6%	1.4%

Inventory

Major Asset Class	Quantity		Major Asset Class	Quantity	
Transport (Roads)	650	Rd - km	Transport (Bridges)	109	No
Transport (Kerbs)	1270	km	Buildings	189	assets
Open Space/ Recreational assets	3,538	assets	Stormwater drainage (Conduit)	543	km
Transport (Footpaths)	892	km	Stormwater drainage (Structure)	24,250	assets

Expenditure and reporting

10-year asset lifecycle expenditure

Council's 10-year asset lifecycle expenditure, as illustrated in Figure 1, displays large spikes in capital between 2025-2027 for new projects committed to in Council's Delivery Program, including the WestInvest Grant funded projects, Riverside Theatres Redevelopment, and various other key projects. New/expanded capital from 2028 onwards has been predicted using 2026/2027 forecast budgets, including historical works and contributions from past years as a benchmark and average new development per year, excluding major projects. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

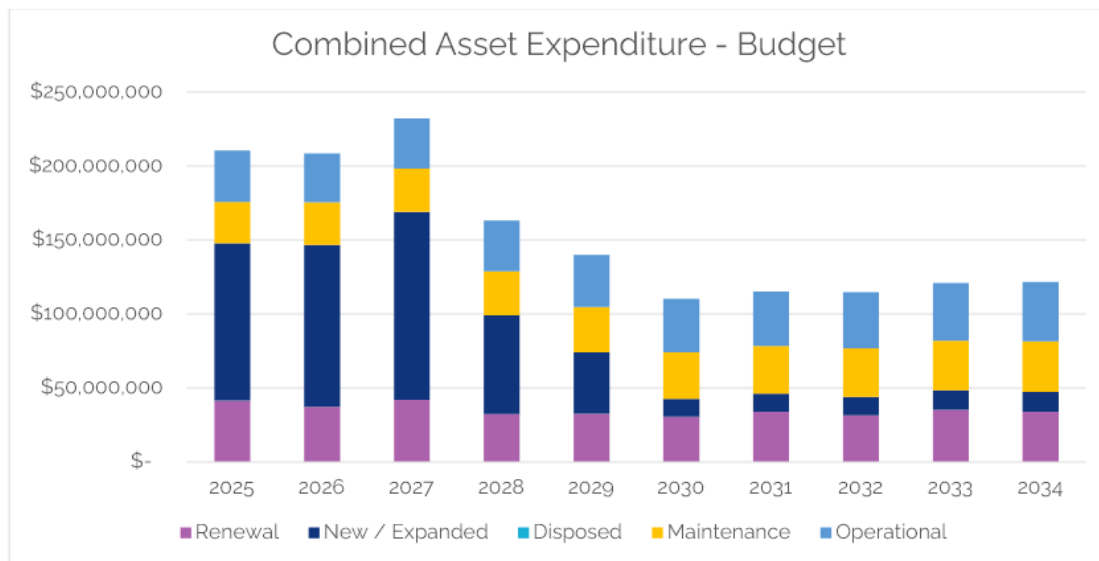


Figure 1 Combined asset expenditure per expenditure category

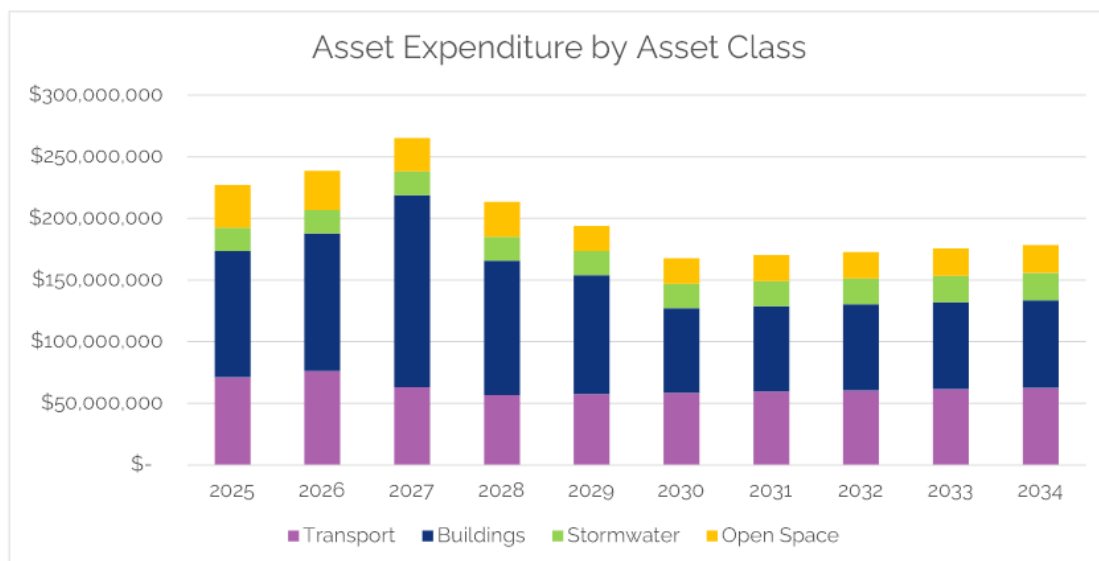


Figure 1-1 Combined asset expenditure by Asset Class

Key risks and gaps

Renewals

Table 1 Combined asset renewals gap 2024/25 to 2033/34

Combined Asset Renewals	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Actual renewal (\$m)	\$41.46	\$37.07	\$42.03	\$32.29	\$32.49	\$30.69	\$33.89	\$31.57	\$35.34	\$33.94	\$350.06
Required renewal/depreciation (\$m)	\$40.41	\$43.48	\$46.58	\$49.86	\$52.46	\$54.60	\$56.42	\$58.30	\$60.24	\$62.24	\$524.59
GAP (\$m)	\$1.05	-\$6.41	-\$4.55	-\$17.57	-\$19.97	-\$23.91	-\$22.53	-\$26.73	-\$24.89	-\$28.30	-\$174.53

The projected cost of required asset renewals (annual depreciation used as a metric to indicate the ideal funding to maintain the average condition of the asset portfolio) over the next ten years is \$524.59 million. The estimated available 10-year average Long Term Financial Plan budget is \$350.06 million, which is 67% of the cost to provide the services required. This results in actual spending on renewals being \$174.53 million less than forecast depreciation over ten years. This is due to the number of significant recent projects and those due for completion in the next few years and indicates that the funding shortfall accumulates in the mid and long term and may be due to a lack of committed projects past the timeframe of Council's Delivery Program.

The combined asset renewals ratio of Council in 2024/25 is 103%. However, it is projected to sharply decline over the 10-year term as shown in Figure 2. The increase in renewal shortfall amount over the 10-year term is due to the significant amount of additional new assets to be constructed and managed each year due to City of Parramatta's projected growth in population.

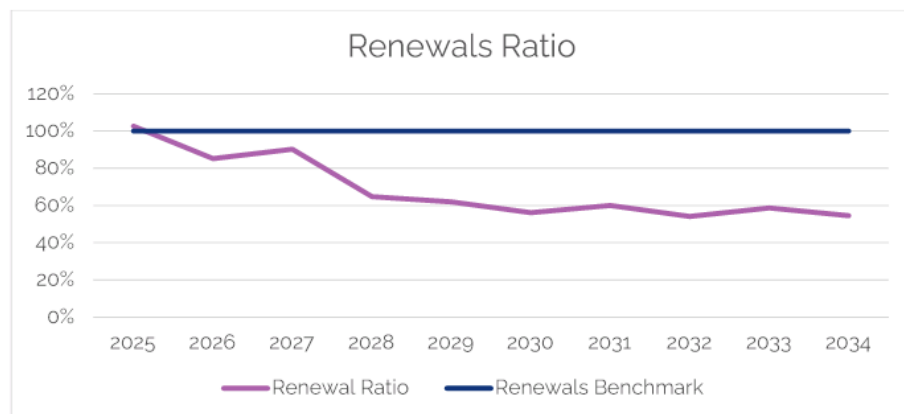


Figure 2 Renewals ratio projected over ten years

When compared to the industry benchmark, there appears to be an underspend of renewals in all asset classes after 2025. With the given budget allocation, the renewals gap is expected to increase each year over the 10-year term.

Although there appears to be a significant gap in renewals expenditure both in the future and in past years, the reported condition of the assets contradicts these shortfalls. Most assets are reported to be in good to very good condition, suggesting adequate renewals expenditure in the past. This indicates that Council staff are optimising the capital

forward works program and maximising the return in investment in terms of increasing service levels. There is also a proportion of new and upgraded capital that renews the service level provided by the asset, however, is not captured in the renewal's ratio as an actual renewal.

Given the high depreciation of Council's asset portfolio, it also seems possible that assets are being depreciated at a higher rate than their actual useful lives. This creates higher renewals requirements, hence a shortfall. Council reviews asset useful lives annually, however further data is required to support a major change in useful life. Council is currently in the process of condition assessing and revaluing the Open Space, Roads, Kerbs & Gutters, and Building assets and will be re-adjusting the useful lives in the future period, as may be required. Further to this, new capital could increase asset service levels and overall condition, resulting in what appears to be a lower renewals ratio.

Backlog

Backlog is defined as assets that do not meet a satisfactory condition. The condition of any given asset is determined through community consultation, and generally results in a classification of a good to fair condition.

Backlog is estimated using a standardised approach to calculate the cost to achieve a satisfactory level as per Special Schedule 7 in the Annual Financial Report. Council's analysis of backlog highlights a minor increase in the next 4 years, caused mostly by road renewals, followed by a progressive increase in backlog year after year over the remainder of the planning period.

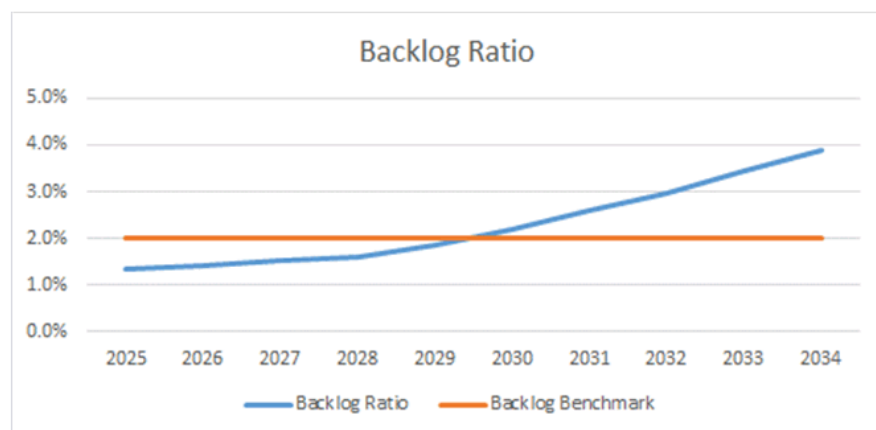


Figure 3 Combined backlog ratio projected over ten years

Council's current combined infrastructure backlog is estimated to be \$29.7 million, or a backlog ratio of 1.3%. The current estimated backlog is below the industry benchmark of 2%.

Operational and maintenance

It is estimated that a total of \$964.1 million is required over the next 10 years in operational and maintenance (O&M) expenditure to sustain the desired service levels. The required operational and maintenance budgets are based on industry best practice for various asset classes, which range from 0.48% to 3.3% of the current replacement cost of the assets. Figure 4 indicates that the current maintenance ratio (the actual maintenance expenditure/required maintenance expenditure) is projected to trend below the industry benchmark of 100%, as shown in Figure 4.

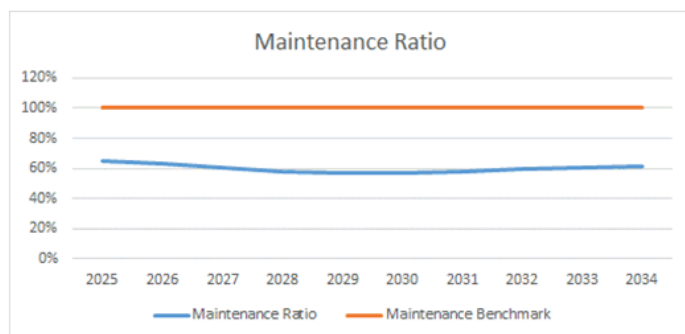


Figure 4 Combined maintenance ratio projected over ten years

Table 2 Combined O&M expenditure gap

Combined Asset O&M	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Actual O&M (\$m)	\$62.92	\$61.89	\$63.30	\$64.41	\$65.91	\$67.79	\$69.02	\$70.63	\$72.63	\$74.33	\$672.83
Req. O&M (\$m)	\$80.33	\$85.49	\$91.61	\$96.96	\$99.89	\$101.17	\$101.56	\$101.96	\$102.37	\$102.78	\$964.12
GAP (\$m)	-\$17.41	-\$23.60	-\$28.31	-\$32.55	-\$33.98	-\$33.37	-\$32.54	-\$31.33	-\$29.74	-\$28.45	-\$291.28

The annual O&M budget builds a significant shortfall in future years due to the substantial increase in new assets to be delivered by Council.

High level strategic actions

Based on observations and analysis of current asset management practices, Council has developed high level strategic actions that apply to all asset classes. These strategic actions, outlined in Table 3, will ensure we make adequate provisions for the long-term management of our infrastructure assets.

- By adopting the following strategic actions and implementing good asset management practices, Council and the community will benefit from:
 - more effective and sustainable decisions.
 - more efficient allocation of capital and recurrent expenditure, making the best use of available funds.
 - stronger focus on long-term planning and making long-term financial sustainability more achievable.
- Enhanced customer service:
 - improved understanding of service requirements and options.
 - improved performance and control of service delivery to the community's required standards; and
 - agreed levels of service and improved systems to ensure responsiveness.
- More confidence in risk management:
 - reduced risk by identifying critical and high-risk assets and ensuring they are addressed as priority.

- demonstrated compliance with legal and regulatory requirements; and
 - improved safety by the timely identification of risks and the proactive maintenance of Assets.
- Strong governance and accountability
 - demonstrate to the community and stakeholders that services are being delivered effectively and efficiently.
 - transparent and auditable basis for making service/risk/price trade off decisions.
 - improved accuracy of financial information relating to assets; and
 - improved understanding of funding limitations and their impacts.

Table 3: City of Parramatta high level strategic actions

Ref No.	High Level Strategic Actions	Outcome	Priority	Deliver by:
1.	Establish transparent and responsible asset management processes that align with best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, Technology One asset registers, levels of service for all asset classes, data collection, validation, and reporting.	Automate and establish processes to integrate asset management, financial and service planning processes. This includes alignment of systems, roles, and data. i.e. ensure asset data across the asset register, pavement management system and GIS is consistently reconciled.	High	2024/25
2.	Review and establish clear assumptions and a consistent approach to calculating depreciation and backlog. Apply this approach across all asset classes to obtain the most accurate backlog. Assess the backlog against Council's infrastructure priorities, financial budgets and Long Term Financial Planning.	Refine backlog calculations and assumptions to improve the understanding and tracking of Council's backlog. This includes overlaying asset criticality, utilisation, and functionality data points to assess backlog against a consistent methodology	High	2024/25
3.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance, and operational. Establish clear budgets and reporting lines for each category.	Development of asset expenditure thresholds and definitions including adoption of Asset Capitalisation Policy.	High	2024/25
4.	Allocate and clarify roles, resources, and responsibilities for asset management. This includes establishing a good understanding of asset data, finance, and budgets. Establish clear communication protocols between finance and the wider organisation.	Roles and responsibilities mapped across Council. Key roles around asset data ownership, asset budget management, and asset service planning responsibilities.	High	2024/25
5.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Undertake detailed community consultation engagement including trade off analysis based on utilisation, community importance and risk.	Medium	2025/26
6.	Review and estimate the future lifecycle costs of all decisions relating to new service levels and new assets, donated, or built.	All new asset lifecycle costs are estimated and included in business cases and long term financial plans.	Medium	2024/25
7.	Review the future lifecycle costs and effects of donated assets on financial sustainability and the level of service delivery to the community. Create an asset disposal plan that feeds information into the Long Term Financial Plan.	All donated asset lifecycle costs are estimated and included in business cases and long term financial plans. Develop an asset rationalisation program to dispose of any assets not providing service to community or do not meet cost benefit principles.	Medium	2024/25

8.	Prioritise and plan asset renewals to meet agreed service levels based on site inspections, infrastructure priorities and community importance.	100% of assets have been assessed against agreed level of service criteria, are inspected, and prioritised per required (risk based) criteria.	Medium	2025/26
9.	Identify and prioritise critical assets for Council and the community. Establish emergency response plans and asset ownership for critical assets.	All asset sub classes assessed for criticality and emergency response plans adopted for all critical assets.	Medium	2025/26
10.	Create an environment where Council employees take part in the overall management of Council assets by developing asset management awareness and capability throughout the organisation.		Medium	2024/25

INTRODUCTION: ASSET MANAGEMENT PLANNING

City of Parramatta Council provides numerous services to residents and visitors across the local government area. Many of these services, such as local roads, libraries, parks, and play-spaces, require the use of council assets and are critical everyday necessities of life that need to be kept at a satisfactory level of service for residents and visitors to have a reasonable quality of life.

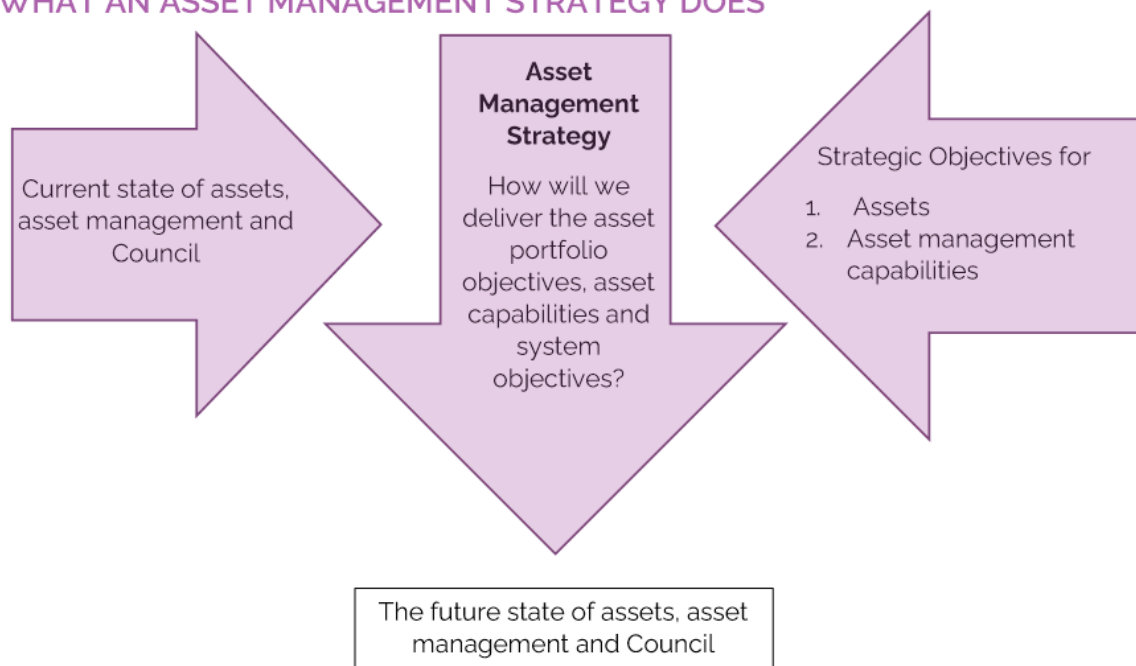
Council's community assets affect how we travel (roads, footpaths, cycle paths), how we relax and play (parks, sports fields, libraries), where we meet (public areas, town halls, community centres) and the environment around us (stormwater, natural assets, bushland).

This strategy details:

- what assets Council uses to provide community services, including their **current condition, value, and performance**;
- how we take Council objectives and turn them into **asset objectives, plans, and defined levels of service**;
- where we can **make improvements on how we manage assets**, including Council's systems, processes, culture, and mapping; and
- why decisions on **asset renewals and maintenance** are prioritised for different asset types.

The document can be read either from start to finish, or by selecting sections based on your own interests or needs.

WHAT AN ASSET MANAGEMENT STRATEGY DOES





An Asset Management Strategy coordinates the activities of Council to realise value from assets in the delivery of services. It involves balancing costs, risks, and benefits over time, while providing an understanding of how to best align the asset portfolio so it best meets the service delivery needs of the community.

Effective asset management of Council infrastructure assets will help deliver the vision for the City of Parramatta by contributing towards the following strategic objectives from the Community Strategic Plan.

SUPPORTING THE COMMUNITY STRATEGIC PLAN

The Asset Management Strategy is a key contributor to following strategic objectives in the Community Strategic Plan:

Strategic objective in the Community Strategic Plan	Strategies to achieve objectives	Asset Management Strategy
		
Fair – we can all benefit from the opportunities the City offers	Invest in services and facilities for our growing population Support people to live active and healthy lives	Provide fit-for-purpose and cost-effective infrastructure that meets community needs Enable provision of infrastructure to enable healthy lifestyles, for example parks and sports fields, footpaths and cycleways

	Deliver effective, responsible, and ethical decision-making, reflective of community needs and aspirations	Engage the community on levels of service and test satisfaction
Accessible – we can all get to where we want to go	<p>Design our City so that it is usable by people of all ages and abilities</p> <p>Make our City more enjoyable and safe for walking and cycling</p> <p>Provide and upgrade roads and improve safety for all road users</p>	<p>Council's infrastructure provides places to walk, ride and drive, and meeting points for the community</p> <p>Includes the plans that manage the maintenance and renewal of local footpaths and cycleways</p> <p>Includes the plans that manage the maintenance and renewal of local roads</p>
Green – we care for and enjoy our environment	<p>Protect and enhance our natural environment</p> <p>Provide green spaces for recreation, relaxation and enjoyment</p> <p>Prepare for and lessen the impacts of extreme weather events</p>	<p>Promote ecologically sustainable development, meeting the needs of the present without compromising the ability of future generations to meet their own needs</p> <p>Support conservation and enhancement of the City's environment, and promote energy, water and waste efficiencies</p> <p>Provide the community with open spaces, including playgrounds, parks and sports fields</p> <p>Help to manage the impact of planned and unplanned events on existing assets</p>
Thriving – we benefit from having a thriving CBD and local centres	Plan and deliver a vibrant, attractive, and safe CBD and local centres	Facilitate and support the growth of our City, businesses and community through the provision of infrastructure
Welcoming – we celebrate culture and diversity – past, present, and future	Recognise that Parramatta has always been a gathering place, and our diversity is our strength	<p>Provide and advocate for facilities that are inclusive, enabling people and communities to connect</p> <p>Provide for renewal of heritage buildings</p>
Innovative – we collaborate and champion new ideas to create a better future	<p>Embrace technology, creativity and innovation to solve complex problems and improve our City</p> <p>Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community</p>	<p>Improve our knowledge management to ensure appropriate data is accessible and supports asset management activities</p> <p>Keep Council accountable, responsible, and sustainable when planning our future infrastructure needs</p> <p>Ensure asset management drives Council strategy for asset creation, use,</p>

		<p>management, maintenance, renewal, rationalisation, and disposal of assets through strong integration with Council policies and strategies, levels of service, and Council's Long Term Financial Plan</p> <p>Provide risk management and decision-making frameworks</p>
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ASSET MANAGEMENT STRATEGY – APPROACH, INPUTS, AND OUTPUTS

APPROACH TO STRATEGIC ASSET PLANNING

- **Alignment:** Align the Asset Management Strategy to Council goals and broader objectives.
- **Engagement:** Foster ongoing communication and consultation with community, councillors and stakeholders.
- **Information and evidence-based decision making:** Accurate asset data and tools to support decision-making and Council-wide planning.

INPUTS INTO STRATEGIC ASSET PLANNING

- Program and Council priorities
- Legislation and standards
- Capital plans and forecasts
- Strategic plans – i.e. social sustainability framework, environmental plan
- Community and Councillor input
- Asset data (location, condition, age, cost)
- Council, Western Sydney and NSW context and information

OUTPUTS OF STRATEGIC ASSET PLANNING

- Whole-of-life approach for all assets under Council's control, spanning the planning, acquisition, operation and maintenance, renewal, and disposal phases of each asset's lifecycle.
- Long-term objectives of Council's asset portfolio.
- Clear understanding of the asset portfolio by asset class and program area (i.e. community facilities, transport infrastructure, stormwater).
- Optimised 10-year work programs to meet asset management objectives.
- Coordinated capital plans.

PURPOSE OF THIS STRATEGY

The purpose of this Asset Management Strategy is to:

- communicate information about Council's asset portfolio (including condition and performance);
- outline how Council will provide services that meet the Community Strategic Plan strategic objectives at service levels that are affordable and acceptable to the community by identifying strategies and actions required to provide defined levels of service;
- prioritise and address asset renewal and maintenance to ensure ongoing service priority to the community;
- set out a plan for improving Council's asset management capabilities, systems and culture;
- detail how Council's asset management approach will be based on:
 - legislative requirements, risk and best value service delivery;
 - community expectations;
 - Council's strategies, plans, and frameworks; and
- support long term financial planning across all asset classes.

ASSET MANAGEMENT POLICY AND PRINCIPLES

Council's Asset Management Policy was last reviewed in June 2022. It provides a framework for managing infrastructure assets to support the service delivery needs of the community. The Asset Management Policy also supports the requirements of Council's organisational goal of creating 'efficient asset management'.

The objective of the policy is to ensure:

- a) the average condition of existing assets by classification is Condition 3;
- b) legislative requirements are met;
- c) the adequate provision of assets in response to future growth; and
- d) the sustainable management of existing assets.

Expanding on the objectives of the Asset Management Policy, the key asset management principles that underpin Council's Asset Management Strategies are:

- Prioritise and manage assets currently in poor, very poor condition or at risk with appropriate planning and action.
- Demonstrate fiscal responsibility by implementing the Asset Management Improvement Program, to ensure asset risks are effectively managed and available resources are prioritised.
- Utilise community consultation to identify community levels of service and validate satisfactory conditions of assets. Community engagement results are used to identify representative insights that reflect the community's expectations for the condition of Council's assets, and to drive and prioritise programs and budgets on asset maintenance and renewal – i.e. determining satisfactory levels so Council can allocate the optimal resourcing to deliver that level of service.
- Establish affordable service level targets in the asset management plans. Any future service level upgrades or new services will have a corresponding service level trade off or increased revenue. In turn, the Long Term Financial Plan and Asset Management Strategy will be updated.
- Implement the Asset Management Strategy to demonstrate that Council is providing the best balance of service levels and risk within its financial capacity.
- Continue to engage with the community, reviewing and readjusting service levels in line with community priorities and available resources.

ASSET MANAGEMENT PLANS

Council has developed four class specific asset management plans: road infrastructure, buildings, stormwater, and parks and open spaces.

The purpose of an asset management plan is to define the services, how the services are provided, the funds required to provide the services, and the actions required to meet agreed levels of service – all in the most economical manner. The plan also outlines how much investment is needed across each asset class to meet these defined service standards over the next ten years.

The asset management plans are prepared as a core asset management plan in accordance with the International Infrastructure Management Manual. It is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting.

Asset Class	LIFECYCLE ACTIVITIES			
	Operational	Maintenance	Renewal	New
Road Infrastructure	Street sweeping, cleaning, planning	Road patching, pavement repairs, joint sealing, pothole and footpath repairs, kerb and gutter repairs, bridge painting/repairs, line marking	Road resurfacing, concrete road pavement replacement, footpath reconstruction	Streetscape upgrades, new traffic management facilities, bicycle paths, kerb ramps, bus shelters
Parks & Open Spaces	Mowing, weeding, cleaning, planning, testing	Playground equipment repairs, minor repairs, and replacements	Replacement of multiple components/ assets, re-turfing, replacing trees	Upgrading the level of service of parks, playgrounds, amenity buildings, new facilities
Stormwater	Cleaning, planning, education	Repairs of pits and pipes	Relining of pipes, reconstruction of pits/pipes	New pits/pipes/bioretenion system/WSUD device, increase of capacity of pits/pipes
Buildings	Air conditioning, electrical tagging and testing, emergency exit lighting, fire services, hygiene, landscaping/plants, pest control, sanitary, security, trade waste agreements, water testing	Preventative and cyclical maintenance including fire equipment, exit and emergency lighting replacement, lifts, roof and gutter cleaning, air conditioning, reactive maintenance, and repairs	Replacement of large building and facility components that have significant capital expenditure, for example, roof replacements, internal refits, replacement of HVAC units	Upgrading of existing buildings and facilities to meet community expectations and operational needs and the creation of new assets

SUMMARY OF COUNCIL'S ASSET PORTFOLIO

ROAD INFRASTRUCTURE

Council's road infrastructure assets are valued at \$1.9 billion. They include:

- 650 km of roads;
- 892 km of footpaths;
- 1,270 km of kerbs; and
- 109 road bridges and foot bridges.

Table 4 shows the lifecycle budget expenditure for the road infrastructure assets in Council's Delivery Program 2023-2025.

Table 4 City of Parramatta lifecycle budget expenditure for road infrastructure assets

Lifecycle Expenditure	2025	2026	2027
	Budget	Budget	Budget
Operational	\$8,734,384	\$8,941,432	\$9,153,659
Maintenance	\$5,658,623	\$5,785,468	\$5,915,481
Capital renewal	\$24,741,928	\$18,589,852	\$21,103,470
Capital upgrade and new	\$20,554,466	\$24,067,741	\$9,849,643
Total	\$59,689,401	\$57,384,493	\$46,022,253



Table 5 below shows the average condition index (1-5) of existing transport assets based on the planned budget (excluding new assets planned).

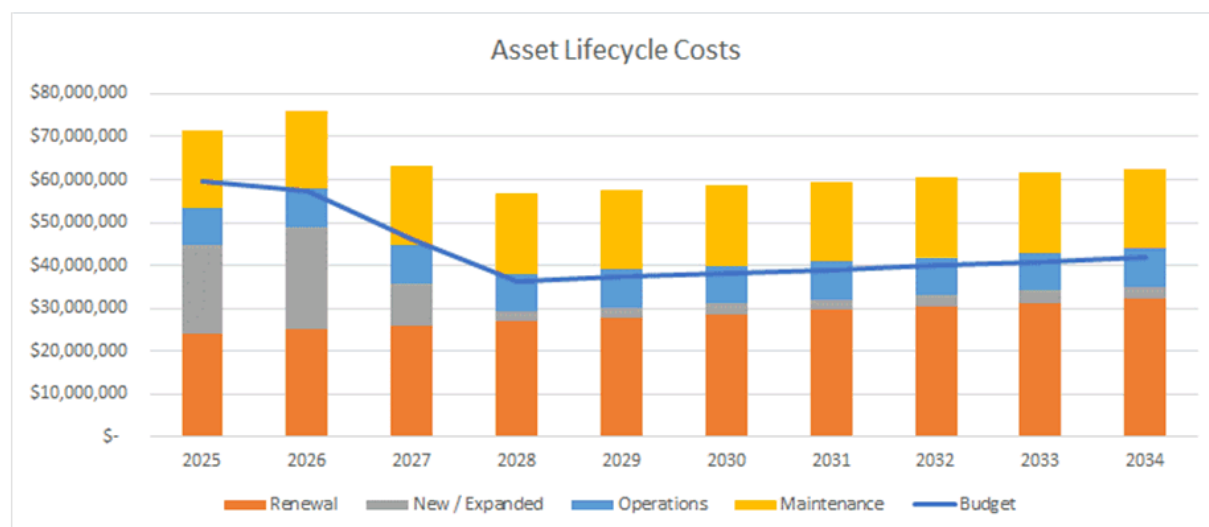
Table 5 City of Parramatta condition data for transport assets (2020 data)

Condition Rating	Description	% of Gross Replacement Cost
1	As new, requires normal maintenance only	22.9%
2	Good condition, requires minor maintenance	40.3%
3	Acceptable condition, requires significant maintenance	32.1%
4	In very poor condition, requires renewal	1.4%
5	Unserviceable or unusable	0.8%

The average condition index for Road Surface (SCI) and Footpath and Pavement (PCI) is determined by predicting the rate at which road and pavement deteriorates. Deterioration has two general causes: environmental due to weathering and aging, and structural caused by repeated traffic loadings. The scores have been based on a weighted formula using condition scores for the road wearing surface and pavement for each road segment.

10-year asset lifecycle expenditure

Figure 5 Road Infrastructure 10 years expenditure forecast



BUILDINGS & PROPERTY

Council's property assets are valued at \$484 million. They include various types of building and functions:

- Amenity buildings
- Animal holding facilities
- Aquatic facilities
- Arts facilities
- Baby health centres
- Child care centres
- Clubhouses
- Commercial buildings
- Community facilities
- Community halls
- Depots
- Heritage and visitor information centres
- Libraries
- Operational buildings
- Operations centres
- Park operations
- Public parking stations
- Residential buildings
- Riverside Theatre
- Tennis courts
- Toilet blocks
- Town Hall

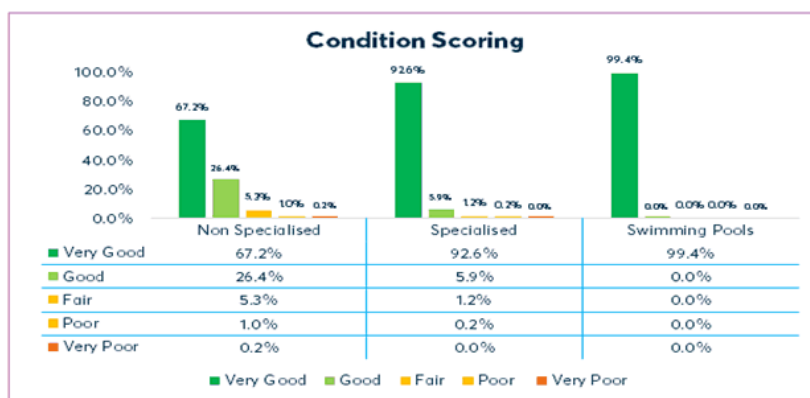


Table 6 below shows the lifecycle budget expenditure for Council's property assets in Council's Delivery Program 2025-2027.

Lifecycle Expenditure	2025	2026	2027
	Budget	Budget	Budget
Operational	\$17,378,074	\$15,787,620	\$16,212,576
Maintenance	\$4,731,319	\$4,847,601	\$4,966,790
Capital renewal	\$3,500,000	\$1,000,250	\$3,460,506
Capital new	\$59,298,370	\$64,160,463	\$102,178,963
Total	\$84,907,763	\$85,795,934	\$126,818,835

Table 6 City of Parramatta lifecycle budget expenditure for property assets

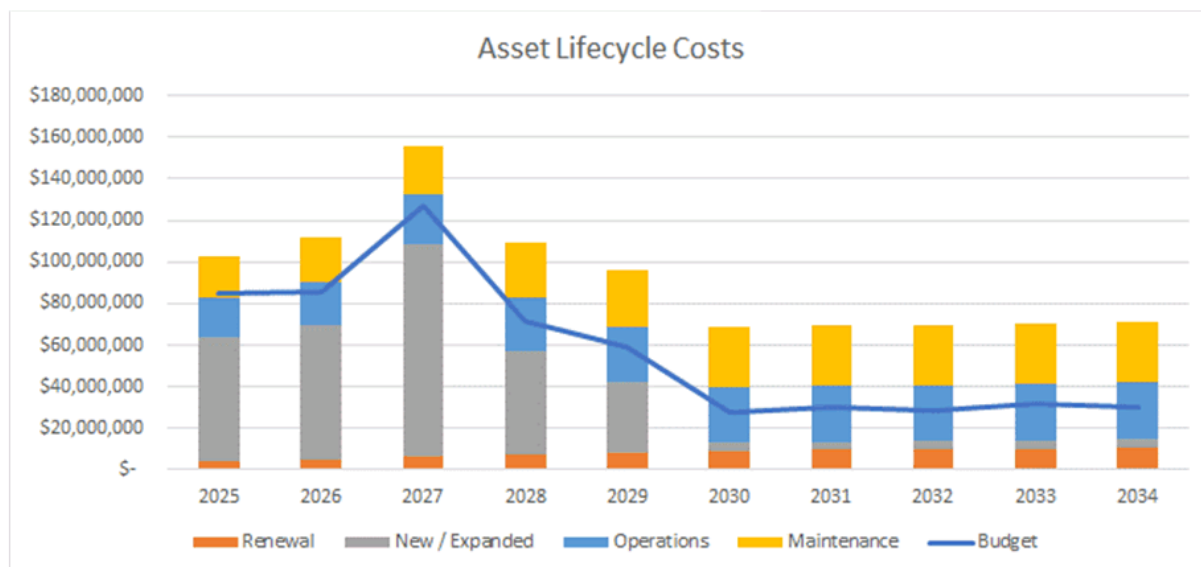
Table 7 below shows the average condition index (1-5) of property assets based on the planned budget (excluding new buildings planned).



10-year asset lifecycle expenditure

Council's Property Assets 10-year Resourcing Strategy, as illustrated in Figure 6, displays large spikes in capital between 2025-2027 for new projects committed to in Council's Delivery Program, including Aquatic Centres and the Riverside Theatre upgrade. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Figure 6 Property assets expenditure forecast for 2024/25-2033/34



STORMWATER

Council's drainage assets are valued at \$698 million. They include:

- 543 km of stormwater pipes;
- 24,140 stormwater structures (pits); and
- 110 other asset types including gross pollutant traps.

Table 8 shows the lifecycle budget expenditure for drainage assets in Council's Delivery Program 2025-2027.

Table 8 City of Parramatta lifecycle budget expenditure for stormwater assets

Lifecycle Expenditure	2025	2026	2027
	Budget	Budget	Budget
Operational	\$5,474,967	\$5,126,950	\$5,188,425
Maintenance	\$2,066,150	\$2,116,690	\$2,168,491
Capital renewal	\$6,539,603	\$6,712,640	\$7,131,376
Capital upgrade and new	\$3,926,009	\$3,758,346	\$3,716,758
Total	\$18,006,729	\$17,714,625	\$18,205,051



Table 9 shows the average condition index (1-5) of the stormwater assets based on the planned budget (excluding new assets planned).

Table 9 Average stormwater drainage condition index (2019 data)

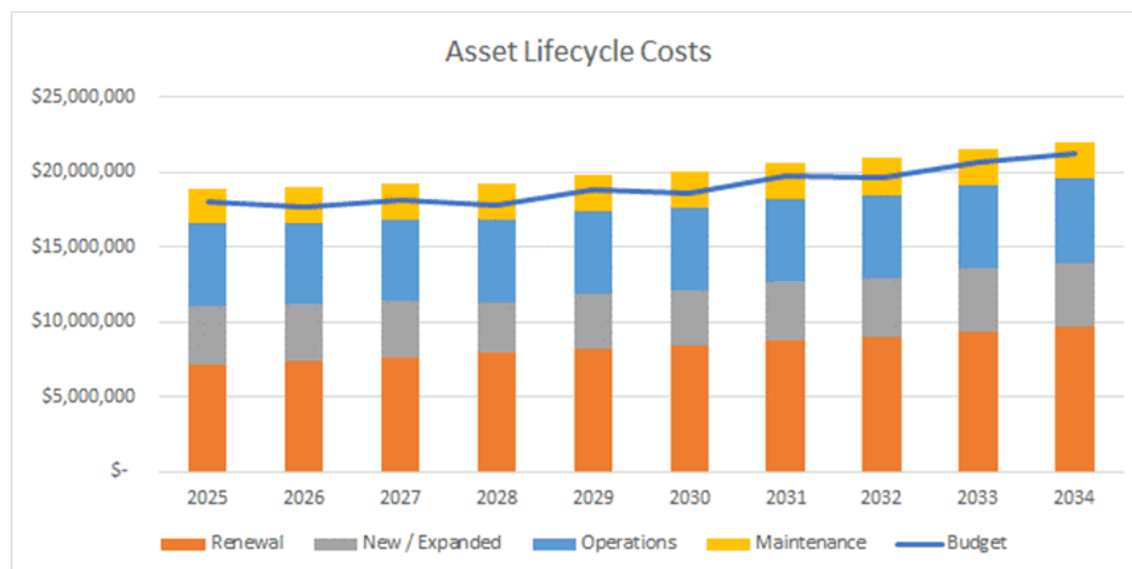
Asset	Condition Rating	Scores Description	Condition (%)
Stormwater (Conduits)	1	As new, no maintenance required	12.92
	2	Good condition, requires routine maintenance	24.99
	3	Acceptable condition, requires minor maintenance	55.22
	4	In poor condition, requires replacement/repair	4.52
	5	Very poor condition, unserviceable or unusable. Requires renewal.	2.34
Stormwater (Structures)	1	As new, no maintenance required	0.37
	2	Good condition, requires routine maintenance	18.59
	3	Acceptable condition, requires minor maintenance	80.92
	4	In poor condition, requires replacement/repair	0.12
	5	Very poor condition, unserviceable or unusable. Requires renewal.	0.04
Stormwater (Other Assets)	1	As new, no maintenance required	3.96
	2	Good condition, requires routine maintenance	36.63
	3	Acceptable condition, requires minor maintenance	50.5
	4	In poor condition, requires replacement/repair	6.93
	5	Very poor condition, unserviceable or unusable. Requires renewal.	1.98

The average condition index for stormwater drainage assets is determined by modelling the predicted deterioration of the stormwater drainage network, by developing a simulation model that takes into consideration the remaining life profiles based on condition, identifying the current treatments and unit rates to deliver these treatments, and setting up treatment decision matrices defined for optimal interventions for each treatment. The model is used to predict the future condition of Council's stormwater drainage asset stock based on the current budget expenditure.

10-year asset lifecycle expenditure

Council's Stormwater Assets 10-year Resourcing Strategy, as illustrated in Figure 7, displays capital expenditure builds gradually and increases over the 10 year period for renewal and new projects committed to in Council's Delivery Program, including the Flood Mitigation Program, major drainage construction projects, and the waterways restorations program. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Figure 7 Stormwater assets 10 years expenditure forecast



PARKS AND RESERVES

Council's parks and open space assets are valued at \$103.1 million. They include:

- external playing surfaces;
- landscaping and pathways;
- lighting;
- outdoor furniture; and
- playground equipment.

Table 10 below shows the lifecycle budget expenditure for the parks and reserves assets in Council's Delivery Program 2025-2027.

Table 10 City of Parramatta lifecycle budget expenditure for parks and reserves assets

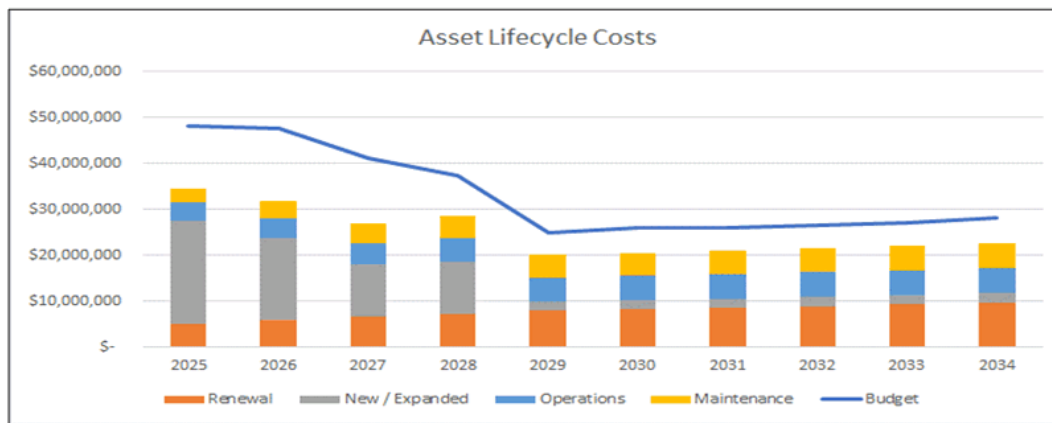
Lifecycle Expenditure	2025	2026	2027
	Budget	Budget	Budget
Operational	\$3,279,645	\$3,346,519	\$3,415,065
Maintenance	\$15,599,122	\$15,935,378	\$16,280,038
Capital renewal	\$6,680,571	\$10,764,649	\$10,335,528
Capital upgrade and new	\$22,525,489	\$17,697,295	\$11,211,474
Total	\$48,084,827	\$47,743,840	\$41,242,105



10-year asset lifecycle expenditure

Council's Open Space Assets 10-year Resourcing Strategy, as illustrated in Figure 8, displays larger spikes in capital between 2025-2028 for new projects committed to in Council's Delivery Program, including the FS Garside, programs of work for the River City, and Newington Reserve Upgrade. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Figure 8 Open Space assets 10 years expenditure forecast



LOOKING FORWARD

CITY OF PARRAMATTA CONTEXT

Parramatta is currently a city of 286,000 people. By 2041, Parramatta's population will nearly double to more than 446,021 people. This growth forecast highlights the need for additional infrastructure assets, and for existing assets to be managed differently to accommodate growing demand.

DEMAND DRIVERS

Increased demand for open spaces, services, and facilities. Our growing population, coupled with a move towards higher density living, will lead to greater demand for open spaces and community facilities, as well as new and upgraded assets.

Infrastructure. The infrastructure projects that will most impact our City and community over the next five years are Parramatta Square, Parramatta Aquatic Centre, and the construction of Stages 1 and 2 of the Parramatta Light Rail, Sydney Metro, and the Westmead Redevelopment.

Population growth. The City of Parramatta LGA is forecasted to grow by an additional 112,000 dwellings between 2016 and 2041, an increase in population of from 260,000 in 2021 to 487,000 by 2041, and more than 196,000 jobs than currently in the City of Parramatta.

Demographics. The over 55 population is expected to almost double over the next 20 years.

DEMAND MANAGEMENT STRATEGIES

1. **Environmental Sustainability Strategy:** The Environmental Sustainability Strategy 2017 outlines Council's key environmental directions and priorities. As we work towards our bigger goal of building Australia's next great city, it is essential that we protect our environment and focus on sustainable solutions. We want all residents, workers, and visitors to enjoy the benefits of well-managed growth.
2. **Culture and Our City:** Our cultural plan, *Culture and Our City 2017-2022*, prepares the City for the opportunities and challenges that unprecedented growth brings. It provides a roadmap that positions culture and the arts at the heart of our changing cityscape.

3. **Socially Sustainable Parramatta Framework:** *Sharing the Opportunities of Growth for All* 2017/18 is Council's framework for advancing social sustainability. It sets out a new way of working that puts people first.
4. **Community Infrastructure Strategy:** The Community Infrastructure Strategy 2020 outlines the City of Parramatta Council's long term direction for social infrastructure provision. It will be used to identify priorities for future social infrastructure, direct sound decision making about planning, funding, delivering, and negotiating for social infrastructure. It will also assist with a coordinated approach within Council to undertake this work.
5. **Economic Development Plan:** Council's Economic Development Plan 2017 -2021 outlines the challenges and opportunities that lie ahead for our local economy. It sets out our key economic directions and priorities and recognises that employment growth is essential to ensuring the wellbeing of our community.
6. **Transport planning:** Council's Integrated Transport Plan is critical to the future of a sustainable, live able and productive city. Smart, multi-modal transport solutions are being considered and progressing to planning and delivery stages that will transform the joint futures of both the Sydney and Parramatta metro regions. They include:
 - a. Parramatta Light Rail;
 - b. Sydney Metro West;
 - c. Parramatta Bike Plan;
 - d. Parramatta Ways Walking Strategy; and
 - e. Western Sydney Airport.
7. **Disability Inclusion Action Plan:** Council is actively addressing accessibility to comply with *the Disability Discrimination Act 1992* (Cth) and the newly adopted Disability Inclusion Action Plan 2022-2026. We have addressed accessibility initiatives and projects in asset management plans and other Council strategies.

The current asset portfolio will continue to grow to meet the demands of growth and development within the LGA. With the help of developer contributions, we will acquire new assets. Council will continue to develop asset-based strategies to effectively manage the increased use of and demand for Council's assets.

ASSET PRIORITIES

- The growing importance of the city centre
- Parramatta Square and Phive
- New council facilities and public domain
- Parramatta Light Rail
- Parramatta Aquatic Centre
- Riverside Theatre
- Major precincts:
 - Parramatta North
 - Westmead
 - Camellia
 - Granville
 - Rydalmere
 - Telopea
 - Epping Town Centre
 - Wentworth Point
 - Carter Precinct.

HOW COUNCIL FUNDS ITS ASSETS

This strategy identifies future funding requirements and service delivery in the context of:

- current asset condition and performance;
- levels of service;

- forecast demand for infrastructure and services; and
- funding constraints.

HOW COUNCIL SETS ITS ASSET BUDGETS

Council considers a wide range of alternative ways to fund the delivery of essential infrastructure and takes a risk management-based approach. The Long Term Financial Plan outlines Council's funding strategies in further detail.

The budget has been based on the following information:

- The priorities and objectives adopted for the City of Parramatta through Council's internal and external consultation process.
- Council is financially viable based on the next 4-year budgets.

CHALLENGES AND RISKS

Funding the ongoing maintenance and operations of new assets in the pipeline and those forecast to meet growing demands. The cost of asset creation or acquisition is generally a portion of the lifecycle cost of an asset, which includes operation, maintenance, refurbishment, and disposal. Before any asset is purchased or constructed, Council considers its lifecycle costs and risks, as it will inevitably have a long-term impact on Council's budget. In an extreme position, councils can make themselves financially unsustainable in the longer term with an aggressive asset creation program that does not consider the life cycle costs.

Assets to meet growth. The forecast growth highlights the need for additional infrastructure assets, and for existing assets to be managed differently to accommodate the additional demand.

Maintaining our growth into the future. The primary role of assets is to support services that deliver Council's long-term objectives. As Council's assets age, maintenance, refurbishment, and disposal costs increase, which in turn increases the cost of the services they support.

RISK MANAGEMENT

CRITICAL ASSETS

Critical assets are defined as those assets where the likelihood of an asset failure, under a given scenario, would cause sufficiently negative consequences. The assets in the table below are critical to Council's operations. Council has undertaken a risk assessment to develop risk management strategies for these assets.

	Critical Asset	Why is Asset Critical?	How is the Risk Mitigated?
Roads	Regional roads	Roads classed as regional roads experience high volumes of traffic, have a high percentage of heavy vehicles, and more severe accidents.	Regional roads are fully owned and managed by Council. Roads and Maritime Services provides grant funding for maintenance of regional roads.
	High volume roads High risk roads	Risk: Insufficient financial allocations to undertake remedial works and meet maintenance requirements resulting in increased asset failures, breakdowns, public liability, legal non-compliance, and risk to the environment, for example vehicle collision, public injury, significant pavement failures, class actions.	Council undertakes minor works generated from service requests. 4 yearly condition assessment surveys are conducted for whole road network including laser profiling and visual crack and road defect inspection. Condition data is used to prioritise and identify works programs, resealing, and resurfacing priorities. Prioritisation of maintenance and repair works is based on risk and public safety, using best practice guidelines.
Drainage	Stormwater	Risk: Insufficient financial allocations to undertake remedial works and meet maintenance requirements, resulting in increased asset failures, breakdowns, public liability, legal non-compliance, and risk to the environment, for example major pipeline breaks, surcharging onto private property, and property and public infrastructure damage with the potential to expose Council to significant liabilities.	Additional funding provided in future operational budgets.
	Lake Parramatta Dam	Risk: The failure of the dam will cause major flooding downstream around North Parramatta, and potentially loss of life and property.	Council has invested substantial capital to monitor movement and seepage in the dam and rainfall data via a telemetry system. The dam is also inspected three times a week as per the Dam Safety Committee requirement.

	Critical Asset	Why is Asset Critical?	How is the Risk Mitigated?
			Emergency plans are in place with Council's Local Emergency Management Officer when there is imminent danger of the dam failing.
	Briens Road culvert	<p>The culvert located beneath Briens Road drains a large catchment. It is approximately 20 metres wide and 15 metres deep and consists of four box culverts.</p> <p>The culvert has experienced partial blockages during storm events.</p> <p>Risk: A full blockage could occur during a 1-in-50- or 1-in-100-year storm and would cause flooding to private properties.</p>	Briens Road culvert is inspected quarterly, and during and/or following storm events.
	McCoy Park Basin Toongabbie	<p>The basin is a flood mitigation structure to control and reduce the impact of flooding to downstream properties.</p> <p>Risk: A full blockage could occur during a 1-in-50- or 1-in-100-year storm and would cause flooding to private properties.</p>	This structure is inspected monthly in accordance with Dam Safety Committee Requirements. Council has invested capital in a telemetry system to monitor water depths in the basin during flood events. Emergency plans are also in place with Council's Local Emergency Management Officer when there is any imminent danger of the basin failing.
Footpaths	CBD, highly trafficked footpaths, and accessibility-critical footpaths	<p>Footpaths in the CBD have a high volume of pedestrians and pose a high risk to Council.</p> <p>Footpaths near hospitals need to be monitored as pedestrian accessibility is more critical.</p> <p>Risk: Trip hazards due to structural failures.</p>	<p>Footpaths in the CBD are inspected daily as part of Council cleaning duties. While there are no response times documented, Council will be required to undertake a multi-departmental review to identify and set expectations around key performance indicators.</p> <p>Trip hazards are given highest maintenance priority by operational staff.</p> <p>Failures are risk-rated and fixed using Council's adopted risk-based system and with operational funds available.</p>
Bridges	Moxhams Road bridge	Risk: Moxhams Road bridge is a timber bridge that is prone to termite attack.	Termite inspections are undertaken every six months. Timber components of the bridge are replaced about every ten years.
Parks and open spaces	<p>Destination parks used by large numbers of the public</p> <p>Historic cemeteries</p>	<p>Council classifies parks and reserves as critical based on several criteria:</p> <ul style="list-style-type: none"> geographical area being serviced (catchment); 	Playgrounds are audited annually by KICO Playground Inspection Services and inspected quarterly by Parks staff.

	Critical Asset	Why is Asset Critical?	How is the Risk Mitigated?
	Parks with heritage significance (Prince Alfred Square, St Patricks Cemetery, Lake Parramatta Reserve)	<ul style="list-style-type: none"> size (ha); level of use, for example major events; and Significance. <p>Historic cemeteries are to be protected and have limited capacity and suitability for recreation uses by the community.</p> <p>Risk: Adoption of new areas and assets without commensurate budget; failure to meet community expectations; emergence of new/ changes in recreational trends.</p>	When master plans or enhancements to parks and reserves are being planned, consultation is undertaken with the community and a balance between heritage principles and significant heritage elements identified are prioritised and balanced with principles and priorities to deliver effective open and recreation spaces and facilities aligned to community needs.
Buildings	Administration Building Rydalmere Operations Centre Riverside Theatres Child Care Centres Parramatta Town Hall Community Neighbourhood Centres	Properties classed as critical have high occupancy rates, are used by vulnerable groups, and/or are used during emergency operations.	No proactive asset inspections are undertaken on property assets, however Council has established required response times for service requests on defects.

COMMUNITY ENGAGEMENT

LEVELS OF SERVICE

The levels of service decision-making hierarchy at Council flows from:

- legislative requirements, to
- community expectation, to
- Council strategies.

Council uses the levels of service to measure its performance and establish forward works programs, maintenance schedules and delivery programs for short and long-term planning.

Community levels of service

Council translates what the community needs into technical levels of service. We measure the achievement of desired levels of service through customer satisfaction surveys, customer feedback, service requests and correspondence, and community engagement.

Community levels of service measure how the community receives the service, in terms of:

- Quality – How good is the service?
- Function – Does it meet the user's needs?
- Capacity/utilisation – Is the service over or underused?

The community levels of service, including performance measures, current levels of service and optimal levels of service, are listed in the detailed asset management plans. The community levels of service below describe the quality, function and safety expected from Council's assets.

Asset class	Quality	Function	Safety
Roads	Smooth roads and footpaths that remain clear and offer a pleasant experience.	Provide access to facilities and transport, accessible with clear signage, and water drains away quickly by kerb and gutter.	Traffic volume is monitored to ensure no injuries from accidents nor unexpected delays in travel time.
Footpaths			Footpaths free of trip hazards.
Stormwater	Use of roads and footpaths is not obstructed by flooding.	Flooding of private property is minimised.	Stormwater drains are appropriate for stormwater discharge.

			High hazard local flooding is reduced.
Properties including public toilets	Appealing to use, clean and in useable condition.	Accessible for use for required event or purpose.	Safe and accessible buildings and toilets in adequate locations.
Playgrounds	Appealing to use, clean and in useable condition.	Accessible for use as a playground.	Safe and accessible playgrounds in adequate locations.

COMMUNITY CONSULTATION

It is important that our community have a say. Obtaining community feedback on the condition of our assets is important for council to understand as it impacts how we prioritise work, allocate Council budget, make recommendations to Councillors on future budget decisions, including the level of rates required to fund important infrastructure and improve safety and quality of life for our community.

Council must maintain community infrastructure to acceptable standards for safety and functional usage. However, when determining the community levels of service, we look beyond the minimum standards and work with the community to define acceptable standards for a range of assets, so we can better align resources with community priorities.

Council consulted with the community in February 2022 on the condition of its infrastructure assets as part of the development of the Community Strategic Plan and Resourcing Strategy.

Community Survey results

Council conducted a community engagement program to help inform the review of the Asset Management Strategy. The research sought to explore the criteria used by the community to determine if community assets are in good condition or not and how community assets are prioritised by the community.

Potential participants were recruited using the Participate Parramatta Community. 20 people from each ward were invited to participate in a week-long online research community where participants were selected to ensure a reasonable spread of age, gender, household type, household income and cultural background were represented.

A total of 67 people completed 50% or more of the tasks set in the community:

- 14 from Dundas
- 16 from Epping
- 11 from North Rocks
- 13 from Parramatta
- 13 from Rosehill

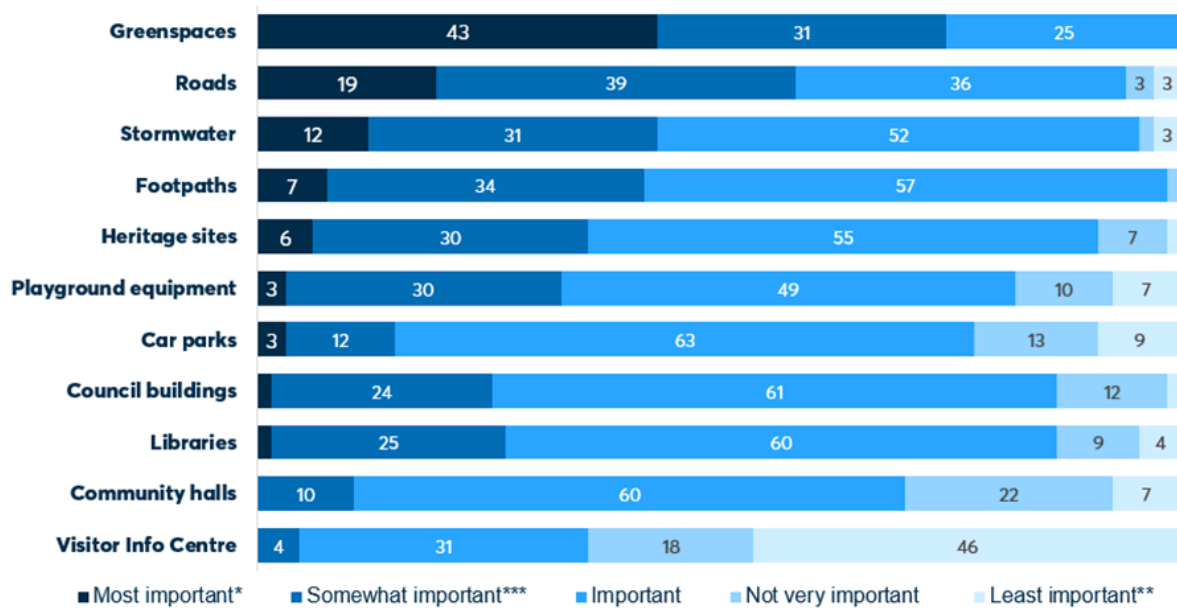
How the community prioritises assets

Survey participants were asked to complete a short survey with 2 prioritisation tasks.

Task 1 asked participants to rate the 'importance' of categories.

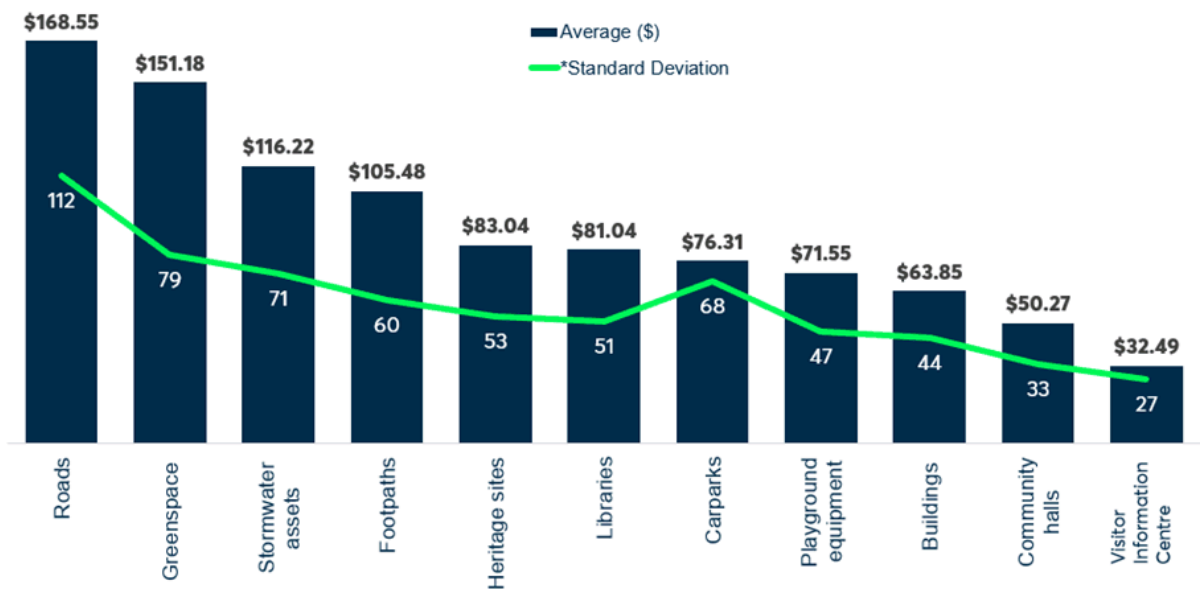
Task 2 asked participants to treat the categories like their household budget. They were allotted \$1,000 and had to allocate a proportion of that \$1,000 across all categories.

The results of rating the importance of asset classes (Task 1) in the table below reveals that 43% of participants rated Greenspaces as the most important asset and 19% for Roads as the second most important, with stormwater and all other asset classes score significantly lower in importance.

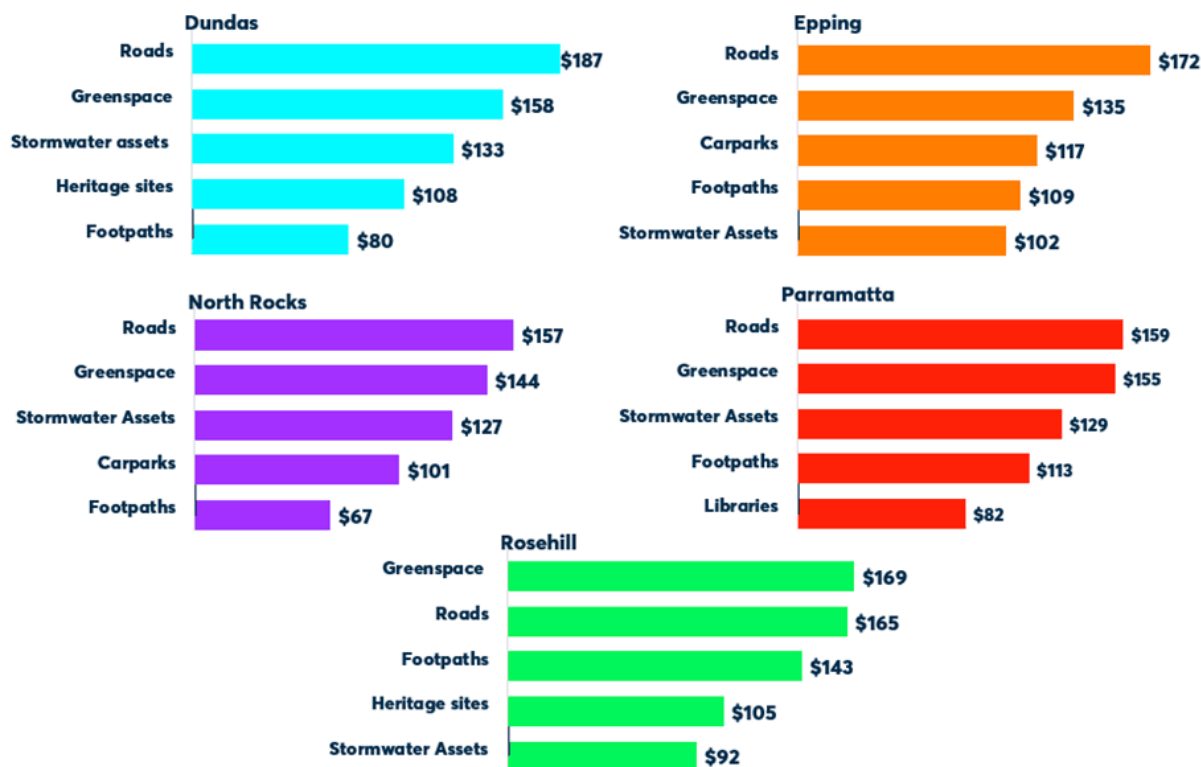


Once a budget was introduced (Task 2), roads were allocated the biggest chunk of the budget in task 2, followed closely by greenspace and stormwater assets. Roads, however, had the greatest polarisation of values (a high standard deviation) with participants allocations ranging from a low of \$1 to a maximum of \$500.

Greenspace allocation was second highest in value but was less polarising (a lower standard deviation) with values ranging from \$30 to \$400.



Top 5. Differences by Ward

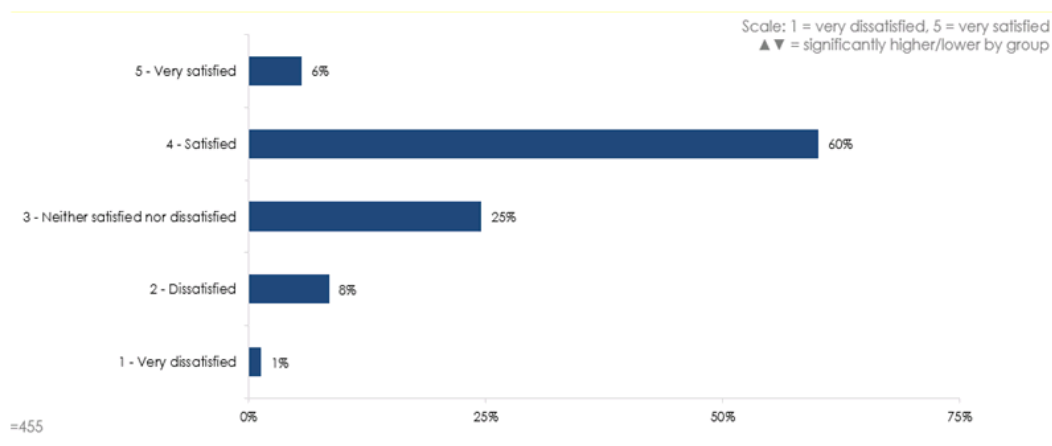


Breaking down the budget allocation into wards, allocations differed slightly by Ward:

- Roads allocation was much higher from Dundas & Epping residents.
- Greenspace allocation was highest from Rosehill.
- On average Dundas, Parramatta and North Rocks allocated higher amounts to stormwater assets other wards.
- Rosehill allocated the highest average amount to footpaths compared to all other wards.
- Heritage sites reached the top 5 in Dundas and Rosehill (but not in other wards).
- Carparks in Epping were allocated a higher average than all other wards.








Satisfaction with current community assets

Results from a previous community engagement program conducted in 2018, showed that residents are satisfied with the quality of community assets, with two-thirds stating they are "satisfied" or "very satisfied".



Usage, acceptable standards and investment

The table below presents the results of the community consultation exercise. It plots the major asset classes against community usage of assets, the minimum acceptable standard of assets, and Council assets identified as requiring more investment. An interesting result worth noting is that while footpaths and local urban roads are the most used assets, they have the highest percentage of the community accepting a fair conditioned asset standard over a good standard asset.

Rank	Asset	Usage % used regularly/ occasionally	Acceptable Standard % good condition	Investment % more investment Post-info pack (N=300)
Primary				
Secondary				
Tertiary				
	Park amenities (toilets) 	37%	48%	64%
	Community facilities and buildings 	42%	44%	57%
	Footpaths 	91%	39%	56%
	Major town centres 	64%	61%	56%
	Local suburban roads 	95%	37%	55%
	Parks infrastructure and sporting fields 	72%	58%	55%
	Parramatta CBD 	52%	65%	53%

ASSET MANAGEMENT PRACTICES AND CAPABILITIES

STRATEGIC PRIORITIES FOR ASSET MANAGEMENT AT COUNCIL

Council is working towards implementing uniform processes across the whole organisation to better evaluate investment and forecast operations, maintenance, renewals, and new works requirements.

Such processes involve linking Council corporate goals to asset investments and works programs by:

- applying best appropriate lifecycle processes and practices;
- acquiring and maintaining necessary data and knowledge;
- storing this data and knowledge in appropriate asset management information systems;
- preparing asset management plans so that the strategy is transparent across Council; and
- adopting appropriate and best value commercial tactics.

An independent asset management maturity assessment identified the following key strategic themes:

- data governance;
- asset management culture;
- budget, valuation, financial policy and models;
- asset creation and handover;
- policy and strategy update;
- risk management plans;
- Integrated Planning and Reporting; and
- asset management system development.

THE ASSET DECISION LIFECYCLE MANAGEMENT MODEL

Council utilises technical expertise and systems involving extensive research on deterioration of asset components based on key criteria and environmental conditions.

All works programs developed by asset managers need to be flexible to allow for further inspections of all the assets from the programs to determine the scope of works at each location, estimate costs and allocate priority.

Criteria considered in Council's lifecycle model (based on the Asset Management Council's framework) include:

- Physical condition based on the asset lifecycle affected by:
 - Usage (wear and tear);

- Design life / deterioration profile (material, construction type);
- Environmental or other external effects (coastal, marine, landslips, storms, vandalism); and
- Asset (technical) performance (breakdowns, utility costs).
- Asset criticality in terms of:
 - Health and safety (asbestos, lead, mould, fire safety);
 - Impact on overall asset system (roofing, services);
 - Impact on service (aesthetics);
 - Regulatory/legislative requirements (building code); and
 - Asset risk tolerance (likelihood/consequence).
- Other considerations (where applicable), for example heritage.
- Cost of construction/replacement/maintenance/monitoring.

ASSET MANAGEMENT SYSTEM – CURRENT PRACTICES

It is mandatory for Council, and all local governments, to develop asset management plans. Council's Asset Management Strategy and plans follow the *Integrated Planning and Reporting Guidelines for Local Government in NSW* that accompany the *Local Government Amendment (Planning and Reporting) Act 2009* (NSW).

The primary role of assets is to support services that deliver Council and the community's long-term objectives. As Council's assets age, maintenance, refurbishment, and disposal costs increase, which in turn increases the cost of the services they support.

Figure 9 shows the relationship between the various plans and resourcing strategies that make up our asset management system.

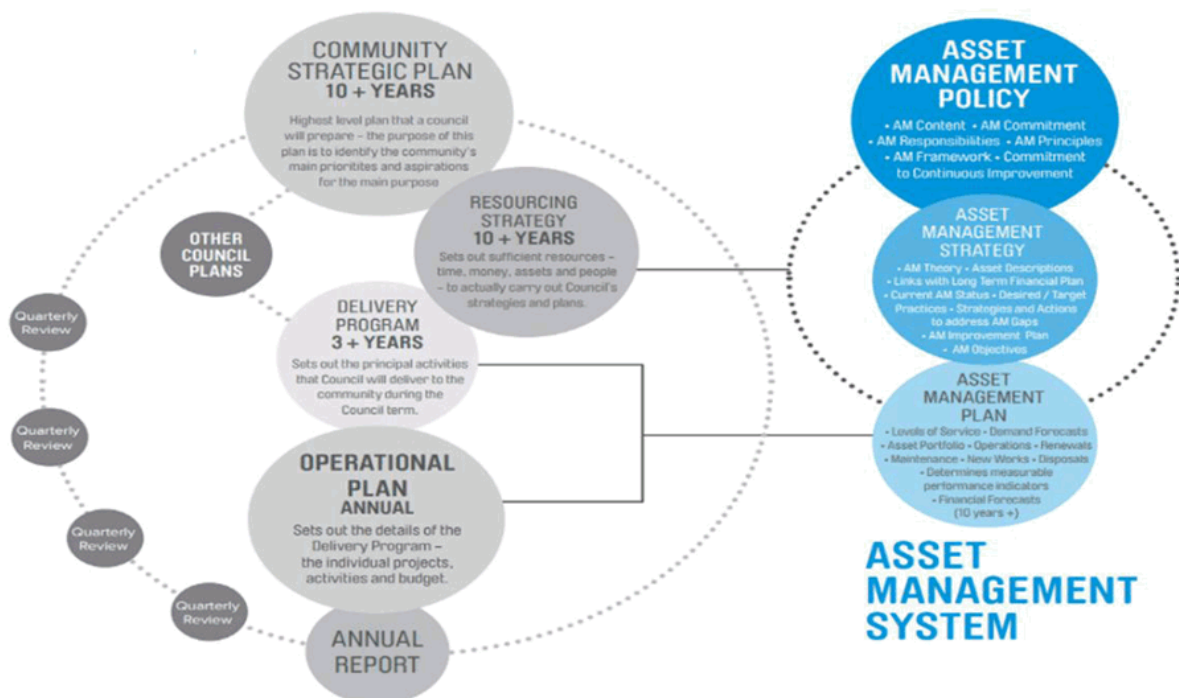


Figure 9 City of Parramatta Relationship between plans and strategies – Asset Management linkage

The components the Integrated Planning and Reporting Guidelines for Local Government in NSW that are linked to the asset management system are:

- **Community Strategic Plan** – outlines what the community wants, defines the objectives of the community, and sets strategies to achieve those objectives.
- **Resourcing Strategy** – details the resources available to Council to deliver the Community Strategic Plan.
- **Delivery Program and Operational Plan** – how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.
- **Annual Report** – provides Council with a mechanism to report on the activities and actions proposed in its Delivery Program and Operational Plan.

COUNCIL'S ASSET PERFORMANCE

- Depreciation
- 10-year renewal forecasts
- Backlog ratio
- Asset maintenance ratio (operational and maintenance)

Depreciation

Based on independent research of good practice by consultants Morrison Low, the total annual depreciation of infrastructure assets should be approximately 1.2% of the current replacement cost of the assets. Based on the available data, Council's overall rate of depreciation is approximately 1.2%, which is as per the benchmark for councils of its size.

10-year renewal forecasts

Industry best practice suggests Council's annual renewals expenditure should match the annual depreciation of its assets. Therefore, 100% is the renewals benchmark against which Council compares its renewal ratio. Council's combined asset renewals ratio in 2024/25 is 103% (Figure 10), which is forecast to decline rapidly over the future years. The increase in renewal shortfall amount over the 10-year term is due to the significant amount of additional new assets to be constructed and managed each year due to City of Parramatta's projected growth in population.

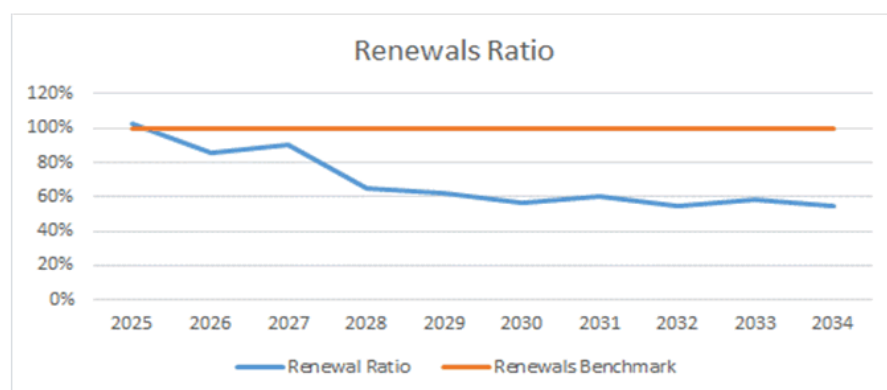


Figure 10 City of Parramatta asset renewals ratios 2025-34

Table 13 Combine asset renewals gap over 10-year term – depreciation 1.2% (LTFP)

Combined Asset Renewals	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Actual renewal (\$m)	\$41.46	\$37.07	\$42.03	\$32.29	\$32.49	\$30.69	\$33.89	\$31.57	\$35.34	\$33.94	\$350.06
Req. renewal/depreciation (\$m)	\$40.41	\$43.48	\$46.58	\$49.86	\$52.46	\$54.60	\$56.42	\$58.30	\$60.24	\$62.24	\$524.59
GAP (\$m)	\$1.05	-\$6.41	-\$4.55	-\$17.57	-\$19.97	-\$23.91	-\$22.53	-\$26.73	-\$24.89	-\$28.30	-\$174.53

The projected cost of required asset renewals over the next ten years is \$524.59 million. The estimated available 10-year average Long Term Financial Plan budget is \$350.06 million, which is 67% of the cost to provide the services required. This results in actual spend on renewals being \$174.53 million less than forecast depreciation over ten years.

When compared to the industry's benchmark, there is a shortfall of renewals in all asset classes after 2025/26. With the given budget allocation, the renewals gap is expected to increase each year over the 10-year term.

Although there appears to be a significant gap in renewals expenditure both in the future and in past years, the reported condition of the assets contradicts these shortfalls. Most assets are reported to be in good to very good condition, suggesting adequate renewals expenditure in the past. This may indicate that Council is optimising the capital forward works program and maximising the return in investment in terms of increasing service levels.

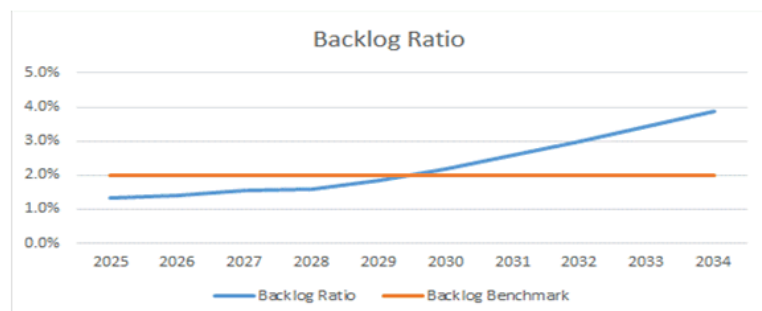
Backlog

Backlog is defined as assets that do not meet a satisfactory condition. The condition of any given asset is determined through community consultation, and generally results in a classification of a good to fair condition.

Important - The backlog figure in the Asset Management Strategy is calculated using a standardised approach to calculate the cost to achieve a satisfactory level and is adopted in the Long Term Financial Plan and Special Schedule 7 of 30 June 2023 Annual Financial Statements. Another backlog methodology used within the Asset Management Plans uses a combination of existing recorded backlog for transport and stormwater assets and calculated backlog for Property, open spaces, and shared infrastructure assets, using a standardised approach to calculate the cost to achieve a satisfactory level. Council's analysis of its backlog highlights a steadily increasing backlog trend over the next ten years.

Council's current combined infrastructure backlog is estimated to be \$29.7 million, or a backlog ratio of 1.3%. The current estimated backlog is below the industry benchmark of 2%.

Figure 11 City of Parramatta backlog ratio – 2024/25–2033/34



Operational and maintenance

It is estimated that a total \$964.12 million is required over the next 10 years in operational and maintenance (O&M) expenses to sustain the desired service levels. The required operational and maintenance budgets are based on industry best practice for various asset classes, which range from 0.48% to 3.3% of the current replacement cost of the assets.

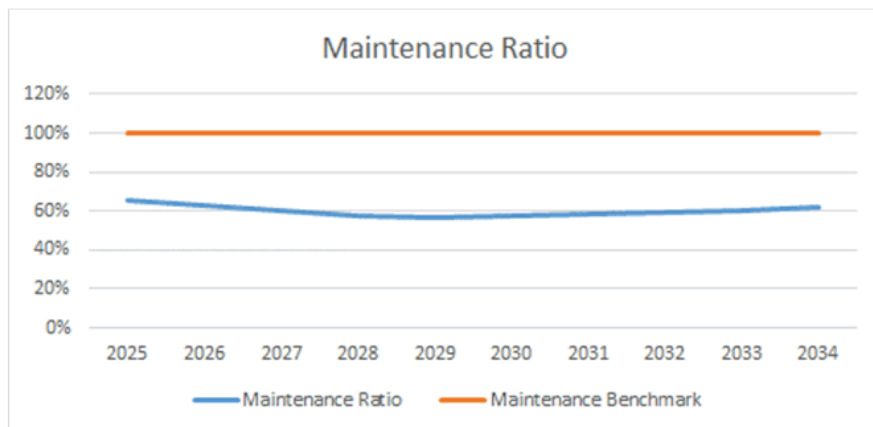


Figure 12 City of Parramatta asset maintenance ratio 2024/25–2033/34

Table 14 Combined O&M expenditure gap

Combined Asset O&M	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Actual O&M (\$m)	\$62.92	\$61.89	\$63.30	\$64.41	\$65.91	\$67.79	\$69.02	\$70.63	\$72.63	\$74.33	\$672.83
Req. O&M (\$m)	\$80.33	\$85.49	\$91.61	\$96.96	\$99.89	\$101.17	\$101.56	\$101.96	\$102.37	\$102.78	\$964.12
GAP (\$m)	-\$17.41	-\$23.60	-\$28.31	-\$32.55	-\$33.98	-\$33.37	-\$32.54	-\$31.33	-\$29.74	-\$28.45	-\$291.28

MANAGING THE ASSET GAP

Demand for new services will be met through a combination of managing and upgrading existing assets, and providing new assets as required. New technologies will provide opportunities to deliver better products with lower lifecycle costs.

Council has identified two scenarios that will inform our approach and drive us towards achieving the commitments outlined in the Community Strategic Plan. By establishing these resourcing scenarios, we are better positioned to understand and respond to the needs of our community, recognise, and take opportunities, and minimise risks associated with unforeseen events.

The development process for the Asset Management Strategy and Long Term Financial Plan incorporated financial modelling of different scenarios to provide Council with an idea of how much flexibility we have built into our planning and how much latitude we have with various projects and programs.

These models are important when discussing the financial implications of the Community Strategic Plan with the community and assist Councillors in the development of the Delivery Program.

The two scenarios we modelled were:

Scenario 1 – Continue **to provide a level of service driven by existing budget allocation** – the current balanced Asset Management Plan and Long-Term Financial Plan. This scenario results in an overall deterioration of the average asset portfolio.

Scenario 2 – Allocate funding to **meet the desired levels of service agreed with the community**. This scenario adjusts funding levels based on risk management and levels of service (i.e. eliminating assets in poor and very poor condition, and increasing the number of condition 1, 2 and 3 assets) to achieve the minimum acceptable conditions ascertained through community feedback. This scenario also forecasts the costs in delivering the draft Developer Contribution Plan currently in development.

The financial models for each scenario are included below:

Scenario 1

Capital New	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$20,554,466	\$24,067,741	\$9,849,643	\$2,385,313	\$2,444,946	\$2,506,069	\$2,568,721	\$2,632,939	\$2,698,762	\$2,766,231	\$72,474,831
Buildings	\$59,298,370	\$64,160,463	\$102,178,963	\$49,459,439	\$33,385,998	\$3,781,423	\$3,843,134	\$3,906,415	\$3,971,308	\$4,036,840	\$328,022,353
Stormwater	\$3,926,009	\$3,758,346	\$3,716,758	\$3,441,111	\$3,728,495	\$3,672,565	\$3,976,285	\$3,915,754	\$4,223,657	\$4,329,248	\$38,688,226
Parks and Open Spaces	\$22,525,489	\$17,697,295	\$11,211,474	\$11,337,490	\$1,947,077	\$1,973,254	\$2,000,085	\$2,027,587	\$2,055,777	\$2,084,672	\$74,860,199
Total	\$106,304,333	\$109,683,844	\$126,956,840	\$66,623,353	\$41,506,515	\$11,933,311	\$12,388,224	\$12,482,695	\$12,949,504	\$13,216,991	\$514,045,610

Capital Renewal	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$24,741,928	\$18,589,852	\$21,103,470	\$18,627,458	\$19,062,079	\$19,507,597	\$19,964,288	\$20,432,430	\$20,912,312	\$21,402,961	\$203,628,868
Buildings	\$3,500,000	\$1,000,250	\$3,460,506	\$1,011,019	\$3,532,788	\$1,022,070	\$3,606,891	\$1,035,566	\$3,697,937	\$1,036,168	\$22,903,195
Stormwater	\$6,539,603	\$6,712,640	\$7,131,376	\$6,793,255	\$7,339,167	\$7,080,898	\$7,658,617	\$7,383,144	\$7,963,994	\$8,163,093	\$72,765,787
Parks and Open Spaces	\$6,680,571	\$10,764,649	\$10,335,528	\$5,855,548	\$2,556,844	\$3,080,118	\$2,660,972	\$2,714,996	\$2,770,371	\$3,339,630	\$50,759,224
Total	\$41,462,102	\$37,067,391	\$42,030,879	\$32,287,281	\$32,490,878	\$30,690,683	\$33,890,767	\$31,566,136	\$35,344,613	\$33,941,851	\$350,057,073

Maintenance	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$5,658,623	\$5,785,468	\$5,915,481	\$6,048,745	\$6,185,343	\$6,325,361	\$6,468,872	\$6,615,972	\$6,766,752	\$6,921,299	\$62,691,916
Buildings	\$4,731,319	\$4,847,601	\$4,966,790	\$5,088,956	\$5,214,178	\$5,342,531	\$5,474,094	\$5,608,943	\$5,747,167	\$5,888,846	\$52,910,425
Stormwater	\$2,066,150	\$2,116,690	\$2,168,491	\$2,221,590	\$2,276,017	\$2,331,803	\$2,388,984	\$2,447,596	\$2,507,672	\$2,569,248	\$23,094,240
Parks and Open Spaces	\$15,599,122	\$15,935,378	\$16,280,038	\$16,633,314	\$16,995,426	\$17,366,595	\$17,747,037	\$18,136,990	\$18,536,690	\$18,946,384	\$172,176,973
Total	\$28,055,213	\$28,685,137	\$29,330,800	\$29,992,605	\$30,670,964	\$31,366,290	\$32,078,987	\$32,809,501	\$33,558,281	\$34,325,777	\$310,873,555

Operational	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$8,734,384	\$8,941,432	\$9,153,659	\$9,371,185	\$9,594,158	\$9,822,705	\$10,056,960	\$10,297,075	\$10,543,192	\$10,795,459	\$97,310,209
Buildings	\$17,378,074	\$15,787,620	\$16,212,576	\$16,247,295	\$16,641,640	\$17,395,847	\$17,460,147	\$17,884,812	\$18,670,093	\$19,124,997	\$172,803,101
Stormwater	\$5,474,967	\$5,126,950	\$5,188,425	\$5,314,792	\$5,444,316	\$5,577,079	\$5,713,161	\$5,852,639	\$5,995,607	\$6,142,152	\$55,830,088
Parks and Open Spaces	\$3,279,645	\$3,346,519	\$3,415,065	\$3,485,324	\$3,557,340	\$3,631,156	\$3,706,817	\$3,784,366	\$3,863,853	\$3,945,330	\$36,015,415
Total	\$34,867,071	\$33,202,521	\$33,969,725	\$34,418,596	\$35,237,454	\$36,426,787	\$36,937,085	\$37,818,892	\$39,072,745	\$40,007,938	\$361,958,814

Scenario 2

Capital New	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$100,213,010	\$103,726,285	\$89,508,187	\$82,043,856	\$82,103,489	\$96,542,530	\$96,605,181	\$96,669,399	\$96,735,223	\$96,802,691	\$955,195,362
Buildings	\$144,928,253	\$149,790,345	\$187,808,846	\$135,089,322	\$119,015,880	\$44,377,650	\$44,439,361	\$44,502,643	\$44,567,535	\$44,633,068	\$959,152,904
Stormwater	\$3,926,009	\$3,758,346	\$3,716,758	\$3,441,111	\$3,728,495	\$3,672,565	\$3,976,285	\$3,915,754	\$4,223,657	\$4,329,248	\$38,688,226
Parks and Open Spaces	\$120,876,513	\$116,048,319	\$109,562,499	\$109,688,514	\$100,298,102	\$85,294,199	\$85,321,030	\$85,348,532	\$85,376,722	\$85,405,617	\$983,220,047
Total	\$369,943,784	\$373,323,295	\$390,596,291	\$330,262,804	\$305,145,966	\$229,886,944	\$230,341,857	\$230,436,328	\$230,903,136	\$231,170,624	\$2,936,256,540

Capital Renewal	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$24,741,928	\$18,589,852	\$21,103,470	\$18,627,458	\$19,062,079	\$19,507,597	\$19,964,288	\$20,432,430	\$20,912,312	\$21,402,961	\$203,628,868
Buildings	\$3,500,000	\$1,000,250	\$3,460,506	\$1,011,019	\$3,532,788	\$1,022,070	\$3,606,891	\$1,035,566	\$3,697,937	\$1,036,168	\$22,903,195
Stormwater	\$6,539,603	\$6,712,640	\$7,131,376	\$6,793,255	\$7,339,167	\$7,080,898	\$7,658,617	\$7,383,144	\$7,963,994	\$8,163,093	\$72,765,787
Parks and Open Spaces	\$6,680,571	\$10,764,649	\$10,335,528	\$5,855,548	\$2,556,844	\$3,080,118	\$2,660,972	\$2,714,996	\$2,770,371	\$3,339,630	\$50,759,224
Total	\$41,462,102	\$37,067,391	\$42,030,879	\$32,287,281	\$32,490,878	\$30,690,683	\$33,890,767	\$31,566,136	\$35,344,613	\$33,941,851	\$350,057,073

Maintenance	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$6,455,208	\$6,582,054	\$6,712,066	\$6,845,330	\$6,981,928	\$7,265,726	\$7,409,237	\$7,556,337	\$7,707,117	\$7,861,664	\$71,376,666
Buildings	\$7,300,215	\$7,416,498	\$7,535,686	\$7,657,852	\$7,783,074	\$6,560,418	\$6,691,981	\$6,826,830	\$6,965,054	\$7,106,733	\$71,844,341
Stormwater	\$2,066,150	\$2,116,690	\$2,168,491	\$2,221,590	\$2,276,017	\$2,331,803	\$2,388,984	\$2,447,596	\$2,507,672	\$2,569,248	\$23,094,240
Parks and Open Spaces	\$18,549,652	\$18,885,908	\$19,230,569	\$19,583,845	\$19,945,957	\$19,866,223	\$20,246,665	\$20,636,618	\$21,036,318	\$21,446,012	\$199,427,769
Total	\$34,371,226	\$35,001,149	\$35,646,813	\$36,308,618	\$36,986,977	\$36,024,170	\$36,736,867	\$37,467,381	\$38,216,161	\$38,983,657	\$365,743,017

Operational	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Road Infrastructure	\$8,814,042	\$9,021,091	\$9,233,318	\$9,450,844	\$9,673,817	\$9,916,741	\$10,150,996	\$10,391,111	\$10,637,228	\$10,889,495	\$98,178,684
Buildings	\$19,946,971	\$18,356,517	\$18,781,472	\$18,816,191	\$19,210,536	\$18,613,734	\$18,678,034	\$19,102,699	\$19,887,980	\$20,342,884	\$191,737,018
Stormwater	\$5,474,967	\$5,126,950	\$5,188,425	\$5,314,792	\$5,444,316	\$5,577,079	\$5,713,161	\$5,852,639	\$5,995,607	\$6,142,152	\$55,830,088
Parks and Open Spaces	\$6,230,176	\$6,297,049	\$6,365,596	\$6,435,855	\$6,507,871	\$6,130,784	\$6,206,445	\$6,283,994	\$6,363,481	\$6,444,958	\$63,266,210
Total	\$40,466,156	\$38,801,607	\$39,568,811	\$40,017,682	\$40,836,540	\$40,238,339	\$40,748,637	\$41,630,444	\$42,884,297	\$43,819,490	\$409,012,001

WHAT WE WILL COMMIT TO DOING

It is important that our asset management processes and practices over the next ten years support the aspirations of our community, as outlined in the Community Strategic Plan. We therefore commit to:

- collecting and analysing better information (condition assessment, data collection, analytics);
- developing better processes (strategic asset planning, levels of service, financial planning and capital);
- implementing better systems (system integration, GIS-finance-asset management linkages and business processes);
- making better decisions (risk management, decision-making framework); and
- developing a more supportive and aligned organisational context (PD alignment with AM, roles and responsibilities, training).

We will keep Council sustainable by:

- extending the useful lives of our ageing facilities and infrastructure;
- optimising or rationalising our poor or non-performing facilities; and
- finding innovative ways and technologies to maximise limited resources and address challenges.

IMPROVEMENT PROGRAM

Based on these observations and analysis of current asset management practices, Council has developed a range of strategic actions that apply to all asset groups. These strategic actions will ensure adequate provision is made for the long-term management of Council's infrastructure assets.

Table 15: City of Parramatta high level strategic actions

Ref No.	High Level Strategic Actions	Outcome	Priority	Deliver by:
1.	Establish transparent and responsible asset management processes that align with best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, Technology One asset registers, levels of service for all asset classes, data collection, validation, and reporting.	Automate and establish processes to integrate asset management, financial and service planning processes. This includes alignment of systems, roles, and data. i.e. ensure asset data across the asset register, pavement management system and GIS is consistently reconciled.	High	2024/25
2.	Review and establish clear assumptions and a consistent approach to calculating depreciation and backlog. Apply this approach across all asset classes to obtain the most accurate backlog. Assess the backlog against Council's infrastructure priorities, financial budgets and Long Term Financial Planning.	Refine backlog calculations and assumptions to improve the understanding and tracking of Council's backlog. This includes overlaying asset criticality, utilisation, and functionality data points to assess backlog against a consistent methodology.	High	2024/25
3.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance,	Development of asset expenditure thresholds and definitions including	High	2024/25

	and operational. Establish clear budgets and reporting lines for each category.	adoption of Asset Capitalisation Policy.		
4.	Allocate and clarify roles, resources, and responsibilities for asset management. This includes establishing a good understanding of asset data, finance, and budgets. Establish clear communication protocols between finance and the wider organisation.	Roles and responsibilities mapped across Council. Key roles around asset data ownership, asset budget management, and asset service planning responsibilities.	High	2024/25
5.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Undertake detailed community consultation engagement include trade off analysis based on utilisation, community importance and risk.	Medium	2025/26
6.	Review and estimate the future lifecycle costs of all decisions relating to new service levels and new assets, donated, or built.	All new asset lifecycle costs are estimated and included in business cases and long term financial plans.	Medium	2024/25
7.	Review the future lifecycle costs and effects of donated assets on financial sustainability and the level of service delivery to the community. Create a disposal assets plan that feeds information into the Long Term Financial Plan.	All donated asset lifecycle costs are estimated and included in business cases and long term financial plans. Develop asset rationalisation program to dispose of any assets not providing service to community or do not meet cost benefit principles.	Medium	2024/25
8.	Prioritise and plan asset renewals to meet agreed service levels based on site inspections, infrastructure priorities and community importance.	100% of assets have been assessed against agreed level of service criteria, are inspected and prioritised per required (risk based) criteria.	Medium	2025/26
9.	Identify and prioritise critical assets for Council and its community. Establish emergency response plans and asset ownership for critical assets.	All asset sub classes assessed for criticality and emergency response plans adopted for all critical assets	Medium	2025/26
10.	Create an environment where Council employees take part in the overall management of Council assets by developing asset management awareness and capability throughout the organisation.		Medium	2024/25

A detailed Asset Management Improvement Plan has been prepared and highlights areas of improvement across:

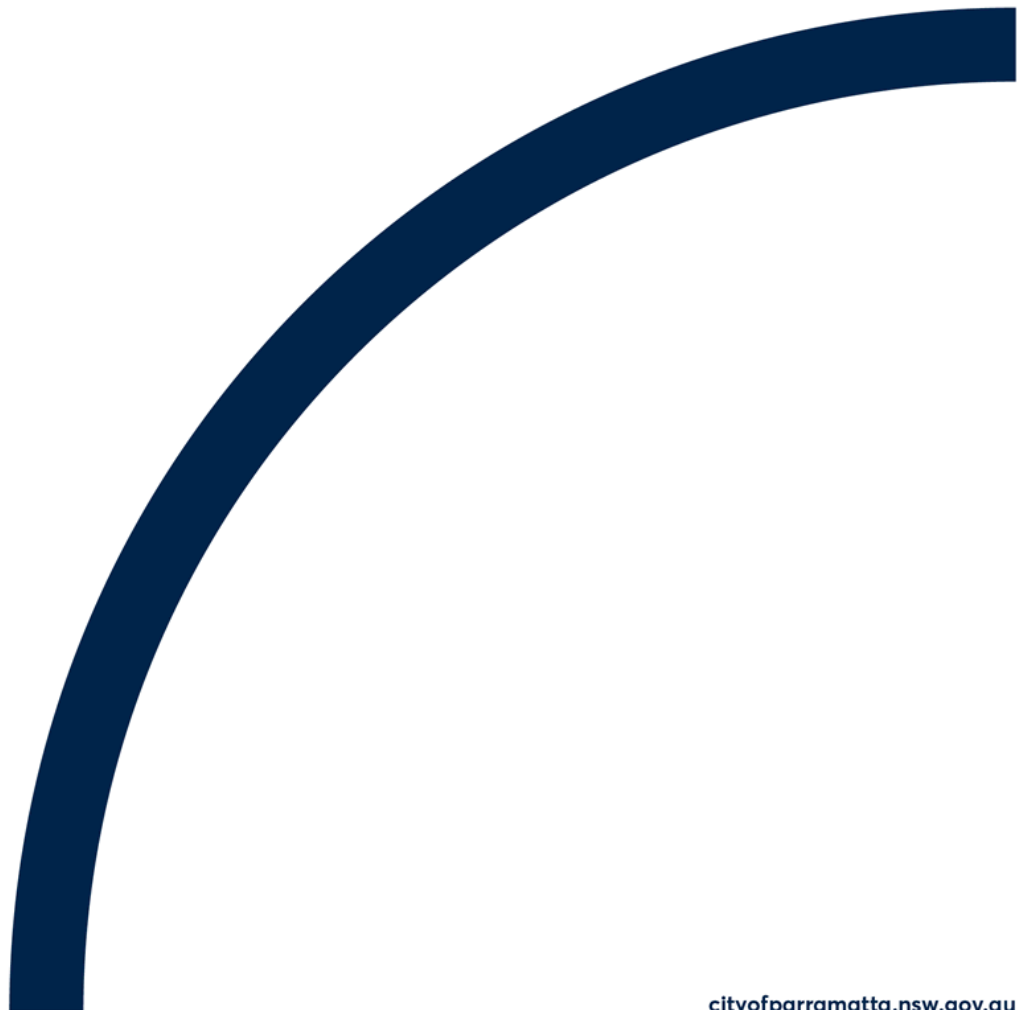
- asset knowledge and data processes.
- strategic asset planning processes.
- asset operations and maintenance.
- asset information systems; and
- organisational context.

Improvement actions have been assigned to each asset class to continue developing and enhancing Council's asset management planning practices.



Asset Management Plan

Buildings Portfolio 2025-2034



cityofparramatta.nsw.gov.au



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1. Definitions

Explanation of definitions and acronyms used in this plan.

Term/Acronym	Definition
AASB	Australian Accounting Standards Board
AM Strategy	Asset Management Strategy
AMSC	Asset Management Steering Committee
Backlog	<p>The quantum of assets that meet the levels of service reflected in the modelling rule base and hence due for a capital treatment, however, funding is not enough to treat these assets.</p> <p>The current hypothetical cost of recouping this backlog (i.e PDAMP funding required to bring every asset in condition state 5, Very Poor, back to a condition state 1, being Very Good) by immediate capital renewal</p>
CIS	Community Infrastructure Strategy 2018-2038
CSP	City of Parramatta Council Community Strategic Plan 2018-2038
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability of the asset in question to fulfill its function; where 1 is very good and 5 is very poor
ICT	Information and Communication Technology
IIMM	International Infrastructure Management Manual
ISO55000	55000 Series, International Suite of Asset Management Standards
LTFP	Long-Term Financial Plan (10 year)
Average Annual Lifecycle Cost	Total cost lifecycle scenario strategy. Calculation; Total Capital Cost over 10 Years + Total Maintenance & Operational Cost over 10 Years – Backlog Movement Over 10 Years.
Non-current assets	Physical and intangible infrastructure assets, including information and communication technology (ICT) assets, controlled by the organisation
BAMP or AMP	Building Asset Management Plan
SAM	Strategic Asset Management

1. Executive Summary

1.1. Purpose of this Plan

The purpose of this Asset Management Plan for the Buildings Portfolio is to inform the City of Parramatta Council (Council) commitment to best practice asset management and provide principles for sound asset investment decision making. The Plan extends to 10 years and the adopted financial model is based on deliberative internal assessment of multiple future scenarios to ensure that the Building Portfolio is maintained at desired long term service levels.

The Asset Management Plan (AMP) documents the overall integrated planning framework to guide and improve Council's long-term strategic management of its building assets in order to cater for the community's required levels of service into the future as detailed in Section 4. The AMP defines the state of Council's building assets as per the 2023/2024 Financial Year, the 10-year funding required to achieve Council's adopted asset performance targets and planned asset management activities over a 10-year planning period, with forecast 10-year capital renewal funding allocation.

This AMP is to be read in conjunction with Council's Asset Management Policy and Strategy.

1.2. Current State of Council's Assets

The value of the building assets covered by this AMP is estimated at \$483M with an additional \$168M in WIP (PAC, Townhall, 9 Wentworth), as at 30th June 2024 and is summarised in Table 1.

Replacement Cost	\$483,671,551
Accumulated Depreciation	\$86,279,721
Written Down Value	\$397,391,830
Annual Depreciation Expense	\$9,124,883
Work in Progress ¹	\$168,000,000

Table 1 - Financial Asset Register 30-12-23

Figure 1 provides a high-level overview of the current condition of all building assets within the City of Parramatta Council Local Government Area (LGA), that are owned and maintained by Council.

The condition score is a numerical score assigned to each asset to represent its current performance (i.e., where the asset is on its lifecycle path). Where 1 represents the best condition at the start of an assets life cycle and 5 represents an asset in poor condition, at the end of its life cycle as demonstrated in Figure 2.

Utilising modelling and simulation techniques, Council can simulate each asset's deterioration (the

¹ PAC \$88m, Town hall \$35m and 9 Wentworth Street \$45m

pattern of its movement from one condition state to another throughout its life cycle) to predict when assets are likely to fail and require future treatment intervention. Refer to the condition definitions and Table 2 Building Hierarchy Condition Intervention Point for Renewal.

1.3. Asset Funding Levels

The Financial Summary in this AMP recognises that Council has considered multiple modelling scenarios in the process of deriving its 10-year long-term financial budget, in line with the guiding principles of best practice asset management.

At present, based on the scenarios considered, Council has allocated funds through its Long-Term Financial Plan (LTFP), to maintain its building portfolio as follows:

Existing Assets	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Maintenance \$M	\$4.73	\$4.85	\$4.97	\$5.09	\$5.21	\$5.34	\$5.47	\$5.61	\$5.75	\$5.89
Operating \$M	\$17.38	\$15.79	\$16.21	\$16.25	\$16.64	\$17.40	\$17.46	\$17.88	\$18.67	\$19.12
Renewal \$M	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20

Table 3 - Asset Funding Levels

The total funding is deemed to be sufficient to enable the building portfolio to meet its current service levels through capital and maintenance activities.

The amount of new building assets being created during the LTFP will strain Councils financial resources which will need to be tested in the Asset Strategy and combined LTFP to determine if the financial Levels of Service are sustainable.

Further financial scenario details are provided in the **Error! Reference source not found.** Section. It is envisaged the financial projections will be continually monitored and improved as part of the ongoing management of the building portfolio.

1.4. Monitoring and Improvement Program

The improvement action items identified can be found in the Improvement Plan and Monitoring Section.

2. Leadership and Accountability

2.1. Organisational Context

LOCATION	The City of Parramatta covers 84km ² at the centre of metropolitan Sydney, 24km west of Sydney CBD
CONNECTION	Home to the Dharug peoples for more than 60,000 years Australia's oldest inland European settlement
HERITAGE	Parramatta Park is a World Heritage Listed site. More than 750 significant archaeological sites More than 50 State significant heritage sites.
ENVIRONMENT	105km of waterways including 88.2km (or 84%) of natural waterways. 863ha of green and open space including 389ha bushland and 64 sporting fields. 36.7% vegetation cover including 22.6% tree canopy cover. 600 unique species of flora and 230 unique species of fauna More than 11 days per year over 35°C An average of over 31 evenings and days per year experience heatwave conditions
POPULATION	256,729 in 2021 (3,056 people per km ²) 446,021 forecast for 2041 (5,310 people per km ²) Median age = 35 years (NSW = 39 years) 84% feel welcome living in our city
DWELLINGS	92,109 occupied dwellings in 2021 188,447 dwellings forecasted for 2041 40.5% residents live in a flat or apartment.

DIVERSITY	<p>53.3% of residents were born overseas</p> <p>56.4% speak a language other than English at home</p> <p>12.4% Mandarin</p> <p>6.4% Cantonese</p> <p>5.5% Korean</p>	
EDUCATION & EMPLOYMENT	<p>36.1% of residents hold a bachelor's degree or higher</p> <p>97.6% employment rate in June 2023</p> <p>23.6% of residents work within the LGA</p> <p>Median household income = \$2,051 per week (NSW = \$1,829)</p>	
VULNERABLE COMMUNITIES	<p>13.1% of households 'low income', earning < \$650 per week</p> <p>15.6% of households are in housing stress</p> <p>4.1% of people require assistance with daily living activities</p> <p>16.5% of residents report they do not speak English well</p>	
ECONOMY	<p>2.3 million people live within a 45-minute commute to the Parramatta CBD</p> <p>Gross Regional Product = \$28.21 billion</p> <p>168,019 people work in the City of Parramatta</p> <p>31,600 jobs created in the past 5 years.</p> <p>More than 30,591 businesses call Parramatta home.</p> <p>23.4% vacancy in Parramatta's A-grade premium commercial office buildings</p>	
NEW BUILDINGS IN PERIOD	<p>PHIVE Community Hub</p> <p>Parramatta Aquatic Centre PAC</p> <p>Upgraded Parramatta Town Hall</p> <p>9 Wentworth Street Offices</p>	<p>\$136M</p> <p>\$88M</p> <p>\$38M</p> <p>\$45M</p>
EXISTING PORTFOLIO	<p>8 Affordable Housing Apartments</p> <p>31 Amenities Buildings in Parks</p> <p>5 Amenities Building not in Parks</p> <p>2 Aquatic Centres (Pools)</p> <p>4 Multi-Level Commercial Car Parking Buildings</p> <p>4 Commercial Buildings</p>	<p>\$5.6M</p> <p>\$7.4M</p> <p>\$0.9M</p> <p>\$93.5M</p> <p>\$63.3M</p> <p>\$2.2M</p>

21	Community Centre Buildings	\$56.9M
1	Community Hub (PHIVE)	\$136.1M
1	Council Office	\$45.1M
1	Council Depot	\$18.4M
9	Early Childhood Education	\$12.6M
1	Emergency Services (SES)	\$55K
11	Scout & Girl Guide Halls	\$4.8M
5	Health Medical Centres	\$3.6M
13	Leased Sports Facilities	\$13.3M
4	Libraries (Neighbourhood)	\$9.3M
2	Parramatta Square Building Structures	\$6.8M
70	Sports Pavilions/Clubhouses	\$48.6M
3	Theatres, Performance & Cultural Spaces	\$35.4M

As the largest city centre in Greater Western Sydney, Parramatta is building on its strengths as a hub of economic activity, essential services, natural assets, culture and creativity. The City of Parramatta is one of the fastest growing regions in Australia. Between 2018 and 2038, City of Parramatta will welcome more than 166,000 new residents and 33,000 new workers to our City and neighbourhoods.

Parramatta is also the geographic and demographic centre of Sydney – accessible to 2.3 million people by car or public transport within 45 minutes, and home to communities with a rich array of cultural backgrounds. With increasing government services, corporations and private enterprise all relocating into the Parramatta CBD, the geographic importance of Parramatta has never been more certain.

Our central location and diverse culture provide a unique stage for Australia's growing economy and attracting global talent. Accordingly, our City is increasingly recognised as a leading destination for business, education, research, art and culture, dining, nature and heritage experiences.

Despite our many strengths, Parramatta is also working hard to manage the challenges that accompany growth - including housing, transport, health, urban planning and our growing workforce. City of Parramatta Council is focused on supporting our communities through these challenges, so that everyone in our community can reach their full potential. Council continues to advocate to State and Federal governments for improved funding and services, to ensure all who live in and visit Parramatta get a good deal from the change occurring in our region.

Over the next five years, \$20 billion will be invested into City of Parramatta's infrastructure and development, giving rise to unprecedented development across our area and creating a diverse and rich experience for workers, residents, students and visitors. Together with partners, Council is setting long-term plans for the provision of infrastructure and green spaces that will support our suburbs and neighbourhoods as they transform into higher density living, so that all people can access the facilities and services they need to live well. By building these considerations into our

planning, we can make our City more liveable for our community today, and for future generations.

As Sydney's Central City, Parramatta has an important role to play in shifting investment, jobs growth and prosperity westward. Positioned at the heart of Greater Sydney, the success of City of Parramatta will benefit not just those living within the City of Parramatta, but all of Greater Sydney. As more people and industries discover the advantages our region can provide, the City of Parramatta will continue to play an important role for generations to come.

2.2. Roles and Responsibilities

Responsibility, authority and accountability for all stages of the asset lifecycle are clearly defined and allocated within an organisation.

The 'Responsibility Matrix' below identifies which Business Unit / Officer within Council is responsible for which asset management function to provide clearer accountability.

The Roles and Responsibilities Framework is provided below:

OWNER	Owens the Strategy and ensures Asset is maintained to the appropriate standards.	Council
OPERATOR	Provide a service to the community and represents the customer or user's needs	Varies
OCCUPANT	Uses and occupies asset	Varies
MAINTENANCE	Provide a service delivery role for maintaining of all councils' buildings.	Varies
FACILITY MAINTENANCE	Building (HVAC, Utilities, Security) and Operating Equipment & Loose Fit out, seats, roof etc	Council

Table 4 - Roles and Responsibilities

2.3. Strategic and Corporate Goals Alignment

This AMP has been prepared to demonstrate responsive management of assets (and services provided from these building assets), compliance with regulatory requirements, and to communicate funding required to provide the defined levels of service.

Council's Asset Management Policy adopted in 2017, guides the management of Council's assets.

The AMP is to be read with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Community Strategic Plan 2018-2038
- Resourcing Strategy 2023/24

This AMP is prepared and aligned with Council's vision, mission, goals and objectives and has been aligned to deliver cost-effective, transparent, realistic and affordable service levels in accordance

with community expectations. As the owner of the building assets, Council will oversee its management to ensure ongoing prioritisation of community values. There are two guiding documents;

1. Community Strategic Plan 2018-2038
2. Parramatta Place Vision

2.4. Alignment with the Community Strategic Plan

CSP Goal	Strategies to achieve Goal	How Goals are in the Plan
Fair We can all benefit from the opportunities the City offers	Invest in services and facilities for our growing population. Support people to live active and healthy lives. Deliver effective, responsible and ethical decision-making, reflective of community needs and aspirations	Provide fit-for-purpose and cost-effective infrastructure that meets community needs. Enable provision of infrastructure to enable healthy lifestyles, for example aquatic facilities, indoor sporting facilities and building infrastructure to support outdoor sporting facilities. Engage the community on levels of service and test satisfaction.
Accessible We can all get to where we want to go.	Design our City so that it is usable by people of all ages and abilities. Make our City more enjoyable and safer for walking and accessing facilities.	Council's infrastructure provides places to walk, ride and drive, and meeting points for the community. DDA compliance improvement of Council's Buildings.
Green We care for and enjoy our environment	Protect and enhance our natural environment. Prepare for and lessen the impacts of extreme weather events.	Promote ecologically sustainable development, meeting the needs of the present without compromising the ability of future generations to meet their own needs. Support conservation and enhancement of the City's environment, and promote energy, water and waste efficiencies. Help to manage the impact of planned and unplanned events on existing assets.
Thriving We benefit from having	Plan and deliver a vibrant, attractive and safe CBD and	Facilitate and support the growth of our City, businesses and community through the provision

CSP Goal	Strategies to achieve Goal	How Goals are in the Plan
a thriving CBD and local centres	local centres.	of infrastructure.
Welcoming We celebrate culture and diversity – past, present, and future.	Recognise that Parramatta has always been a gathering place, and our diversity is our strength.	Provide and advocate for facilities that are inclusive, enabling people and communities to connect. Provide for renewal of heritage buildings.
Innovative We collaborate and champion new ideas to create a better future	Embrace technology, creativity and innovation to solve complex problems and improve our City. Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community	Improve our knowledge management to ensure appropriate data is accessible and supports asset management activities. Keep Council accountable, responsible, and sustainable when planning our future infrastructure needs. Ensure asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation and disposal of assets through strong integration with Council policies and strategies, levels of service, and Council's Long Term Financial Plan. Provide risk management and decision-making frameworks.

Table 5 - Community Strategic Plan Alignment

2.5. Alignment with Parramatta Place Vision

Community Vision Statement:

Sydney's Central City: sustainable, liveable and productive – inspired by our communities.

Parramatta Property Vision:

Parramatta always was, and always will be, a gathering place. A place for inspiration, discovery, and connection – the world's gateway to the fascinating mosaic that is Parramatta.

The buildings portfolio has been collaboratively generated and reflects Council's many strategic

aims that guide its work on behalf of the community. Four (4) guiding principles have been defined to help the City of Parramatta achieve its objective with respect to the public buildings and surrounding domain. The guiding principles are:

Principle 1	Where Everyone feels welcome: our buildings are the City's Open Door.
Principle 2	Where we connect, collaborate, and celebrate: our buildings are Global Sydney's gathering place.
Principle 3	Where Parramatta's story is dynamically represented: our past, our present, and our future.
Principle 4	Where the public is proud of their buildings: they are impeccably clean, maintained and functional

The following Tables highlights the Place Plan Principles and Objectives relevant to this Asset Management Plan and the Community Strategic Plan 2018-2038 and how they plan to be addressed:

Principle	Objectives	How Goals are in Plan
Where Everyone feels welcome: it is the City's Open Door	Everyone feels safe within the buildings and public domain at all times of the day and night.	Provision of shared buildings and public areas that are fit for use and purpose, accessible, safe and well maintained. The technical and community levels of service in Section 4.5 address how we measure this.
	Residents and visitors use the buildings and public domain for their work, study and recreation.	Needs recognised and reflected in future Service Frameworks. Assets required for these services are reflected in the modelling of this AMP. Provision of Wi-Fi for public use, wireless charging pads and GPOs
Where we connect, collaborate, and celebrate: our buildings are Global Sydney's gathering place.	Buildings are activated at least 16 hours per day and made available for leasing, booking or short-term arrangements.	Provision of infrastructure that is fit for use and purpose, accessible, safe and well maintained. The technical and community levels of service in section 4.5 address how we measure this.
Where Parramatta's	Experimentation, trials and pilot	Precinct activation plan and

Principle	Objectives	How Goals are in Plan
story is dynamically represented: our past, our present, and our future	programs are encouraged in the buildings if aligned with building and public domain principles.	community engagement strategy. This engagement includes deliberative engagement for monitoring technical and community service levels.
	Technological assets improve the way we work, study, play and explore.	Provision of infrastructure that is fit for use and purpose, accessible, safe and well maintained. The technical and community levels of service in Section 4.5 address how we measure this.
	Facility Management and Building Operations meet and showcase best practice sustainability outcomes.	Incorporating climate adaptability into future strategic asset modelling to simulate climate impact analysis for decision making. We address this by attaching a future climate risk score to each asset based on its location, use and material.
	Activities and experiences are representative the diversity of Western Sydney, including Dharug and diverse migrant cultures.	Through the scenario-based planning in this AMP, Council intends to engage with the community in deliberative engagement for active decision making.
Where the public is proud of their buildings: they are impeccably clean, maintained and functional.	Spills, litter and other issues detracting from a user's place experience are addressed quickly.	Conduct regulatory functions in accordance with legislative requirements.
	Damaged or broken assets are repaired in a timely manner.	Provision of 10-year capital improvement programs to reduce asset renewal gap and to ensure that assets are fit for the purpose they were intended for including demographic and population demands of the future. The introduction of simulation modelling techniques will ensure that asset works programs are optimised as opposed to ad-hoc or fix when fail.

Principle	Objectives	How Goals are in Plan
	Best practice environmentally sustainable waste management solutions are used.	Environmentally sensitive design, renewal and asset acquisition criteria developed in future Service Frameworks.
	The public have appropriate access to public amenities, including toilets.	Needs recognised and reflected in future Service Frameworks.

Table 6 - Place Plan Objectives relevant to this AMP

2.6. Plan Framework

Key elements of the plan are:

State of the Assets	What is covered by this plan?
Level of Services	What Service is delivered by this plan?
Asset Performance	How is it currently performing and projected to perform?
Risk Management	What are the associated risks and how do we plan to control them?
Lifecycle Management	How do we plan to manage these assets to deliver the required services?
Financial Summary	What will it cost, and can we afford it?
AM Practices & Performances	How do we plan to improve?

2.7. Community Engagement

The buildings asset management plan is prepared to facilitate community engagement, to incorporate community consultation on service levels and affordability of providing the services. This plan will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and willingness to pay for the service.

Specialised Community Engagement for the Building Portfolio is scheduled to commence June 2024. The Community Engagement will be in accordance with Councils [City of Parramatta Community Engagement Strategy \(2022-24\)](#) which follows the International Association of Public

Participation Spectrum process of:



This version of the Buildings Asset Management Plan is at the Inform and Consult stage with stakeholder involvement activity commencing internally to align with the Parramatta 2050 Strategy building needs and then leading to future deliberative consultation with Counsellors and then with the residents in the 24/25 Financial Year.

2.8. Asset Accounting and Valuation

One of the requirements of NSW Office or Local Government reporting is accounting for building assets which provide a service to the community. Councils are expected to report on the annual depreciation that best reflects the pattern in which the future economic benefits are being consumed.

With circa \$650M of Buildings identified in the Parramatta Local Government Areas five wards, with an annual depreciation figure of \$4M the quantification of such assets in this Plan are fundamental to this compliance.

Valuation of building asset portfolio occurs every 5th year on a rolling program. The next full condition assessment and Valuation is scheduled to be completed June 2024 and will be undertaken so that the carrying amount Policy of assets does not differ materially from a fair value calculation at reporting date, in accordance with Council's Asset Management.

Replacement Cost	Accumulated Depreciation	Annual Depreciation Expense
\$650,671,551 ²	\$86,279,721	\$9,124,883

Valuation of Council's building assets (non-current assets) for the purposes of Accounting Compliance (Fair Value) will be undertaken in accordance with the Australian Accounting Standards which include:

- AASB13 Fair Value Measurement
- AASB116 Property Plant and Equipment
- AASB5 Assets Held for Sale
- AASB136 Impairment

² Includes new assets that will be capitalised 30-June-2024. PAC, Town Hall, 9 Wentworth Street circa \$167M

3. State of Assets

3.1. Service Description

Parramatta's building portfolio assets, represent a significant investment by Council and are of vital importance to providing its residents and visitors with quality services. In recent times, the City's building assets has been identified as being more valued by communities, with increasing proportions of people using their local buildings for fitness, gathering, community engagement, education, health services, social interaction childcare and fitness.

The way people use Council's building portfolio and facilities will continue to change over time for individual and small group activities, social cohesion and connection, health and wellbeing, and for informal recreation and access to community.

Parramatta have identified the culture, heritage and identity of Parramatta in the building assets in PHIVE, PAC and Town Hall and highlights interpretation as a priority for people to share and experience Parramatta's culture and to develop a connection to the place and its people. The buildings interpretation of Parramatta's cultural meanings, sense of place, archaeology and heritage has an important role in creating place, preserving cultural memory, education and city identity.

As the responsible authority for the provision and maintenance of the building portfolio, Council recognises the need to ensure the management of the valuable building asset portfolio, to ensure that the current and future benefit to the community is delivered at a cost that the community can afford.

“PHIVE, PAC, Town Hall, 9 Wentworth Street Office, Wentworth Point Library & Community Centre and the refurbished Riverside Centre are considered to be high-profile building assets, that need to be managed to provide a high level of service or “very good” standard over the next 30 years”.

The Buildings Asset Management Plan has been prepared to facilitate community engagement, to incorporate community consultation on service levels and affordability of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and willingness to pay for the service.

3.2. Building Hierarchy

The City of Parramatta Council is increasingly getting more complex building assets, the portfolio has doubled in value in two years and is expected to double again, these new building assets provide a wide range of services. Council anticipates that all buildings will have varying usage, occupancy, community impact, user vulnerability, service impact, financial impact and

cultural/heritage significance asset.

To guide maintenance and capital project decisions Council uses a building hierarchy which groups buildings of a similar level of importance and priority. The building hierarchy scheme uses a series of indicators and scores each building.

To ensure that appropriate management, engineering standards and planning practices are applied to Council's building assets, a hierarchy system has been applied in accordance with the International Infrastructure Management Manual and based on the asset's function. This enables a more efficient use of resources, by allocating increased funding to those assets that are in higher demand.

The building's hierarchy is rated on a scale of 1 (highest) and 4 (lowest) and is based on a building's usage, occupancy levels, community impact, user vulnerability, service impact, financial impact and building significance (Cultural and/or heritage). The table below sets out typical characteristics of buildings in each Hierarchy Level.

Level of Hierarchy	Typical characteristics of a building
1	Buildings that are intensively used 5-7 days per week. Buildings that provide services to the entire municipality and surrounding areas. Building that are notable for cultural or heritage reasons.
2	Buildings that are heavily used 5 days per week. Buildings that provide services to suburbs or regions within the municipality.
3	Buildings that are moderately used or not used daily. Buildings that provide services to local communities.
4	Buildings that are used on an ad hoc basis for small numbers of occupants. Buildings that are usually unoccupied. Buildings that are redundant or programmed for disposal or demolition.

Table 7 - City of Parramatta Council Buildings Hierarchy

Council has documented a level of service framework that classifies the building assets into different levels based on the current function and criticality of the individual asset.

The table below provides a summary of these hierarchies as it applies to the building assets.

Asset	Level of Service	Definition
Parks Buildings City Assets & Operations	High	Identifies high order assets that require a high level of service
	Medium	Identifies medium order assets that require a moderate level of service

Asset	Level of Service	Definition
Community Buildings Community Services	Low	Identifies low order assets that require a lower level of service
	High	Identifies high order assets that require a high level of service
	Medium	Identifies medium order assets that require a moderate level of service
	Low	Identifies low order assets that require a lower level of service
Commercial & Operational Finance & Investment	High	Identifies high order assets that require a high level of service
	Medium	Identifies medium order assets that require a moderate level of service
	Low	Identifies low order assets that require a lower level of service

Table 8 - Asset Class - Levels of Service

Council carried out a detailed consultation process 2016 with building owners, operators, occupants, and maintainers within Council to identify each building's individual hierarchy in respect to the overall portfolio.

A summary of the assessment is contained below:

Asset Category	Total	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4
Parks Buildings City Assets & Operations	106 \$56.9M	0	36	70	0
Community Buildings Community Services	5 \$337.4M	5	0	0	0
Commercial & Operational Finance & Investment	78 \$256.4M	6	39	27	6
TOTAL	189	11	75	97	6

Table 9 - Building Hierarchy by Building Category Summary

3.3. Assets Covered by this Plan

1. Community Services

#	Building Classification/Type	CRC \$M
1	Community Hub and Library (PHIVE)	\$136.1M
2	Aquatic Centres (Pools)	\$93.5M
1	Parramatta Town Hall	\$40.0M
3	Theatres (Riverside), Performance & Cultural Spaces	\$35.4M
1	Wentworth Point Community Centre and Library	\$33.0M
		\$337.4M

2. City Assets and Operations

#	Building Classification/Type	CRC \$M
70	Sports Pavilions/Clubhouses	\$48.6M
31	Amenities Buildings in Parks	\$7.4M
5	Amenities Building not in Parks	\$0.9M
		\$56.9M

3. Finance & Investment

#	Building Classification/Type	CRC \$M
1	Council Office	\$89.1M
4	Multi-Level Car Parking Buildings	\$63.3M
20	Community Centre Buildings	\$56.9M
1	Depot Rydalmere Operation Centre ROC	\$18.4M
13	Leased Sports Facilities	\$13.3M
9	Early Childhood Education	\$12.6M
4	Libraries (Neighbourhood)	\$9.3M
2	Parramatta Square Building Structures	\$6.8M
8	Affordable Housing Apartments	\$5.6M
11	Scout & Girl Guide Halls	\$4.8M
4	Commercial Buildings	\$2.2M
5	Health Medical Centres	\$3.6M

1	Emergency Services (SES)	\$55K
		\$256.4M

A detailed list of all the above building assets for which Council has included in this Buildings Asset Management Plan are recorded in Council's Financial Asset Register.

3.4. Assets Excluded from this Plan

This Plan excludes 'Other Structures' being generally structures that do not have walls such as BBQ shelters, Wayfinding Structures and other Buildings leased by Council.

3.5. Services Provided by these Assets

1. Community Service oriented Buildings

#	Building Classification/Type	CRC \$M
1	Community Hub and Library (PHIVE)	\$136.1M
2	Aquatic Centres (Pools)	\$93.5M
20	Community Centre Buildings	\$56.9M
70	Sports Pavilions/Clubhouses	\$48.6M
1	Parramatta Town Hall	\$40.0M
3	Theatres (Riverside), Performance & Cultural Spaces	\$35.4M
1	Wentworth Point Community Centre and Library	\$33.0M
9	Early Childhood Education	\$12.6M
4	Libraries (Neighbourhood)	\$9.3M
11	Scout & Girl Guide Halls	\$4.8M
5	Health Medical Centres	\$3.6M
	Total	\$416.9M

2. Income producing assets within Building Portfolio

Income Source	#	Current Income \$ p.a.	Potential Income \$ p.a.
Car Parking	3	\$9,000,000	\$14,000,000
9 Wentworth Street (leased or vacant)	1	\$0	\$500,000
Community Centres (Booking System)	70	\$1,343,818	\$1,343,818
Casual & Seasonal Sports Facilities	20	\$410,956	\$410,956
Tennis Building		\$241,000	\$241,000
Air Space and Billboards	9	\$1,289,179	\$1,289,179
Telecommunication	10	\$329,193	\$329,193
Retail	14	\$269,062	\$632,920
Early Childhood Education	7	\$260,883	\$625,276
Other	17	\$204,336	\$209,112
Infrastructure	12	\$189,558	\$189,558
Affordable Housing Apartments	8	\$150,809	\$204,880
Sports Club	3	\$106,610	\$245,360
Community Halls and Services	10	\$35,931	\$97,835
Residential	1	\$27,114	\$27,114
Tennis Clubs	4	\$22,472	\$242,000
Scouts & Girl Guides Buildings	10	\$1,147	\$100,000
Health Medical Centres	6	\$157	\$130,000
Bridge Street Granville	5	\$-	\$352,245
Total		\$13,882,225	\$21,170,446

3. Operational

#	Building Classification/Type	CRC \$M
1	Head Office 9 Wentworth Street (\$64 million Purchase)	\$89.1M
2	Depot Rydalmere Operations Centre ROC Building	\$18.4M
	Total	\$107.5M

3.6. Current State of the Assets

The City of Parramatta Council had a stable portfolio of building assets of circa \$327M value post Council amalgamation 2017 to 2023. In late 2022 a significant amount of new Condition 1 building assets were added as part of the Parramatta Square development and surrounding assets;

- PHIVE \$136M and Wentworth Point Library and Community Centre \$26M
- 9 Wentworth Street building purchase \$45M and \$44M of upgrade
- Town Hall had a \$35M upgrade; and the

PAC Swimming Pool \$88M replacing the Parramatta Pool closed to allow for the new Commonwealth Bank Parramatta Stadium.

	Non-Specialised	Specialised	Swimming Pools
Pre-2023	\$286.1M	\$39.6M	\$1.6M
Post- 2023	\$347.3M	\$213.6M	\$89.0M
Change %	18%	81%	98%

Table 10 - Building Asset Growth by Classification

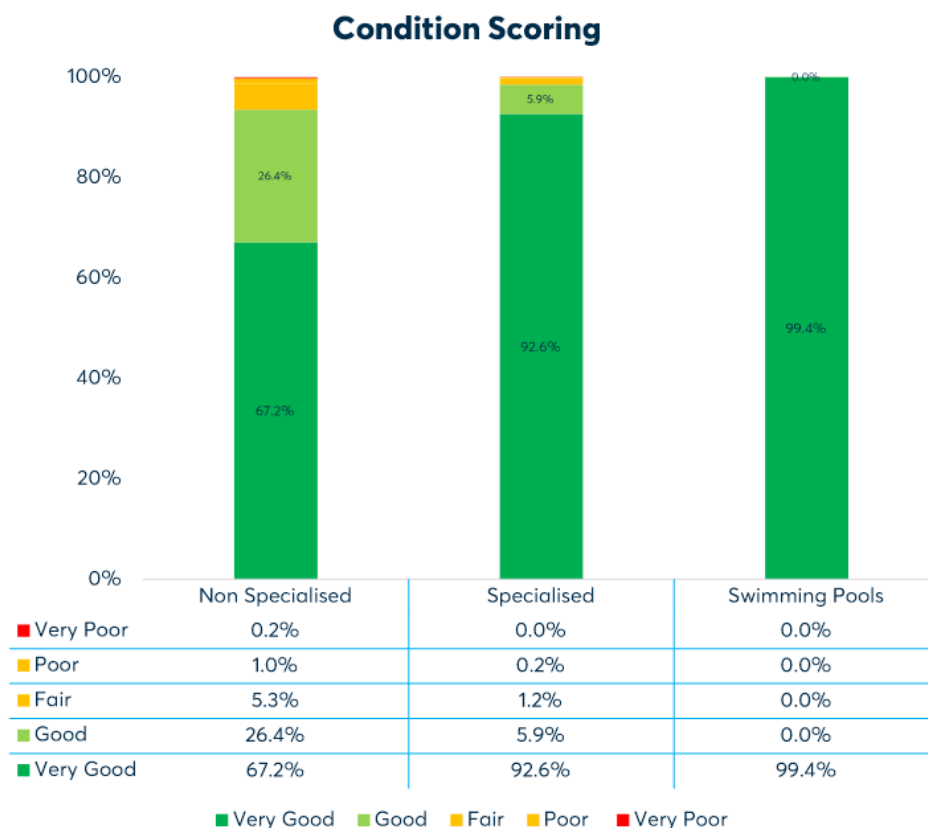


Figure 3 - Current State of Building Assets

3.7. Current Replacement Cost

The value of the building assets covered by this Asset Management Plan is estimated at \$650M with an additional business as usual Work in Progress as at 30th June 2024. The break-up of the asset classification by replacement value is illustrated in the Table below.

Replacement Cost	Accumulated Depreciation	Annual Depreciation Expense
\$650,671,551 ³	\$86,279,721	\$9,124,883

It is noted for the purpose of this Buildings Asset Management Plan that depreciation is a measure of accounting for consumption based on an accounting estimate of useful life and is used for Council's financial reporting. In terms of determining future funding, depreciation is seldom used. Modern practice focuses on sustainability-based analysis of asset service level (long term financial plans based on strategic lifecycle modelling & scenarios). This Plan is based on such modern practice as recommended by IPWEA (Institute of Public Works Engineering) and IIMM (International Infrastructure Management Manual), whereby renewal modelling and forecasting informs the

³ Includes new assets that will be capitalised 30-June-2024. PAC, Town Hall, 9 Wentworth Street circa \$167M

development of useful lives for financial reporting and valuation and depreciation calculations.

3.8. Asset Information Management

All information pertaining to asset type and function, location, constructed year and condition of these building assets are recorded and stored in Council's Financial Asset Register which is a module of the Finance System. At the time of preparing this AMP, it is estimated that Council's Financial Asset Register is 100% complete with regards to the Building list and around 98% up to date with the asset's classification, componentisation and condition rating.⁴

The Improvement Plan identifies actions to further enhance and improve Council's Financial Asset Register information, by collecting and maintaining additional asset attribute details such as hierarchy, materials and asset quantities.

3.9. Current Asset Performance

The following table provides a high-level overview of the current condition of all building assets owned and maintained by Council. The condition state is a numerical score assigned to each asset to represent its current performance (i.e. where is the asset on its life cycle path), with condition 1 representing an excellent condition (start of life cycle) and condition 5 representing a very poor condition (towards end-of-life cycle).

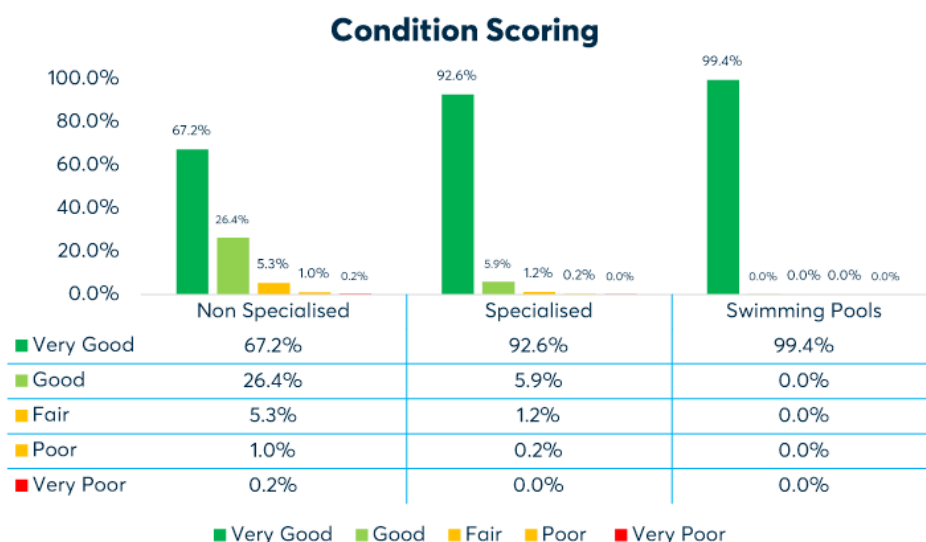


Figure 4 - Condition Rating of Current Building Assets

⁴ Condition and Valuation of Building Portfolio due for 3 yearly refreshes to be completed in June 2024

Existing Building Portfolio &- impact of new Assets

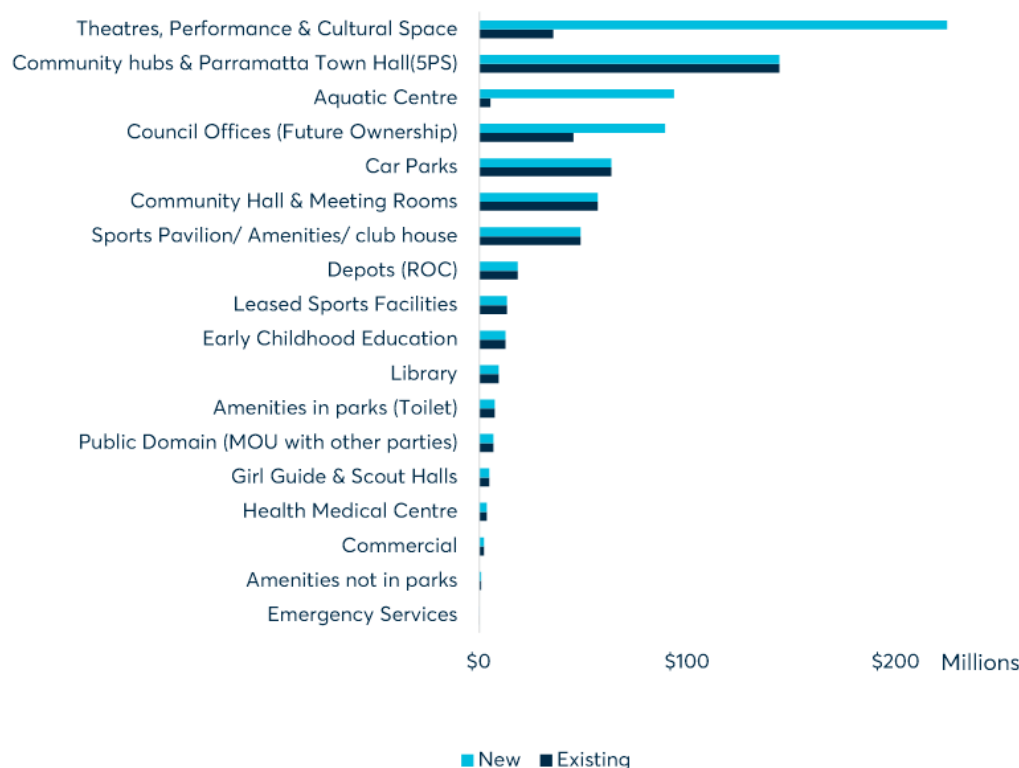


Figure 5 - Building Portfolio Asset Values

Council's building assets are estimated to be in good condition as shown above, with 99% in very good condition, this average is impacted because Council has added \$167M of new condition assets this year and \$137M the year before. The average network portfolio condition is 1 out of 5. It should be noted that buildings costs are mainly made up of expensive and long life assets (60% of CRC) such as deep basements, concrete structures and complex substructures and those assets in Poor Very Poor are assets that short useful lives like carpet, lights and fixture and fittings.

Changing patterns of use and demand with differing maintenance practices and techniques will result in a complex portfolio of building assets in varying conditions as time goes by. The focus of this building asset management plan is optimising the future expenditure, so we keep assets in PVP at lowest possible level over 10 years.

3.10. Condition Assessment

Council has formally documented a detailed building asset condition assessment manual that is used to assess the building portfolio asset network condition. The Framework provides further information on the methodology for rating and assessing the condition/performance of these assets.

Typically, network wide condition assessments are undertaken on a three-to-five-year cycle

(coinciding with the financial revaluations) and used to identify where building assets are within their defined useful lives at any given point in time. A condition audit covering 100% of the building assets will be carried out in April and completed in June 2024.

The condition rating system is summarised in the Figure below – Asset Condition Rating Guidelines.

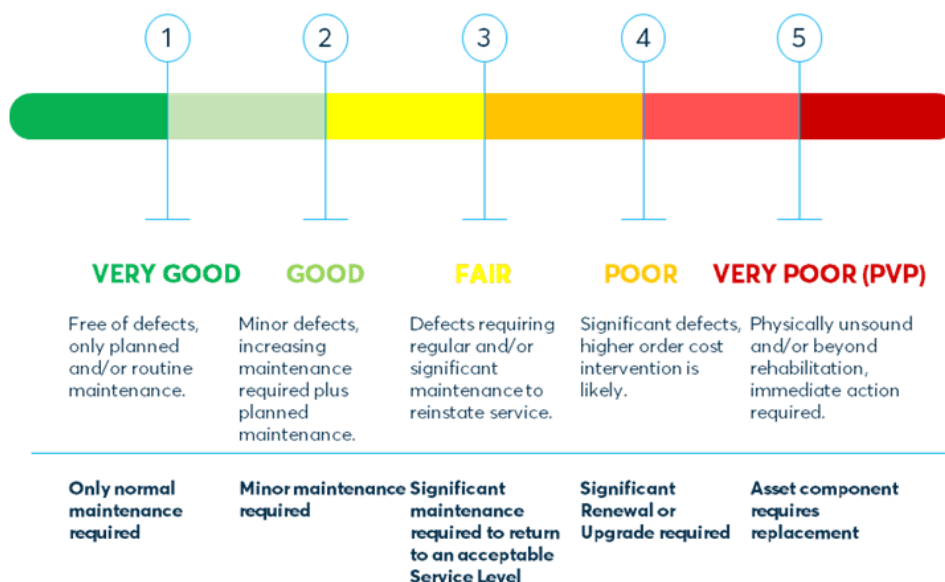


Figure 6 - Asset Condition Rating Guidelines

Assets with known deficiencies in service performance are detailed in the table below. This is renewal program is the 2024/2025 Capital Renewal Plan for the 'Existing' building assets. The newer asset start requiring capital renewal of short life assets in the following years.

2024/25 – Buildings Capital Renewal Program				
Ward	Building Address	Building Name	Project description	Budget (D&C)
Community Buildings Capital Renewal Program				\$2,210,000
North Rocks	9 Baden Powell Place, North Rocks	North Rocks Girl Guides	Install concrete ramp, balustrades, and handrails. Replace non-conforming glass. Renew Floor Covering	\$200,000
North Rocks	9 Baden Powell Place North Rocks	1 st North rocks Scout hall	Remedial high pressure water jetting of rear storm water services and re-shaping of land. Access Audit recommendations: D2; Paint doorways in contrasting colours D3; Install crash bars to exit door. D6; Rectify exit signage Ceiling renewal	\$115,000

2024/25 – Buildings Capital Renewal Program				
Ward	Building Address	Building Name	Project description	Budget (D&C)
Rosehill	Burnett Street Mays Hill	Jones Park Community Centre	Roof renewal	\$150,000
Epping	9 Oxford Street, Epping	Epping Community Centre - School of Arts	Design documentation for BCA Compliance upgrade in line with BCA report Trim D060800786 Architect, Fire engineer, Mechanical Engineer, Electrical Engineer, Hydraulics Engineer, Structural Engineer, Heritage consultant	\$300,000
Epping	15X Ward Street Epping	West Epping Park Community Centre	Repairs and improvements of external areas of the building	\$50,000
Parramatta	47 Hassall Street Parramatta	Hambledon cottage Coach House	Change all internal lighting to Low watt LED Renew timber floor in meeting room Heritage report required State heritage	\$20,000
Parramatta	41 Fyall Ave, Wentworthville	Reg Byrne Community Centre	Building refurbish	\$220,000
Rosehill	15X Ward Street Epping	West Epping (YMCA)	External works to Balcony Replacing of lighting to LED throughout building Renew/Upgrade accessible car parking space	\$100,000
Rosehill	Burnett Street Mays Hill	Jones Park Croquet club building	Engineer investigation into foundation footings and external walls – (Cracking of external masonry walls)	\$20,000
Rosehill	Burnett Street Mays Hill	Jones Park Croquet club building	Roof & gutter renewal	\$150,000
Rosehill	8 River Road Ermington	Ermington Community Centre	Roof and gutter renewal	\$200,000
North Rocks	385Z North Rocks Rd Carlingford	North Rocks senior Citizen's centre	Internal & External Refurbishment	\$260,000
Dundas	316 Victoria Rd Rydalmere	Rydalmere Operations Centre (Animal Pound)	External Clean down, prepare and paint all previously painted surfaces. Repair sagging, ceiling, lining. Ground Clean down, prepare and paint all previously painted surfaces.	\$100,000

2024/25 – Buildings Capital Renewal Program				
Ward	Building Address	Building Name	Project description	Budget (D&C)
			Repair blistering or bubbling.	
Parramatta	18A Marion Street Parramatta	Jubilee Park Community Centre	Access Upgrade Council resolution Remove small stage and make good floor, Sand and finish entire floor	\$75,000
Rosehill	11 Albion Street Harris park	Harris Park Community Centre	External Improvement Works	\$150,000
Dundas	17A Cowells Lane Ermington	Cowells Lane Ermington workshop	Paint Renewal	\$100,000
Libraries Capital Renewal Program				\$270,000
Dundas	21 Stuart Street Telopea	Dundas Library	External refurbish – Painting and gutters	\$120,000
Epping	17 Lloyds Avenue Carlingford	Carlingford library	Floor covering renewal	\$150,000
Child Care Centres Capital Renewal Program				\$220,000
Parramatta	18A Marion Street Parramatta	Jubilee Early learning Centre	Floor covering renewal	\$100,000
Parramatta	18A Marion Street Parramatta	Jubilee Early learning Centre	Kitchen renewal	\$60,000
North Rocks	21Z Farnell Avenue Carlingford	North Rocks Childcare centre	External area Path, soft fall and stormwater renewal	\$60,000
Multilevel Carpark Renewal Program				\$200,000
Rosehill	15 Wentworth Street Parramatta	Station Carpark	Stairwell renewal, paint, Epoxy, and new slip resistance to fire stair wells.	\$100,000
Parramatta	4-14 Hunter Street Parramatta	Justice street carpark	Renewal accessibility toilets	\$100,000
Tennis courts and pavilion building Renewal				\$900,000
Parramatta	197 Binalong Road, Old Toongabbie	Binalong Park Tennis Kiosk	Northern Pergola. Install mesh under translucent roof sheet. Renew epoxy flooring to Changerooms. Tennis Courts Resurfacing.	\$120,000
Parramatta	62A Redbank Road Northmead	Arthur Phillip Park Pavilion	Awning replacement & roof and gutter renewal	\$200,000
North Rocks	Ixion Street Winston Hills	Timbergetters Reserve- Tennis	Lighting upgrade	\$60,000

2024/25 – Buildings Capital Renewal Program				
Ward	Building Address	Building Name	Project description	Budget (D&C)
		Courts		
Epping	Alexander Street Dundas Valley	Sir Thomas Mitchell Reserve Pavilion	Refurbishment	\$260,000
Rosehill	20B Spurway Street Ermington	Ermington Town Centre Public Toilets	Installation of Access Control to automate the operation of the public toilets so that a daily lock and unlock service through a security company would no longer be required.	\$15,000
North Rocks	17B Lloyds Avenue Carlingford	Lloyds Avenue Public Toilets	Installation of Access Control to automate the operation of the public toilets Provide grabrails to existing WC Provisions for accessible cubicle Update signage Access report – D07012491	\$45,000
Epping	33 Dunrossil Avenue, Carlingford	Dunrossil Park Tennis Courts	Tennis Court resurfacing	100,000
Rosehill	1 Ella Street Rydalmere	Eric Primrose Reserve Pavilion	External Paint renewal	\$50,000
North Rocks	21 Huxley Drive Winston Hills	John Curtain Reserve Pavilion	Renewal floor	\$50,000

Table 11 - 2024/25 Building Assets Renewal Program

4. Level of Service

4.1. Customer Research and Expectations

Council undertakes an annual community satisfaction survey⁵ to understand how satisfied the residents and business are with Council's performance across key areas of Council. In 2020, 66% of respondents indicated that they are 'satisfied or very satisfied' with the 'Maintenance of community halls and centres' and 'public places'.

To understand and identify community priorities for the building asset portfolio and identify the community's overall level of satisfaction, the City of Parramatta Council undertook a comprehensive community consultation exercise in February 2018, prior to COVID19, on the condition of its infrastructure assets as part of the development of the Community Strategic Plan and Resourcing Strategy to direct future investment in the activation, management and the future needs of the buildings.

Council conducted a two-stage quantitative and qualitative community engagement program: Quantitative engagement: Telephone survey with an initial 455 residents, followed by 300 re-contact interviews after participants had received and reviewed an asset information pack; and a Qualitative engagement with five different workshops/focus groups made up of internal and external stakeholders and community focus groups. The results are listed in the table below.

Asset	Usage % used regularly/occasionally	Acceptable Standard % good condition	Investment % need more investment
Parks Amenities (Toilets)	37%	48%	64%
Community facilities and buildings	42%	44%	57%
Major town centres	64%	61%	56%
Park and Sports Buildings	72%	58%	55%
Parramatta CBD	52%	65%	53%

Table 12 - Results from Community Consultation regarding building assets

These results are pre COVID19 and the delivery of PHIVE, PAC, Town Hall, Wentworth Point Library and Community Centre, announcement of Riverside Theatre redevelopment and several subsequent building improvements therefore in 2024 Council have budgeted⁶ to undertake a comprehensive customer research of Council's building portfolio to specially test and develop the buildings customer experience and expectations and to reset the Levels of Service for each asset hierarchy for the various groups.

⁵ Micromex Research, 2020, Community Satisfaction – 2020 Wave

⁶ Post comprehensive buildings condition assessment and valuation and delivery of the interactive digital dashboard for stakeholders use

4.2. Social Infrastructure Planning

A service centric approach starts with determining what services are needed, and then connecting assets to those services. At Parramatta, assets need to be in the most appropriate locations for future community use, they are functionally adequate for future demographics and consider demand and Council's vision. It also ensures that there is a clear prioritisation of capital and maintenance based on criticality of the service and considers repurposing, redundancy or relocation of services when balancing future budgets.

In 2018, Council published their Community Infrastructure Strategy (CIS)⁷, which outlines the City of Parramatta's long-term direction for community infrastructure and social infrastructure provision. The CIS is used by the City of Parramatta to identify priorities for future community infrastructure and guides decision making about planning, funding, delivering and negotiating for community infrastructure.

Buildings Assets required in the CIS to meet Community Infrastructure Needs	Total Cost	Annualised Cost
	Total Building Cost \$M	\$M/pa, over 10 Year
New Community Space	\$219.6M	\$21.9M
New Library Space	\$131.0M	\$13.1M
New Indoor Recreation Space	\$82.0M	\$8.2M
New Sports Buildings (Pavilions)	\$62.0M	\$6.2M
New Parks Buildings (Amenities)	\$23.5M	\$2.35M

Table 13 - Community Infrastructure Strategy 2018-38 Building Asset Needs

The CIS identified that Council aspires to continue to deliver increased and improved community spaces and social infrastructure to meet growth and change, and to maintain, where possible, prioritised delivery of community infrastructure based on community need, available funding and opportunities arising. It aims to ensure that its community can lead a healthy lifestyle and be socially connected and resilient.

City of Parramatta Council has commenced a 'Parramatta 2050 Strategy' project which are currently a 'Parramatta 2050' – our vision for the future City of Parramatta, with an outlook to 2050 and beyond.

Parramatta 2050 will be the City of Parramatta's long-term vision document which will guide the City's future and advocate for its global recognition. Parramatta 2050 will build on what previous community research, consultation and engagement have told Council, what we've learnt from the development of the recent 10-year strategies across Council, and it will also help guide our review of the Community Strategic Plan in 2024.

⁷ Community Infrastructure Strategy 2018-2038

Parramatta 2050 goals that impact the Building Portfolio will need to be built into future versions of this Building Asset Management Plan.

4.3. Key Stakeholders

The Building Portfolio Assets that are controlled by Council are utilised by a broad cross-section of businesses, commuters, and the local community. It is critical that assets are maintained and renewed based on needs and fit for purpose.

The table below identifies stakeholders where consultation is necessary when Council seeks input in relation to the determination of Levels of Service and intervention levels relevant to the Building Portfolio assets.

Stakeholder Group	Role or Involvement
Internal Stakeholders	
Elected Council	Custodian of the asset, with Councillors representing the residents and setting strategic direction as per the Corporate & Operational Plans.
Executive Team	To ensure that the Asset Management Policy and Strategy are being implemented as adopted, and to ensure that long-term financial needs to sustain the assets for the services they deliver are advised to Council for its strategic & financial planning processes.
Asset Operators	As the designated Strategic Custodian of building assets, responsible for the overall operation of the buildings and overseeing standards and funding of cleansing, maintenance, events, activation, regulation, security, marketing and stakeholder relationships.
Asset Planning Team	Maintaining Council's asset registers and performing strategic predictive modelling analysis works to inform Council's Long Term Financial Plans and Capital Works Program. Responsible for coordinating the development and implementation of asset management processes, GIS support, administration and frameworks within the Council.
Finance Team	Ensuring that the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current Australian accounting standards.
Information Technology Managers	To ensure that the relevant IT systems are functioning and that any data within the systems are secure, and its integrity is not compromised.
Risk Managers	To ensure that risk management practices are conducted as per

	Council Policy and assist operations managers with advice on risk issues.
Internal Auditors	To ensure that appropriate policy practices are carried out and to advise and assist in improvements

External Stakeholders

Community	General users of the various building assets.
Strata Owners Committees	Landowner Committee for a growing number of Strata buildings which Council is occupying (Wentworth Point, Uhrig Street etc). Consulted on major issues relating to management operation of Councils stratum within the building strata and its ongoing funding.
Ground Lessors	PAC, SES Buildings and other building Stakeholder groups comprising key landowners that are focussed on delivering projects relating to connectivity, sustainability, customer experience and promotions and activations.
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for assets.
Utility Service Providers	Agencies that provide utility services such as electricity, gas, water, sewerage and telecommunications necessary to facilitate services.
State & Federal Government Depts	Periodic provision of advice, instruction and support funding to assist with management of the parks and sporting grounds.
Council's Insurer	Insurance and risk management issues.

4.4. Legislative Requirements

There are many legislative requirements relating to the management of Council building assets. Council will ensure compliance with any Legislative requirements that impact the delivery of Council's building assets. A number have been outlined in the Table below.

Legislation	Requirement
Local Government Act 1993	<p>Sets out the role, purpose, responsibilities and powers of local governments. The purposes of this Act are as follows:</p> <ul style="list-style-type: none"> (a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales, (b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales, (c) to encourage and assist the effective participation of local

Legislation	Requirement
	<p>communities in the affairs of local government,</p> <p>(d) to give councils:</p> <ul style="list-style-type: none"> the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public the responsibility for administering some regulatory systems under this Act a role in the management, improvement and development of the resources of their areas, <p>(e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.</p> <p>The land management provisions of the Act require that Council prepare plans of management for all community land. The plan of management identifies the management objectives for the land category, performance indicators and performance measures to meet the objectives identified.</p>
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Local Government Amendment (Community Land Management) Act 1998	Sets out provisions for the classification and management of community land (parks and reserves) including the preparation of community land plans of management.
Disability Discriminations Act, 1992	The Disability Act establishes a framework for providing support and services to people with disabilities throughout New South Wales.
Roads Act 1993	<p>Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally, it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.</p> <p>This act applies to a small number of parks located on road closures or other road land.</p>

Legislation	Requirement
Work Health & Safety Act 2011	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work and covering injury management, emphasising rehabilitation of workers particularly for return to work. Council is to provide a safe working environment and supply equipment to ensure safety.
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Environmental Protection Act 1994	This act sets out requirements with respect to environmental protection.
Public Works and Procurement Act 1912	Sets out the role of Council in the planning and construction of new assets.
Heritage Act 1977	Provides for the protection and conservation of places and objects of cultural heritage significance and the registration of such places and objects.
Development Control Plans	The primary purpose of a Development Control Plan (DCP) is to guide development according to the aims of the corresponding Local Environmental Plan (LEP).
Local Environmental Plan	The LEP is a legal document that provides controls and guidelines for development in an area. It determines what can be built, where it can be built, and what activities can occur on land.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Contaminated Lands Management Act 1997	This Act and related regulations set out requirements for the management and remediation of contaminated lands.
Threatened Species Conservation Act 1995	This Act sets out provisions for the assessment and protection of threatened species populations and ecological communities of animals and plants.
Plant Protection Act 1989	This act sets out requirements with respect to Flora Protection.
Electrical Safety Act 2002	This act sets out the installation, reporting and safe use with electricity
Plumbing and Drainage Act 2002	This act sets out requirements with respect to Plumbing Requirements

Legislation	Requirement
Building Act 1993 & Building Regulations 2018	The Act sets out the legal framework for the regulation of construction of buildings, building standards and maintenance of specific building safety.
Building Code of Australia (BCA)	A uniform set of technical provisions for the design and construction of buildings and other structures. This code has direct relevance for building maintenance, renewals and upgrades.

The following is a list of Council policies relevant to building assets. Many of these policies are available from Council's website.

- Asset Management Policy
- Building Compliance Policy
- Business Ethics Policy
- City of Parramatta Governance Framework
- Enterprise Risk Management Policy
- Equal Access Play Facilities Policy
- Legislative Compliance Policy
- Work Health and Safety Policy

Regulations, Standards & Guideline requirements that impact the delivery of Council's building services are outlined below.

Regulation / Standard / Guide	Requirement
Integrated Planning and Reporting (IP&R) framework	<p>All councils in NSW are required to work within the IP&R framework to guide their planning and reporting activities.</p> <p>IP&R provides a pathway for elected representatives to:</p> <ul style="list-style-type: none"> - work directly with their community to identify long-term priorities for local identity, growth and lifestyle; - understand the range of services the community wants, the service standards they expect and the infrastructure that will be required; - report to the community on their success in achieving these goals; and - be assured that their council is meeting planning, consulting and reporting requirements under other laws.
ISO 55000 Suite,	The International Organization for Standardization's ISO 55000:2014

Regulation / Standard / Guide	Requirement
2014	<p><i>Asset Management</i> (ISO 55000) provides a global guide to better practice in asset management, including asset information management.</p> <p>ISO 55000 specifies that entities should align information requirements to asset management needs and risks, along with requirements for collecting, managing, evaluating, and ensuring consistency and availability of information for asset management decision-making.</p>
Australian Accounting Standards Board (AASB)	<p>Provides direction and guidance on the financial and reporting expectations of entities, to ensure a consistent approach to accounting records. The following regulations apply to Council:</p> <p>AASB 116 Parks and Sporting Grounds, Plant & Equipment – prescribes requirements for recognition and depreciation of Parks and Sporting Grounds, plant and equipment assets.</p> <p>AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not more than their recoverable amounts.</p> <p>AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated.</p> <p>AAS 1001 Accounting Policies – specifies the policies that an organisation is to have for recognition of assets and depreciation.</p> <p>AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets; and</p> <p>AAS 1015 Accounting for the acquisition of assets – method of allocating the value to new assets on acquisition.</p>
All other relevant Australian Standards	AS/NZ Standards such as Risk Management Standard.
All Local Laws and relevant policies of the Organisation	Construction standards, Maintenance contracts, etc.
International Infrastructure Management Manual, Sixth Edition, IPWEA, V6.0, 2020	The IIMM has been developed with public and private sector industry input from Australia, New Zealand, the United States Canada, South Africa and the United Kingdom to promote best asset management practice for all infrastructure assets.

Table 14 - Regulations & Standards Relevant to Management of Building Assets

4.5. Level of Service

It is considered that this building asset management plan has improved the level of sophistication in the documentation of the levels of service that will be delivered by Council's building assets. The levels of service delivered by Council have been documented considering the expectations of Council's residents/users and visitors to the buildings.

This has required a clear understanding of customer needs, expectations and preferences that will be explored in this Section and continually reviewed and updated as required in future building asset management plan iterations.

The levels of service defined are intended:

- to inform community and Council of the proposed type and level of service to be offered.
- to enable community and Council to assess suitability, affordability and equity of the services offered.
- to measure the effectiveness of the services provided by Council.
- to identify the costs and benefits of the services offered.

Council's defined levels of service that have been adopted because of this AMP, are tabulated in the table below as follows:

Level of Service	Description
Community	Driven by deliberative Community engagement
Strategic	Driven by Strategic analysis, balancing cost, risk and performance against community outcomes
Operational	Driven by planned / scheduled technical/operational levels of service; and
Maintenance	Driven by reactive technical/maintenance levels of service

Table 15 - Defined Level of Service

Levels of Service detailed table.

Service Measure (Level of Service)	Community (Level of Service)	Strategic (Level of Service)	Operational (Level of Service)	Maintenance (Level of Service)
Safety (Risk)	Perception of safety for residents. safe > 80% (based on satisfaction survey)	<1% assets with high or very high-risk rating	Operational SLA's (based on business processes) are met >90% of time	All urgent repairs 'made safe' immediately

Service Measure (Level of Service)	Community (Level of Service)	Strategic (Level of Service)	Operational (Level of Service)	Maintenance (Level of Service)
Reliability	Buildings are accessible and reliable 95% of the time for high hierarchy assets	<p>Measured by intervention levels:</p> <p>High Hierarchy LoS intervention at <u>Condition 3</u></p> <p>Medium Hierarchy LoS intervention at <u>Condition 4</u></p> <p>Low Hierarchy LoS intervention at <u>Condition 5</u></p>	Asset remains operational 95% of time	Maintenance SLA's (based on business processes) met >90% of time
Responsiveness	Responsive to customer requests, Service Request's responded to within SLA's 90% of the time	% of budgeted required capital funding i.e. required budget vs allocated in LTFP	> 90% of all cyclic/ planned / preventative maintenance carried out on time	> 80% of all requests adequately responded to within target.
Comfort	Less than 5% in poor or very poor condition (PVP) at end of model period i.e. 10years	Renewal works undertaken within 1 years of their deemed intervention date, 90% of the time		
	Ambience in building space	Average Customer Voice Score Satisfied		
Climate Adaptation	Perception of Climate Change responsiveness % Satisfaction	>90% Climate adapted Infrastructure Climate resilient infrastructure requirements are met		

Table 16 - Level of Service

4. Community Levels of Service

Community Levels of Service are what Council expects to provide in terms of key customer outcomes based on perceptions of expected quality and future financial allocations, for example:

- Appropriateness of service.
- Accessibility to users 24 hours a day, 7 days a week.
- Affordability – acknowledging that Council can only deliver what it can afford.
- Relevance of the service being provided – in terms of demand characteristics, future demographics, current backlogs and where the pressure points are.

5. Operational Levels of Service

Operational Levels of Service are what Council will do in real terms, i.e. reliability, functionality and adequacy of the services provided. Typically, this AMP has documented Council's standards – i.e. at what point will Council repair, renew or upgrade to meet the customer outcomes listed in the strategic levels.

Operational levels of services are also referred within Council as Technical Levels of Service, and have been defined for each of the following:

New Asset	If Council provides new building space assets like PAC and PHIVE, then what design and maintainability standards shall apply to make them meet Council's strategic outcomes
Upgraded or Reconstructed Asset to original standard	If Council upgrades or reconstructs building space assets like Parramatta Town Hall, what design and maintainability standards shall apply to make them meet Council's strategic outcomes
Maintenance	When will Council intervene with a maintenance repair and what will be Council's responsiveness in terms of customer requests for maintenance faults

6. Maintenance Levels of Service

For the Levels of Service delivered on a day-to-day nature (i.e., responding to customer requests for maintenance faults), Council has listed guidelines containing intervention.

It details the following:

1. The task or work expected to be undertaken, e.g. repair trip hazards.
2. The schedule of inspections to be undertaken of specified matters at specified intervals.
3. The circumstances under which intervention action is to be taken with respect to repair or maintenance needs for defects reported or found on inspection;
4. The priority to be given to intervention level;
5. The type of priority intervention action that will be carried out;

6. Provision, as far as practicable, for the unpredictable, i.e. emergencies, natural disasters; and
7. Assessment of resources required to deliver the specified maintenance services.

Responsibility for immediate dangerous situations with respect to building assets, is initially assessed or undertaken by Councils operational staff or the after-hours response team.

This AMP acknowledges the importance of understanding and monitoring the linkage between workload indicators and intervention actions, as a substantial increase in the number of buildings to be maintained (PAC, PHIVE and Town Hall) can materially impact upon intervention action (and citizen satisfaction and duty of care requirements) if not accompanied by a comparable increase in budget allocation or productivity improvement.

Given the outcomes of an internal review with respect to Council's maintenance services, the standards of maintenance detailed in this Asset Management Plan are considered reasonable and meeting community expectations in the context of responsible and reasonable asset management.

5. Current & Future Performance

This section identifies the effect of expected growth and consequent demand on Council's building assets. Forecasting future demand is essential in determining lifecycle management for assets. The management of building assets is directly affected both by growth in the number of assets and growth in the resident population as well as visiting populations.

5.1. Demand

Drivers affecting building asset demand, include factors such as population change, changes in demographics, technological changes and environmental changes.

The City of Parramatta population for 2023 is recorded at 274,059 and is forecast to grow to 446,021 by 2041. This is a projected change of 62.75%⁸.

It is envisaged that over the next 10 years, there will be major growth in the need for all categories and types of building assets. The increased demand for building assets that contain Council services will increase proportionally with the predicted population growth and utilisation of not only the Central Business District but also the 55 Neighbour Centres and the major new vertical suburbs being constructed and considered.

Census data shows changing demographics including an increasing population and new cultural groups. Providing for the varied needs of a diverse community, within each building, will mean that community activities must support flexible uses, support sharing and conviviality, and reduce conflict between users.

New transport links, revitalised commercial precincts and the revamp of the Riverside Theatre and new Powerhouse Museum will also attract people and businesses to Parramatta. The 'Parramatta Square' Light Rail stop is expected to be operational in 2024, and a Metro Station will be built help distribute the community around the LGA. These mass transit initiatives will significantly impact movement throughout the LGA and use of Councils buildings.

It's worth noting that the City of Parramatta Council has several transformation projects underway (Telopea, Carter Street, Wentworth Point, North Parramatta and Rosehill Racecourse) and there are still a number of game-changing infrastructure projects in the pipeline that will continue to transform Parramatta into a thriving metropolis.

Demand factor trends and impacts on service delivery over the following 10 years are summarised below;

Demand Driver	Impact on Services
Increase of population and population density at a rate of approximately 1.7% per annum over the following 5 years	Increased utilisation of building assets will be expected, proportional to population growth.

⁸ Source: Community Profile.id Community

Demand Driver	Impact on Services
Growing number of families in the area.	Increase the need for Council building space to cater for changing patterns.
Climate change will see an increased risk of extreme weather events including storm events, heatwave, flooding, sea-level rise and fire events.	There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of building assets. The increased wind speeds and Urban Heat Indexes will have an impact on the building portfolio. Introducing climate risk assessments will determine the impact on building asset performance and useful lives.
Sustainability	Introducing new sustainability technology when renewing and upgrading building assets will ensure that ratepayers' dollars go further meaning the cost savings can be put towards improving additional building assets.

Table 17- Demand Drivers, Projections and Impacts on Services

5.2. Changes in Technology

Council is continuously monitoring new asset treatments and technology that may be available to increase the life of its assets. The table below details technology changes that are forecasted to affect the delivery of services provided by buildings covered by this plan.

Technology Change	Effect on Service Delivery
Improvement in techniques and materials	Changes in methodology, longer life materials and better rehabilitation techniques enable building assets to be maintained and managed more cost effectively, with a potentially longer useful life.
Low energy design	Increased efficiencies of low energy design therefore certain new building space designs for example lights can incorporate energy efficient and sustainable practices.
Solar Power	When installing new lighting or replacing existing lighting, these will be installed with solar power panels which will power the lights and reduce greenhouse gas emissions.
Asset Information System	Improved information systems for mapping, recording information and managing assets. Adjustment of the short-life inspection regime to match the amount of usage and fatigue on this equipment.

Technology Change	Effect on Service Delivery
Material	Moving away from timber especially CCA treated products to materials with a longer asset life such as recycled plastic.
Senor Flow Tap Wear	By upgrading and/or renewing internal water systems to senor flow, this technology will reduce water waste to match usage.
Smart City Technologies	Smart City technologies will also continue to be further implemented in new buildings. PHIVE, PAC, Town Hall Wentworth Point, Depot Building, new Head Office and soon to be completed Riverside Theatre have multiple complex 'smart technologies' this enhances them for delivering multifunctional Services.
Internet Speed	Increasing high-speed Internet therefore increasing demand for e-Commerce solutions resulting in larger and more complex technology systems for Council buildings

Table 18 - Changes in Technology and Forecast Impact on Service Delivery

These technological factors need to be assessed in determining the scoping requirements for maintenance works, renewal, upgrade building projects. There will be changes to asset management technology, in particular the monitoring and data collection roles. These upgrades in technology may require consideration of modifications to service levels as and when appropriate.

5.3. New Assets for Growth

Council envisages that over the next 10 years, Council will acquire new building assets and/or build new building assets to meet demand needs.

In the CBD it is also anticipated that the new Civic Link, Powerhouse Parramatta, Riverside redevelopment (currently in development) will recognise the need to ensure the public building assets function to meet the increasing demand. As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs via strategies and masterplans and these will be included in future revisions of this building's asset management plan.

The investment in expanding Mass Transit Systems (MTS) within the LGA, like the Metro and Parramatta Light Rail 1 & 2, will require significant community assets to be surrounding the new stations and surround increased vertical villages cause by associated increases in Floor Space Ratio's FSR.

It is important to note that when new assets are acquired, or assets are expanded or upgraded, this results in an increase in commitment of annual operational and maintenance funding to ensure continued service delivery of the asset over its lifecycle.

These have been quantified in the Community Infrastructure Strategy 2018-2038 and supporting

strategies. In the CIS Council published their Community Infrastructure Strategy (CIS)⁹, which outlines the City of Parramatta's long-term direction for community infrastructure and social infrastructure provision.

The Community Infrastructure Strategy 2018-2038 is used by the City of Parramatta to identify priorities for future community infrastructure and guides decision making about planning, funding, delivering and negotiating for community infrastructure.

Within the current planning horizon the NSW Government Funding Program WestInvest and Voluntary Planning Agreements with major property developers are providing a significant amount of the projects nominated in the Community Infrastructure Strategy 2018-2038.

The impact of this new asset delivery is demonstrated in the Figure below, the funding and investment keep growing the value of the portfolio which will activate increased renewal, maintenance and operating over time.

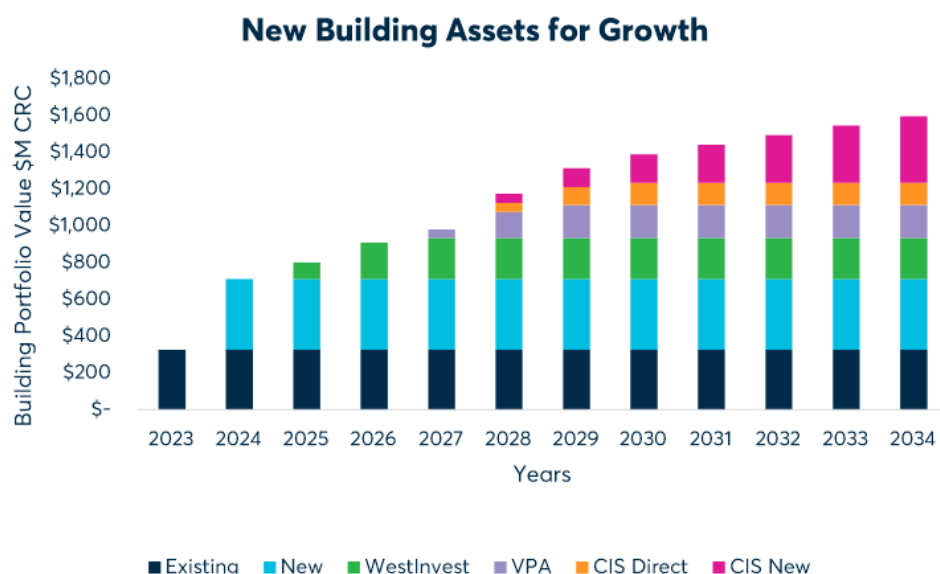


Figure 7 - New Building Assets for Growth from CIS

The Figure above demonstrates that funding programs 'layer' more assets over a base of long-life building assets and have a cumulative effect. The long-term effect of layering is that it must be matched with the corresponding layering of LTFP funding for maintenance, operating, capital renewal and upgrading otherwise the Council will become unsustainable or a major portion of building assets will be beyond Councils Risk Appetite (having no building assets in PVP Condition).

The funding sources of this growth are;

1. WestInvest

The NSW Government created a \$2 billion Western Sydney Infrastructure Grants Program (formerly known as WestInvest) that is funding transformational infrastructure projects across Western Sydney, home to one of the fastest growing and most diverse populations in the nation and the

⁹ Community Infrastructure Strategy 2018-2038

City of Parramatta Council was successful in applying for 19 grants from the WestInvest program for key community projects worth a staggering \$200 million. The main building assets that this funding source will fund are listed below;

Project	Estimated \$
Riverside Theatre Refurbishment ¹⁰ \$182.6M	\$40.0M
Don Moore Community Hub	\$20.4M
Uhrig Community Centre	\$6.1M
Rydalmere Bowling and Sports Club	\$6.4M
Max Ruddock Park Pavilion & Amenities	\$5.3M
	\$72.5M

Table 19 - WestInvest Funded Buildings from the CIS

WestInvest projects are a priority and will be delivered within the next two to three financial years.

2. Voluntary Planning Agreement¹¹

Voluntary Planning Agreements VPA are legal documents created under the Environmental Planning and Assessment Act 1979 (EP&A Act) between developers and Councils (and other government agencies) for the provision of funds or works by the developer for infrastructure, services or other public amenities typically negotiated at the time of rezoning (Section 93F EP&A Act).

The funds or works are not required to have a direct nexus with the proposal but should be related. They must achieve an outcome other than the facilitation of a development and deliver a planning benefit. This means that the proposed development, when considered as a package within the VPA, results in a positive planning outcome.

The City of Parramatta Council has over 55 active VPA's at various stages of the process. Commonly most of the VPA's are delivering the infrastructure detailed in the Community Infrastructure Strategy 2018-2038 however not all VPA's produce building assets. The following is a table of the VPA's that are currently either under negotiation or construction and need to be included in this Plan and the LTFP.

¹⁰ The project is estimated to cost \$182.6M with \$40M of that coming from WestInvest Funding Grant.

¹¹ Can be called 'Works in Kind' 'Planning Agreements' 'Works Agreements' or a range of other agreements.

Project	Building Assets	Estimated \$
Dundas/Telopea	Community Hub, Library, Indoor Recreation	\$47.5M
Carlingford	Community Hub, Library, Indoor Recreation	\$52.4M
Melrose Park	Community Hub, Library, Indoor Recreation, Affordable Housing Apartments	\$24.0M
Uhrig Community Centre	Community Centre (stratum only)	\$10.0M
Parramatta North	Community Hub, Library, Indoor Recreation	\$40.0M
		\$170M

Table 20 - VPA Building Assets being delivered during LTFP

The delivery of the VPA building assets is determined by the developer however the above VPA's are underway therefore the buildings need to be included in the LTFP.

3. Development

The following table outlines the land assets which Council has purchased to deliver critically needed assets outlined in the Community Infrastructure Strategy 2018-2038. A separate Corporate Property Strategy is being drafted to understand how to realise these building assets from various development scenarios being explored.

Project	Building Assets	Estimated \$
Granville Bridge Street	Community Hub	\$10.0M
Epping Car Park	Community Hub, Library	\$40.0M
Fennell Street Car park	Community Hub, Library	\$35.5M
Marion Street Car park	Community Hub, Library	\$35.5M
		\$121.0M

Table 21 - Land Assets with ability to deliver Building Assets detailed in the CIS

As Council directly owns this land and Council has detailed and agreed that these building assets are required in the CIS there is greater certainty of delivery.

4. Direct Investment from Development Contributions

The remaining building assets outlined in the Community Infrastructure Strategy 2018-2038 are directly funded from the collected development contributions. The budgeting decision that Council has made is that WestInvest and VPA will fund the next three years of new assets and the remaining project outlined in the CIS will be averaged over a 10-year investment cycle.

Buildings Assets required in the CIS to meet Community Infrastructure Needs	Average Total Cost	Annualised Cost
	10 year LTFP Buildings \$M	\$M/pa, over 10 Year
New Community Space	\$219.6M	\$21.9M
New Library Space	\$131.0M	\$13.1M
New Indoor Recreation Space	\$82.0M	\$8.2M
New Sports Buildings (Pavilions)	\$62.0M	\$6.2M
New Parks Buildings (Amenities)	\$23.5M	\$2.35M

Table 22 - Community Infrastructure Strategy 2018-38 Building Asset Needs

5.4. Demand Plan

It has been identified that demand for building assets at Council will increase proportionally with the predicted population growth and predicted demographic changes. This is also in line with the community surveys which identify that community building assets is of importance to the community.

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. Opportunities identified to date for demand management are shown in Table 23. Further opportunities will be developed in future revisions of this AMP.

Service Activity	Demand Management Plan
Increased patronage and usage of community building assets will be expected, proportional to population growth.	<ul style="list-style-type: none"> Plan to identify and develop strategically located building assets to accommodate growing communities. Monitor population growth through census data and traffic counts and use the data as input into developing future works programs. Investigate construction of multi-use assets where possible and encourage sharing of existing building assets to maximise utilisation and allows planning for optimum use of all building assets.
Increased population density will result in increased usage of community building assets.	<ul style="list-style-type: none"> Undertake strategic planning to identify the change in service demand across all services, who will use the services, and identify the best location for future services. Service Planning is used to identify the best mix of provision and development to provide the best possible services at a sustainable level; which can include some shifts in service levels, both up and down across the

Service Activity	Demand Management Plan
	<p>Parramatta Local Government Area LGA.</p> <ul style="list-style-type: none"> Identify programs that support the aged and youth as alternatives to infrastructure related activities.
Community awareness	<p>There are several ways Council can inform the community of building assets availability within the LGA. These include:</p> <ul style="list-style-type: none"> Improved signage to support Active Transport through the network of community facilities; Inclusion of information brochures with other correspondence provided to the community, such as rates notices, or the website.
Partnerships	<ul style="list-style-type: none"> Council continue to seek opportunities to share community facilities with private landowners and other levels of government to maximise the number of sporting pavilions, community facilities and other building assets, available for public use and to meet short to medium term demands in a sustainable manner.
Passive surveillance	<p>It is generally accepted that community perceptions regarding the safety of a building assets have an impact on people's desire to visit. It is therefore important that Council seek to improve perceptions of the safety of Council building assets. Opportunities for maximising passive surveillance should be actioned wherever possible. Clear lines of sight from roadways and adjoining properties can be maximised by removing visual obstructions such as solid fences or thick vegetation.</p>
<p>There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of building assets.</p> <p>Climate risk assessment will determine the impact on asset useful lives.</p>	<ul style="list-style-type: none"> Develop a Council specific Climate Change Adaption Toolkit. Include environmental policies and considerations in building asset planning and capital works. Utilise Government environmental subsidy and funding programs. Monitor developments and potential impacts on asset management. Identify opportunities for water harvesting and recycling for irrigation and other grey water purposes within the buildings.

Table 24 - Demand Management Plan Summary

6. Lifecycle Management

Life Cycle Management is an essential component of any good asset management plan. This section of the Building Asset Management Plan identifies the processes required to effectively manage, maintain, renew and upgrade Council's building assets.

Council has purchased an Enterprise Asset Management System¹² that has a full works management system that delivers Life Cycle Management procedures, plans, defect triaging, renewal interventions, planned preventative maintenance schedules. These are all built in and integrated asset governance across all of Council's building assets.

The introduction of this technology is the missing link as it will allow the various groups that have a role/responsibility to manage the assets to centralise there;

- Manual Planned Preventative Maintenance PPM contracts and schedules.
- Reactive Procedures for Defect Management
- Newer commissioned buildings that are progressively documenting individual PPM for each building
- LTFP renewal into the same system and not managed separately.

The 2024 Condition and Valuation of the Building Portfolio Council is getting individual AMP done for the three new buildings and the other Asset Hierarchy 1 assets. This will include a management Dashboard setting out the LTFP for these significant assets and will then be modelled onto the other buildings over time.

The Plans are a strategic document providing a planning and management framework for the future use, development and maintenance of building. The Improvement Plan recognises that Council will need to progressively review and these Building Plans for all building assets.

6.1. Operations and Maintenance Plan

Operations activities can be described as actions that are delivered on a day-to-day basis necessary to meet the levels of service delivery requirements. Operational activities can include service delivery items such as cleaning and graffiti removal. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors. Operational activities do not improve the condition of assets.

Over time, minor faults can occur within the building asset portfolio. Council addresses the repairs and maintenance of these faults (i.e. faulty building Wi-Fi coverage or broken toilet) based on defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset/component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

¹² Technology One, One Council Enterprise Asset Management and C/A

Operations and maintenance activities do not improve the condition of the building assets, but rather enable the asset to deliver its expected service levels as related to its function.

For the Levels of Service delivered on a day-to-day nature (i.e. responding to customer requests for maintenance faults and responding to localised asset failures), these intervention levels are currently documented in Council's manual and will soon be automated on the City of Parramatta Councils Enterprise Asset Management and Works Management maintenance management system¹³. At present, Council considers that these current operations and maintenance service levels meet the community's needs and expectations.

Council has documented Planned Preventative Maintenance Service Level Agreements (SLA) applicable to most building assets however they are not systemised or automated. The Improvement Plan identifies the need to expand the SLA's to be migrated to the new Works Management System CiA OneCouncil, Technology One's Enterprise Solutions.

6.2. Renewal/Replacement Plan

Activities such as renewal, rehabilitation, reconstruction and replacement will return the degraded service of the asset back to its original condition. Renewal activities such as replacement of floor coverings, roof coverings, or toilets will return the degraded service capability of the asset back to its original designed capability or modern-day equivalent.

Renewal and replacement strategies are based on the most current asset condition inspections available to Council at the time of developing the forward works programs. The rule bases which reflect the policy decisions that Council will employ to determine when they will select building assets for inclusion in their capital works program will be documented in a building assets Service Framework.

The built nature of new, upgraded and renewed building assets will always be provided in accordance with Council's design standards, relevant Australian Standards, industry guidelines and best practices.

6.3. Upgrade/Expansion Plan

Upgrade and expansion works are associated with improving service levels beyond the original designed capability or modern-day equivalent. Additionally, expansion works include activities that extend the capacity of an existing asset, to provide higher levels of service and/or meet changes in asset resilience requirements. Upgrade/expansion is different to renewal/replacement which only improves the degraded service capability within the boundaries of the original design capability.

Building asset upgrades are usually undertaken where the asset has been identified as deficient with regards to providing its intended function such as being 'fit for use' and 'fit for purpose'. Council assesses the building asset's capability of catering for the current and near future user numbers and also assesses the asset's ability to be adapted or reconfigured to provide for changing user needs and service requirements (such as a activation precinct which catered for pre-school play and now should be catering to teens due to changing demographics).

Typically upgrade/expansion works are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via other Strategic or Master Plans and/or from asset condition audits.

Council utilises a methodology framework to prioritise and schedule identified project candidates

¹³ Technology One, One Council Enterprise System CiA, EAM and SAM.

for the 10-Year Works Program.

As PHIVE, PAC, Town Hall, Head Office, Wentworth Point building assets are relatively new, Council does not have any plans to upgrade or expand them in the near future. However the Community Infrastructure Strategy 2018-2038 has a long list of building assets that will require expansion/upgrade over the LTFP.

6.4. Creation/Acquisition Plan

New works are those works that create a new asset that did not previously exist. Council can acquire existing built assets or new assets from developers or new assets via capital projects to meet community needs. Typically, new asset candidates are identified from a combination of methods which include Councillor and/or community requests or identified via other Strategic or Master Plans.

6.5. Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, relocation or transfer of ownership. The Corporate Property Strategy may include some of these properties in the Disposal Plan with the sale funds transferred to the Property Reserve to keep it at a constant balance or recycled into creating other assets within the building asset class. This plan is being developed in a separately.

Some building assets within the Buildings Portfolio are on land which has significant land value uplift which can capitalised on disposal. Properties available for consideration.

Location	Potential	Possible Disposal
Granville Bridge Street	Rezone, Build or Divest	Community purposes in CIS
Marion Street Car-Park	Rezone,	Community purposes in CIS
Fennell Street Car-Park	Agglomerate, rezone	Community purposes in CIS
Metro (former Car-Park)	Land & Environment Court	Due to be determined and settled
Justice Street Car-Park	Rezone, Build or Divest	Corporate Property Strategy
Eat Street Car-Park	Rezone, Build or Divest	Corporate Property Strategy
Station Street Car-Park	Rezone, Build or Divest	Corporate Property Strategy
Boronia (Epping)	Rezone, Build or Divest	Community purposes in CIS
Ermington Centre	Agglomerate, rezone	Corporate Property Strategy
Brodie Street Depot	Divest	Corporate Property Strategy
Wigram Street Car-Park	Divest	Corporate Property Strategy

Table 25 - Possible Land/Building Assets included in Disposal Planning

7. Risk Management Planning

7.1. Risk Management Plan

Council has developed a corporate Risk Management Policy which sets the overall framework for addressing risk within the context of International Standard ISO31000-2018, Risk management – Principles and Guidelines. The policy was adopted December 2023.

Risk Management is defined in ISO31000:2018 as: 'coordinated activities to direct and control with regard to risk'.

The development and adoption of this Policy outlines Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in Figure below.

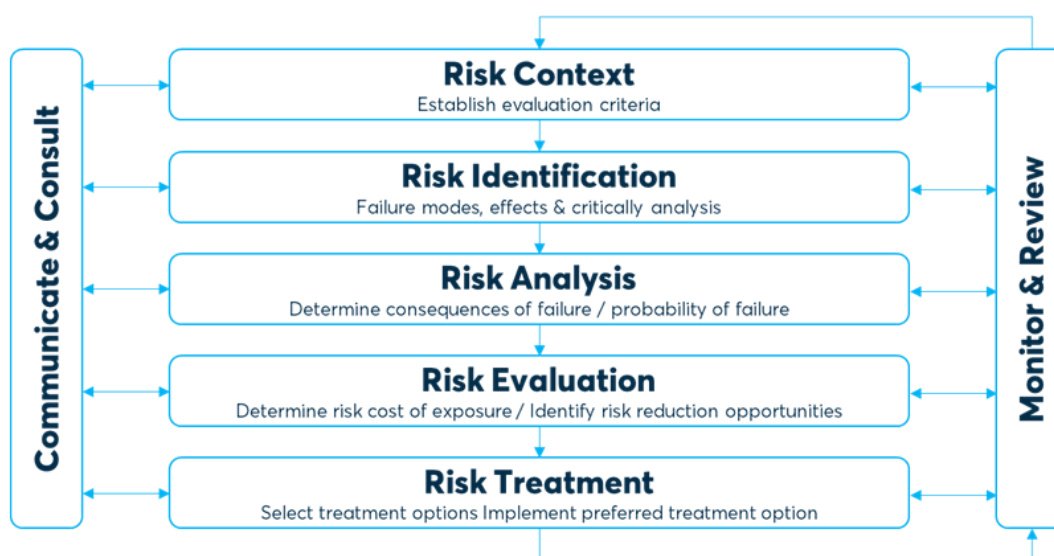


Figure 8 - Risk Management Process, Source: ISO31000:2018

7.2. Risks Assessment

Council has developed an asset criticality framework, giving higher importance to risk assessment and the appropriate levels of inspection and maintenance for each classification.

Critical assets are those which have a high consequence of failure causing significant loss or

reduction of service. Similarly, critical failure modes are those which have the highest consequences.

By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include items such as increased inspection frequency and higher maintenance intervention levels.

The Consequence of Failure (CoF) score is calculated by assessing the consequence of failure (1 to 5), for the most likely failure mode.

Table 26 details the COF Scores for this AMP that have been adopted and applied based on the asset hierarchy.

Asset Type	Consequence of Failure (COF)
Superstructure	5
Substructure	5
Site Services	2
Site Infrastructure	3
Lift	2
Roof Structure	5
Roof Coverings	3
Mechanical Services	4
Hydraulic Services	4
Fire Services	5
Electrical Services	5
Security Services	3
Floor Coverings	3
Fit out & Fittings	3

Table 27 COF Scores by Asset Type

7.3. Risk Matrix

The Consequence of Failure assigned to each asset is linked to the criticality framework evaluated at the 'Asset Reporting Name' level as depicted above.

Likelihood of Failure (LoF) is defined through the condition of an asset: the more an asset degrades in condition the higher the likelihood of it failing.

Consequence (CoF)	Likelihood (LoF)				
	1	2	3	4	5
	1	2	3	4	5
	2	4	6	8	10
	3	6	9	12	15
	4	8	12	16	20
	5	10	15	20	25

Figure 9 The Risk Matrix defined within the model.

7.4. Risk Ratings

Calculated risk scores based on likelihood and consequence as illustrated in the above risk matrix. Each score is allocated to a risk rating, as outlined below, to assign to each asset to assess and aggregate risk throughout the simulation forecast.

	Risk Rating	Minimum Risk Score	Maximum Risk Score
	Within Risk Appetite	1	10
	Low Risk Appetite	11	19
	No Risk Appetite	20	25

Table 28 - Each Risk Rating and their minimum and maximum risk scores.

7.5. Risk Appetite

The risk appetite is the level of risk that Council is prepared to accept in pursuit of its objectives, before action is deemed necessary to reduce Risk.

Council's Risk Appetite is classified as follows:

Risk Rating	Councils Risk Appetite
Within Risk Appetite	Council's preferred state
Low Risk Appetite	Council does not prefer this state, however the state will be tolerated whilst moving to the desired state

Risk Rating	Councils Risk Appetite
No Risk Appetite	Council does not wish to operate in this state

Table 29 - Risk Appetite Definitions

7.6. Risk Plan

As a result of this AMP revision, an assessment of risks associated with service delivery from Council's building assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action), and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in the Table below.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment / Costs
Asset Maintenance	Maintenance costs increasing due to inadequate renewal program	High	Continue to improve data. Ensure maintenance is managed appropriately at an operational level. Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities.	Medium	Ongoing staff time and existing budget
Increasing financial pressure to adequately maintain the building portfolio	Growth in asset portfolio	High	Although grants and other funding may be made available for the capital cost of new or expanded facilities, due consideration should be made to ensure sufficient ongoing operation and maintenance funds can be provided to support these additional assets. Whole of life costs are to be reported to the Leadership Team and/or Council as appropriate.	Medium	Ongoing staff time
All assets	Asset defect or non - compliance with regulations resulting in	High	Regular inspection programme targeted and prioritised based on risk, levels of use and types of use.	Low	Ongoing staff time, existing budgets

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment / Costs
	injury e.g. lighting and public structures.		Maintenance and defects rectification program implemented.		
Utilisation	Building does not suit community needs and inclusion targets.	High	<p>Continue to monitor not only the condition of assets but how well they suit the needs of users.</p> <p>Monitor and review the Place Plan/Strategy to inform decisions on which facilities suit community needs.</p> <p>Respond to user needs with well-considered measures and communicate needs that cannot be met within existing budgets.</p>	Low	Ongoing staff time

Table 30 – Critical Risks and Treatment Plan

7.7. Infrastructure Resilience and Sustainability Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan. It is worth noting that the City of Parramatta does have one of Australia's largest Libraries and Recreations Centres and a 5 Star Green Star rated Buildings. PHIVE, PAC, Town Hall and Parramatta Square Public Domain are also carbon neutral public domain certified¹⁴. Sustainability and environmental performance has been at the helm of the design and building process, considered by the team to be not only a responsibility, but a chance to show the positive impacts that can be made when you choose to act for a greener, healthier and more resilient built environment.

The Green Star Communities rating recognises best practice strategy formulation, engagement, and delivery of sustainability initiatives, including:

- Implementation of the local government area's only public place recycling scheme
- Collaboration between the builders and City of Parramatta to implement a formulated strategy that appropriately engages on a defined community vision, including the provision of public space and buildings for community use Initiatives to reduce waste and pollution, whilst promoting sustainable initiatives relating to active transport and disability access





¹⁴ <https://www.cityofparramatta.nsw.gov.au/about-parramatta/news/media-release/parramatta-certified-carbon-neutral>

- High social sustainability supported by community use and facilities in PHIVE, PAC, Townhall and educational opportunities at Western Sydney University

Looking ahead the Council is following the ongoing development and refinement of the Green Star Communities tool and will review updates in consideration of continuing sustainability efforts to achieve a 6 Star rating.

7.8. Climate Impact and Adaptability

The Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°C, released in 2018, alerted readers of the dire consequences we face if we fail to limit the global temperature increase to 1.5°C, as shown in the figure below. The impacts that we are experiencing now at around a 1.2°C rise in average temperature. It is essential as asset managers to ensure climate adaptation and mitigation strategies are incorporated into Asset Management Planning.

Climate Council	1.5°C	2.0°C	IMPACT
 LOSS OF PLANTS	8% Of plants will lose ½ their habitable area	16% Of plants will lose ½ their habitable area	2x worse
 LOSS OF INSECTS SPECIES	6% Of insect will lose ½ their habitable area	18% Of insect will lose ½ their habitable area	3x worse
 FURTHER DECLINE IN CORAL REEFS	70% to 80%	99%	Up to 29% worse
 EXTREME HEAT	14% Of the global population exposed to severe heat every 1 in 5 years	37% Of the global population exposed to severe heat every 1 in 5 years	2.6x worse

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Figure 10 - Impact of 2 compared to 1.5 degrees of Temperature Change

Whilst Climate Adaptation Strategies will be incorporated into next iteration of the AMP it is worth noting the significant amount of work undertaken by staff at City of Parramatta in this space.

¹⁵ <https://www.climatecouncil.org.au/>

Council have commenced work on developing assets management guides for the future of Parramatta climate change and how to mitigate its impacts. Studies include:

- Future of Parramatta climate projections in *"Improving the present and future climate and microclimate in the city of Parramatta"* study.
- Various UHI mitigation strategies and their effectiveness *"2019-03-18 Final report Philip St project"*
- Impact of the new development on the Parramatta Square wind pattern + recommendation *"Parramatta Square development Microclimate study"*
- Recommendation on the Urban heat mitigation measurements *"Cooling parramatta scoping paper"*
- The cooling potential of the civic link and its impact on the Parramatta Square *"Civic Link sustainability study"*
- Building façade reflection study *"UHI Vertical Facade Basis March 2020, City of Parramatta Proposed Urban Heat Island Effect Façade Controls Review Summary"*

To date the studies indicate that a heatwave will significantly affect Council's building assets. And indicates further studies are required to understand the impact on the building portfolio assets. Initial analysis and studies indicate further mitigation measures are needed.

8. Financial Summary

The provision of adequate financial resources ensures that Council's building assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

8.1. Forecast Funding Requirements

1. Renewal Expenditure Forecasting

The objective of this Section has been to model the deterioration of Council's building assets portfolio, by developing modelling and simulation techniques.

This process typically involves setting up life cycle paths for each building component asset, along with their inspected condition, identifying the appropriate treatments and unit rates to deliver these treatments and configuring the treatment rule base (matrices based on selected condition criteria that when matching will drive a treatment based on the condition).

The Technical Level of Service identifies the condition level at which Council will intervene and renew each asset for example Council will undertake a renewal activity on Fire Services assets when it reaches condition 2 or worse, in a Hierarchy 1- building asset such as Riverside Theatre.

The lower the Hierarchy, the Technical Level of Service model identifies the minimum level of service, or minimum condition at which Council will intervene and undertake a renewal activity on an asset i.e. Council will replace hand basins (Hydraulic Service) when it reaches condition 5 or worse in a Park amenities toilet block (Hierarchy 4).

The Table 31 below provides a high-level rule-base for the intervention levels of service for the four Council Hierarchy categories.

Asset Type	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4
Superstructure	3	4	5	5
Substructure	3	4	5	5
Site Services	2	4	4	5
Site Infrastructure	2	3	4	4
Lift	2	3	4	5
Roof Structure	3	5	5	5
Roof Coverings	2	3	4	5
Mechanical Services	3	4	5	5
Hydraulic Services	3	4	4	5
Fire Services	2	3	4	5
Electrical Services	5	5	5	5
Security Services	2	3	3	4
Floor Coverings	2	3	3	4
Fit out & Fittings	2	3	4	5

Table 32 - Building Hierarchy Condition Intervention Point for Renewal

By utilising the above intervention points and setting up the criteria and logic utilising modelling and simulation techniques, it is possible to model the future costs of Council's building asset portfolio renewal requirements and to predict the future condition of these assets under varying funding scenarios.

Future versions of this AMP will model the impact of these intervention levels into the LTFP Renewal Program after the June 24 Condition and Valuation process is complete through an external Predictive Modelling Contractor. Council has purchased and is installing (due for operationalisation in FY 24/25) and once it is commissioned Council can undertake this work internally and digitally twin the portfolio and model different asset lifecycle scenarios internally.

This current AMP Council is focusing on the impact of rapid growth of building assets, mainly driven by the delivery over the LTFP horizon of the Community Infrastructure Strategy 2018-2038;

- Delivered PHIVE, PAC, Town Hall, Wentworth Point and 9 Wentworth Street \$386M
- WestInvest Funding which is delivering \$221M of CIS deliverables.
- Current VPA's that are delivering \$174M of CIS deliverables.
- Projects outlined in the CIS, which the Land has been secured \$121M.
- CIS Program which we have commenced in FY4 of the LTFP of \$51M p.a. and \$311M over the term of the LTFP.

The impact of this growth is recorded in the table below, noting that buildings come into operation at different times, the structure (40% of CRC) doesn't require renewal, they require zero renewal in the first 1-2 years of operation, then 1% of CRC for years 3-6 and 1.5% of CRC for year 7 onwards. This phasing has been modelled into the LTFP;

Service Activity	CRC	Current Renewal \$p.a.	Benchmark \$p.a.	LTFP \$p.a.
Existing (older buildings)	\$327M	\$4.2M	\$4.5M	\$4.2M
New (PHIVE, PAC, etc)	\$386M	\$0M	\$2.3M	\$2.3M
WestInvest	\$221M	\$0M	\$1.3M	\$1.3M
VPA	\$174M	\$0M	\$1.0M	\$1.0M
CIS Owned	\$121M	\$0M	\$0.7M	\$0.7M
CIS Program	\$311M	\$0M	\$3.0M	\$3.0M

Table 33 - Renewal projections in LTFP

Organisationally Council has not entered the renewals into the Enterprise Budgeting system for the above building assets, except buildings older than 2022 (\$4.2M), and these newer buildings significantly increase in building assets will need to be part of the improvement plan to ensure that the LTFP demonstrates Councils Sustainability.

2. Operational Expenditure Forecasting

Similar to the above our current protection Maintenance and Operating Expenditure for the existing portfolio is;

Existing Assets	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Maintenance	\$4.73	\$4.85	\$4.97	\$5.09	\$5.21	\$5.34	\$5.47	\$5.61	\$5.75	\$5.89
Operating	\$17.38	\$15.79	\$16.21	\$16.25	\$16.64	\$17.40	\$17.46	\$17.88	\$18.67	\$19.12

And for the new building assets projected financial cost as they are commissioned as detailed in the New Building Assets for Growth graph in the New Demand.

New Assets	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Maintenance	\$1.93	\$1.93	3.03	\$4.77	\$5.03	\$5.29	\$5.55	\$5.80	\$6.06	\$6.32

New Assets	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Operating	\$3.86	\$3.86	\$6.07	\$9.54	\$10.05	\$10.57	11.09	\$11.61	\$12.13	\$12.64

This means that the project total maintenance and operating budget for the LTFP is;

LTFP Total	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Maintenance	\$6.66	\$6.78	\$8.00	\$9.86	\$10.24	\$10.63	\$11.02	\$11.41	\$11.81	\$12.21
Operating	\$21.24	\$19.65	\$22.28	\$25.78	\$26.70	\$27.97	\$28.55	\$29.49	\$30.80	\$31.77

Table 34 LTFP Maintenance and Operating Projection Summary

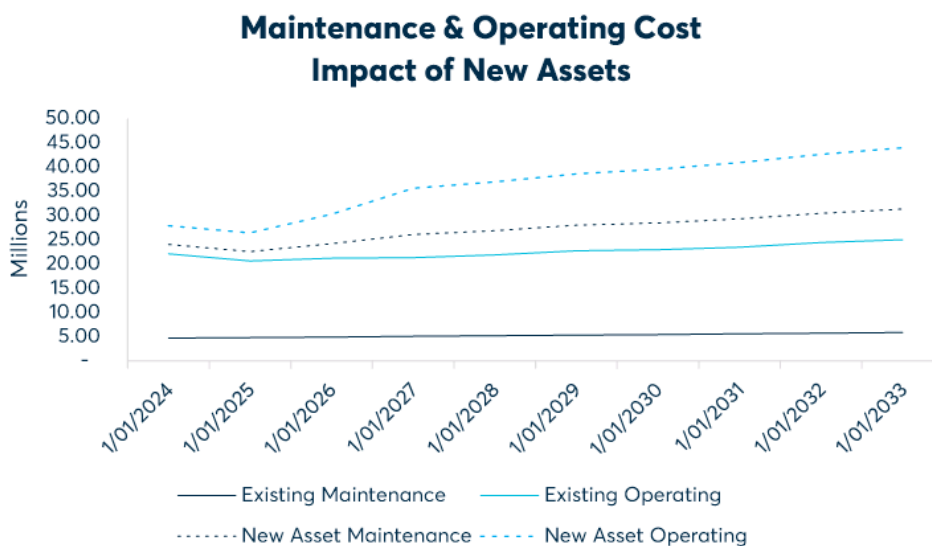


Figure 11 - Maintenance & Operating Cost Impact of New Assets

The impact of the new building assets has not been budgeted into the Enterprise Budgeting System and needs to be confirmed into the LTFP as part of the improvement program.

Examples of required asset expenditure covered in the Asset Management Plan

- Cleansing
- Waste Collection
- Pest Control
- Security Operations
- Fire and evacuation training and management

- Utilities and Charges
- Building and Property Management
- Asset Management & Planning
- Facility Management & Co-ordinators

a. Planned Preventative Maintenance Expenditure

- Landscape (Green Spaces) Maintenance
- Irrigation Maintenance Program
- Art Feature Planned Maintenance
- Lighting Replacement Program
- Hydraulic Maintenance Program
- Electrical Maintenance Program
- Fire evacuation system Maintenance Program
- Security Maintenance Program
- Physical Security Maintenance Program (Keys and locks)
- Plant Room Maintenance Program
- Lift servicing
- Painting program

b. Reactive Maintenance Expenditure

- Defect inspection and management
- Defect Maintenance
- General Maintenance

Future iterations of this AMP will more accurately report and project the maintenance and operating costs as the Enterprise Asset Management, CiA and Strategic Asset Management Modules of the new Technology One system is implemented and made operational.

8.2. Forecast Service Cost Expenditure

Council maintenance and operational service provision scenarios have been considered in compiling this AMP and rather than apply Councils current % of Current Replacement Cost or the industry benchmark to the new building assets Council have access the type of building assets that are being delivered and they are generally within a Strata, which is managed as an operating expense and the maintenance portion is limited to few assets.

Council has adopted;

- a. Continue to apply the current rate of maintenance to the existing older assets, and
- b. A lower rate of maintenance and operating for the newer and projected building assets.

The Table below demonstrates how Council determined its maintenance and operating service standard requirements for inclusion and consideration of adopting the most appropriate service provision model.

Service Activity	Current % of CRC	Benchmark % of CRC	LTFP % of CRC
Maintenance	1.5%	1.5%	0.5%
Operating	5.3%	3.0%	1.0%

Table 35 - Maintenance & Operating Benchmarks

8.3. Funding Scenarios

In June 2024, as part of the Building Condition and Valuation process Council will undertake strategic modelling analysis which will accurately predict the deterioration of Council's buildings portfolio by calculating the results of different funding options for a 20-year period.

The building asset portfolio modelling analysis will be prepared using 4 different funding options;

Option	Scenario	Description
1	Desired TLoS	This option identifies and models the current asset portfolio at the necessary funding levels each year to maintain the desired optimal levels of service over 20-year period keeping Council building assets within Councils Risk Appetite.
2	Minimum TLoS	This option models the impact on condition and associated service levels of its assets, if Council were to deliver the minimum required level of service over 20-year period maintaining Council building assets within tolerance of Councils Risk Appetite.
3	Controlled Funding TLoS	This option identifies and models the current asset portfolio at the necessary funding levels each year, to maintain the ideal level of service with an affordable funding allocation, over 20-year period optimising Councils Risk Appetite.
4	Run to Fail TLoS	This funding option models the impact on condition and associated service levels of its assets, if Council were to only intervene only when an asset has failed, over 20-year period, only replacing the building asset when it is beyond Councils Risk Appetite.

¹⁶ CRC is based on existing asset base of \$327M

Table 36 - Simulation Modelling Funding Options

The scenarios are intended to produce the following outcomes.

Option	Funding over 20 Years	Outcome Achieved over 20 Years	Observations
Option 1 Desired	HIGH	LOW 0% of assets will be in very poor condition	<p>Very high funding maintains building assets in very good condition state over 20 years. Balancing between investment and risk mitigation positions this option as the lowest risk option.</p> <p>However, this substantial investment may not align with Council's financial priorities and/or available capacity to fund this option and human resources to deliver all these projects.</p>
Option 2 Minimal	LOW	HIGH \$ value of assets will be in poor or very poor condition state in YR 20	<p>This option increases Council's current asset liability.</p> <p>The average condition will decline to 3 out of 5 by year 20.</p> <p>Whilst this option costs less, it still results in very high risk progressively as the building assets will be in a very poor state of assets over 20 years.</p>
Option 3 Controlled Funding	MEDIUM	MEDIUM \$ of assets will be in poor or very poor condition state in YR 20	<p>Results in a stable average portfolio condition of by year 20.</p> <p>By addressing the most critical assets without excessively burdening the budget, this option effectively mitigates risk.</p> <p>It ensures that assets in very poor condition are managed without overcommitting financial resources, when compared to other options. It also returns a significantly better outcome compared to Options 2 and 4.</p>
Option 4 Run to Fail	VERY LOW	VERY HIGH \$ assets will be in poor or very poor condition state in YR 20	<p>Despite requiring the least investment, this option substantially inflates the asset liability making it the riskiest option without any corresponding return on investment.</p> <p>The reduced LoS deems this the worst funding option, considering both return on investment and funding feasibility</p>

Table 37 - Likely outcome of Modelling Scenarios

The purpose of the scenario modelling is to forecast the actual renewal capital funding required to achieve the following performance outcomes.

















Community Level of Service CLoS Performance				Option 1	Option 2	Option 3	Option 4
Average Annualised Renewal Cost over 20 Years				HIGH	LOW	MEDIUM	VERY LOW
CLoS	Measure	Standard					
Safety (Risk)	Percentage of assets with a very high-risk rating	Red	15%<100% in very high risk				
		Amber	2%<15% in very high risk				
		Green	0<2% in very high risk				
Reliability	Asset health (intervention levels met, measure as average % remaining useful life)	Red	Average remaining Useful Life 0<40%				
		Amber	Average remaining Useful Life 40%<75%				
		Green	Average remaining Useful Life 75%<100%				
Responsiveness (Asset Liability)	Value of Assets in PVP as a % of Replacement Value	Red	25%<100%				
		Amber	10%<25%				
		Green	0%-10%				
Comfort (Asset Condition)	% In Poor & Very Poor (PVP) Condition	Red	20%<100%				
		Amber	5%<20%				
		Green	0%-5%				

Table 38 - Community Level of Service Performance

8.4. Forecast 10-Year Capital Renewal Funding

After June 24, the Condition and Valuation process for the building assets will be completed through an external Predictive Modelling Contractor. The preferred renewal funding option for this AMP likely to be Option 3 being the best balance between funding and Councils Risk Appetite. Future internal discussions will deliberate on the most acceptable financial scenario to deliver an agreed level of service once Council has the condition and valuation data. Deliberative community engagement is scheduled to take place during 2024/25.

Future versions of this AMP will model the impact of these intervention levels into the LTFP Renewal Program.

For this AMP we have;

- a. Continued the Existing Renewal Expenditure \$4.2M p.a.
- b. Recommended the insertion of additional Renewal for buildings delivered in LTFP period.
- c. Continue to apply the current rate of maintenance and operating to the existing older assets.
- d. Include a maintenance and operating for the newer and projected building assets.

YR	Existing \$M				New Building Assets \$M				LTFP
	Renewal	Maintain	Operate	Total	Renewal	Maintain	Operate	Total	Grand Total
24	4.20	4.73	17.38	26.31	-	1.93	3.86	5.79	32.10
25	4.20	4.85	15.79	24.84	-	1.93	3.86	5.79	30.63
26	4.20	4.97	16.21	25.38	2.32	3.03	6.07	11.42	36.80
27	4.20	5.09	16.25	25.54	2.32	4.77	9.54	16.62	42.16
28	4.20	5.21	16.64	26.06	3.64	5.03	10.05	18.72	44.78
29	4.20	5.34	17.40	26.94	4.68	5.29	10.57	20.54	47.48
30	4.20	5.47	17.46	27.13	6.88	5.55	11.09	23.52	50.65
31	4.20	5.61	17.88	27.69	7.19	5.80	11.61	24.60	52.30
32	4.20	5.75	18.67	28.62	8.16	6.06	12.13	26.35	54.97
33	4.20	5.89	19.12	29.21	9.00	6.32	12.64	27.96	57.18
	42.00	52.91	172.80	267.71	44.19	45.71	91.43	181.33	449.04

Table 39 - LTFP 10 Year Funding Strategy

Council acknowledges that additional work is required to improve its understanding of the future new and upgrade funding requirements, and this has been identified as an improvement item in this AMP.

9. Asset Management Performance

This section outlines how Council will measure its building asset management performance. The identified action items will enable Council to improve its building asset management capability, to enhance building asset value and deliver more for stakeholders while balancing cost, risk and performance.

9.1. Assumptions

The key assumptions made in this Asset Management Plan and risks that these may change are shown below.

Key Assumption	Risk of Change to Assumption / Impact to Model
Asset and component conditions reflect the assets' = condition as at 2021.	High (data was assessed in 2021, by valuer at a high level, last detailed condition was 2017) Full condition assessment and valuation is being completed June 2024
The allocation of renewal funds has been based on the asset replacement costs developed as part of past valuations.	Low as the financials and engineering rates have been reconciled for the existing building assets
Current maintenance funding levels are considered adequate.	Medium
Future maintenance funding levels are considered	To be an estimate based on industry benchmarks and the type of assets that are projected to be delivered within the LTFP
The funding needs for new &/or upgrade building assets will be identified as the new assets are commissioned.	Medium. Future renewal for new assets has estimate based on industry benchmarks and the type of assets that are projected to be delivered within the LTFP
Capital renewal treatments are like for like and do not account for additional costs to upgrade and/or utilise new technologies and materials.	Medium to Low
Current Levels of Service are considered appropriate and meet community needs.	Low

Key Assumption	Risk of Change to Assumption / Impact to Model
Existing inspections and maintenance contracts will not change.	Medium
Asset register currency pertaining to asset quantities.	Low
Network strategic condition inspections will be funded on a 3–4-year cyclic basis and incorporated into the Operational budget.	Low
Current human resource plan will not change in the near future.	Low

9.2. Improvement Plan

The Asset Management Improvement Plan which is set out in Table below details the key improvement tasks. Completion of these tasks will improve Council's asset management capabilities for the building asset class.

Improvement Items	Responsibility	Timeline
Critical to include into the Enterprise Budgeting System and LTFP the impact of new building assets on; maintenance, operating and renewal planning.	Finance & Information	March 2024
As the Defects Liability Periods DLP ends for each of the newer building assets (PAC PHIVE, Town Hall, 9 Wentworth Street) implement an agreed Level of Service with a Planned Preventative Maintenance with internal Service Level Agreements and External Specialist Service Providers and update the EB system.	Finance & Information (FM & AP) to facilitate the Asset Operators	April 2024
Engage Councils Governance Directorate to review the documentation of the delivery of all reactive, planned preventative maintenance, capital renewal, operational management using an Asset Management Maturity Audit and report the findings to the Asset Management Committee.	Finance & Information – Governance	June 2024
Comprehensive Condition Assessment and Valuation of the building portfolio and update the Financial Asset Register with the outcome fully enabling the new Enterprise Asset Management and Works Management System.	Finance & Information – Asset Planning	January – December 2024. Valuation May 2024
Undertake Community Engagement to adopt a	Asset Planning &	July -

Improvement Items	Responsibility	Timeline
Level of Service that balances Council's cost and risk appetite, and also consider varying Council's risk appetite to allow no more than 10% of the assets (by value) to be in Poor, Very Poor condition at any time.	Community Engagement	December 2024
Refine the Roles and Responsibilities of the building asset portfolio to ensure better synergy of planning the building portfolio.	Asset Management Steering Committee	July 2024
Create Financial Transparency consolidating the asset register into one Service Asset and set up the Asset and Finance Systems to report Profit and Loss and Balance Sheet report for each; building, ward, class and hierarchy across the whole asset portfolio.	Finance & Information	June 2024 - June 2025
Formally document the Rule Bases which reflect the policy decisions that Council employs to determine when they will select building assets for inclusion on their capital works program. This includes consistent alignment between this plan, the Asset Management Strategy, Long Term Financial Plan, Technology One asset registers, Levels of Service for all building asset classes, data collection, validation and reporting, Condition, Risk, Inspection frequency for the building asset portfolio.	Finance & Information – Asset Strategy Co-Ordinator in conjunction with Community Services FM, Asset Planning and City Assets and Operations AM	June 2024 - June 2025
Document the current operations and maintenance Levels of Service about all building assets owned or maintained by Council. These activities should consider the buildings function, legislative requirements and utilisation needs when documenting activities and response times.	Finance & Information (FM & AP) to facilitate the Asset Operators	December 2024
Review and formally document Council's building asset condition assessment manual methodology framework.	Finance & Information – Asset Planning	January – June 2024.
Review financial forecasts annually as better data becomes available, update and submit any supporting budget bids.	Finance & Information – Asset Planning	Annually
Review resourcing plan to ensure adequate human resources are available to deliver this plan including building human resourcing under Community Services (asset owner) and City Assets and Operations with professional asset management expertise and capacity.	Finance & Information – Asset Strategy Co-Ordinator in conjunction with Community Services FM, Asset Planning and City Assets	June 2024 - June 2025

Improvement Items	Responsibility	Timeline
	and Operations AM	
Develop climate adaptation and reporting	Finance & Information – Asset Planning	December 2024

Table 40- Improvement Actions

9.3. Monitoring and Review Procedures

The AMP has a planning horizon of 10 years, and it is based on details documented within the Asset Management Strategy. The AMP should be reviewed and updated in the year following Council Local Government elections.

This AMP will be reviewed and amended to recognise any changes in service levels, needs arising from strategies, studies and master plans and/or resources available to provide those services as a result of the budget decision process.

9.4. Performance Measures

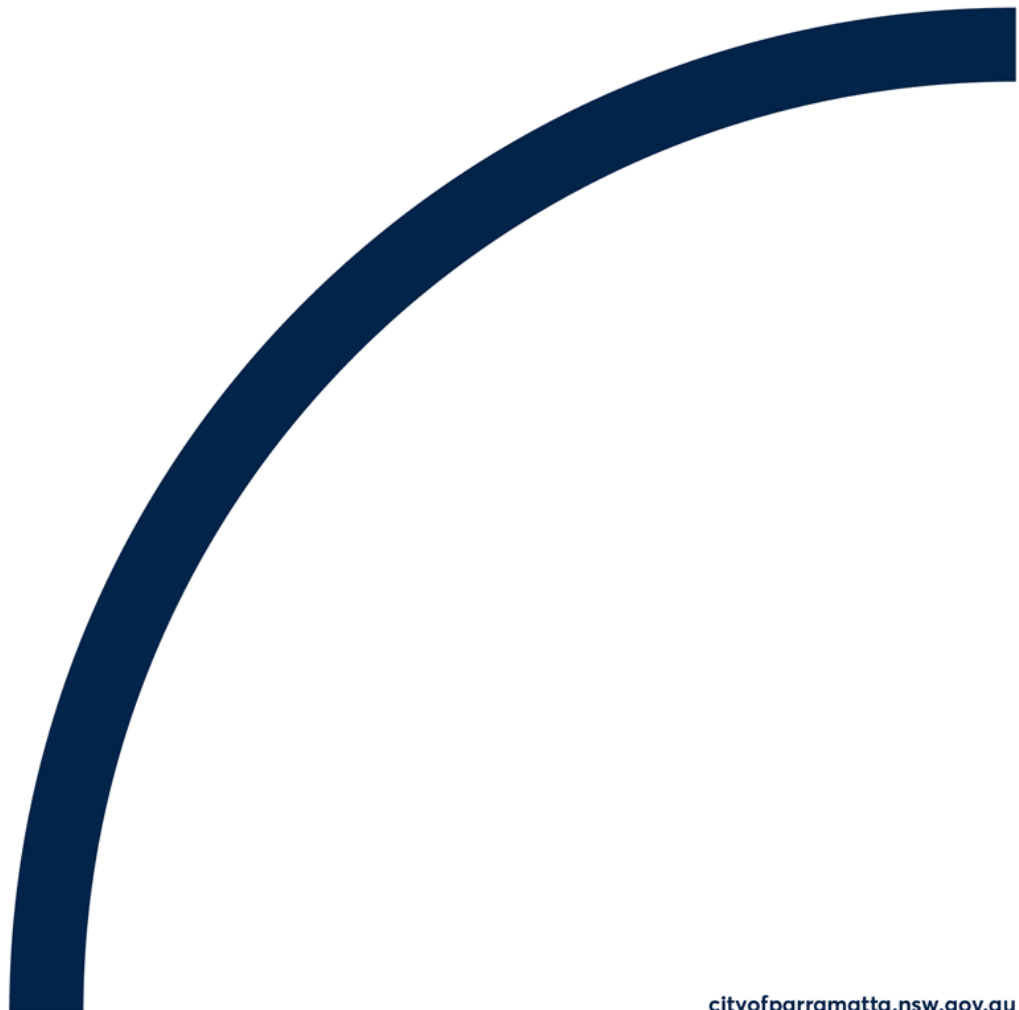
The effectiveness of this AMP will be measured and monitored based on annual strategic Council indicators as follows:

- The performance of Council against the Levels of Service documented in this AMP; and
- Performance against the Asset Management Ratios
- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan LTFP.



Asset Management Plan

Parks & Open Space 2025-2034



cityofparramatta.nsw.gov.au



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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Parks and Open Space Asset Management Planning (P&OS-AMP) is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This P&OS Asset Management Plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

1.2 Asset Description

Council provides essential infrastructure such as roads, paths, kerb and gutter, bridges, transport assets, and shared structures within its Local Government Area for the benefit of both the residents and visitors to the area.

City of Parramatta Council is responsible for the care and maintenance of an open space and other structures portfolio with a replacement value of \$103,132,493 (as at 31/01/2024, excluding Work in Progress 2023/2024).

1.3 Lifecycle Management Plan

1.3.1 What does it Cost

The projected outlays necessary to provide the services covered by this P&OS Asset Management Plan (AMP) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is \$208m or \$20.8m on average per year, excluding major new and upgrade assets. Council has several projects to delivery in the next 2 years including the completion of Somerville Park and Doyle Ground.

1.3.2 What we will do

Council plans to provide open space and recreational asset services for the following purposes:

- Operation, maintenance, renewal and upgrade of P&OS Assets to meet service levels set in annual budgets.
- Explore all avenues for grants and subsidies to increase expenditure on Open Space Assets.
- Review Capital Works Programmes annually and prioritise works accordingly.
- Ensure new works receive renewal and maintenance at required intervals to ensure projected useful lives of the asset are achieved.
- Improve the underlying information with an annual review of service level trends.
- Allocation of approximately \$77m in renewal spending on existing assets within the 10-year planning period.

1.3.3 What we cannot do

Allocation of limited funding annually for new asset creations, program level funding and operational budgets compromises the desired level of service. Works and services that cannot be provided under present funding levels are:

Provision of all the additional park lands, sporting fields and indoor recreation facilities to support the services desired by the community

1.3.4 Plans for Future

Council plans to operate and maintain P&OS assets to achieve the following strategic objectives:

- Ensure the network is maintained at a safe and functional standard as set out in this AM Plan;
- Maximise the asset's useful life whilst minimising life cycle expenditure;
- Maintain the asset's functionality to ensure that it remains 'fit for purpose' and compliant with statutory requirements; and
- Allow for future expansion of the network as demand increases over time.

1.3.5 How Council measures performance

- a) **Quality** - The P&OS assets will be maintained to an acceptable physical condition. The acceptable condition for most P&OS assets is 3 (Fair Condition) on Council's 0-5 rating scale, and the current average is 2.4 by replacement value. Refer to Table 5.3 for the description of the condition grading.

As asset management practices become more advanced, the acceptable condition has been refined based on asset function and hierarchy. Those assets categorised as 'premium' will be maintained to a higher standard due to their organisational or community importance and/or income producing capabilities. Further information regarding the hierarchy and functional classification of the assets can be found in the main body of this AM Plan.

- b) **Function** - Council's P&OS assets are essential in providing services that allow Council to undertake its core duties and provide the community access to travel.

The key functional objectives that will be met are:

- To ensure that all P&OS assets are maintained at a safe and functional standard;
- To investigate improvement requests and, if considered appropriate, make safe and repair in a timely manner as defined in Council's maintenance response target levels of service;
- To provide services as appropriate to local demographics, usage and demands; and
- To provide assets and services in a cost effective manner that is sustainable in the long term.

The main functional consequence of failures in any P&OS is that Council may not be able to provide the assets to complete its core duties. The community may also suffer a loss of accessibility and access to services.

- c) **Safety** - P&OS assets are inspected on a regular basis. Frequency of inspections and routine maintenance may vary depending on the functional classification or hierarchy of the asset.

Council's open space asset maintenance levels of service is under review. Defects are prioritised and repaired in accordance with Council's documented response times in the customer service charter and the maintenance levels of service.

1.4 Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Controlling the deterioration of open space assets due to lack of renewal funding.
- Rising costs of managing infrastructure
- Meeting Community expectations for services
- Providing the most appropriate and affordable infrastructure for the community

We will endeavour to manage these risks within available funding by:

- Managing the existing infrastructure
- Managing the expansion of Open Space infrastructure based on the priorities established in the Development Program and Operational Plan
- Expanding infrastructure in a financially responsible manner and as funded in Council's Long Term Financial Plan
- Reviewing the utilisation of Open Space to determine whether low function low utilisation Open Space warrant capital investment in future renewal.
- Annual review and update of service level and risk projections as data improves. This review will inform the annual budget process.

1.5 Asset Management Practices

Investigation, assessment, and evaluation have been carried out to identify the performance of the P&OS asset portfolio over the next 5 years. It has been identified that in order to maintain the levels of service desired by the community, funding levels need to be maintained for the next 10 years. A decrease in funds to carry out a combination of renewal and new works will cause the levels of service to decrease, and certain parks and playground assets may become unfit for purpose.

1.6 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Continue to develop the 10 year forward programme of open space maintenance and renewal activities necessary to achieve a satisfactory level of service
- Monitor the provision of open space and playground infrastructure alongside the community expectations for community open space
- Continue to engage the community on service delivery and funding issues raised in this AM Plan.
- Improve Parks & Open Space asset information to a high level for increased analysis.
- Improve links between the Asset Management Plans, the Community Strategic Plan and the Long Term Financial Plan.
- Improve demand forecasting.
- Incorporate technical levels of service into planning, design and operational service agreements.
- Implement the revised asset management policy and strategy.
- Prioritise projects based on sustainability criteria. Advise council of the risks of deferring projects and prepare briefings for critical projects.

2. INTRODUCTION

2.1 Background

Parramatta is experiencing a changing demographic profile from a suburban community with an employment centre into a diverse, urban location with major employment, residential, recreation and education facilities.

The City of Parramatta Council (CoPC) provides a range of services to its local community as well as the wider community. To deliver these services it operates and maintains a range of open space assets throughout the Local Government Area (LGA). Council has acquired these assets through a variety of means, such as construction or by contribution from developers, state government and others.

The CoP Open Space Asset Management Plan (AM Plan) documents the current management, financial and technical practices by Council for its existing Open Space portfolio, as well as provides information on strategies and programs that will affect future asset outcomes. The fundamental purpose of this Open Space AM Plan is to improve Council's long-term strategic management of its Open Space assets in order to cater for services into the future.

Council's open space assets are valued at \$103.1 million (30 June 2019). The assets that support the open space environment include:

- Land Improvements
- Passive Reserves Areas
- Sports Grounds
- Open Space
- Playgrounds
- Paths
- Utilities,
- Park furniture
- Natural areas.

Council has a recreation strategy that emphasises a broad spectrum of activities ranging from individual passive activities to active organised sporting competition. The assets supporting recreation across the LGA require suitable levels of service for the proposed use. Upgrades and increasing the use of certain assets requires a review of the lifecycle operations and maintenance costs as well as capacity. Open space design guidelines and making the most of the space available are key to sustainability in the open space.

The major issues facing the area are the availability and suitability of open space for the community demographic. Other issues include vandalism, property damage, injury to people, asset usability, and lifecycle cost considerations such as maintenance and operational cost increases associated with new assets. Council must continue to provide the required level of service to a community that is predicted to change over time.

Other key issues for Open Space Assets include:

- Delivering on our customer's numerous requirements detailed in the Community Strategic Plan, Community Infrastructure Strategy, Disability Inclusion Plan;
- Coordinating and controlling a diverse group of assets being renewed, managed, maintained and operated to differing standards by numerous service providers throughout the organisation;
- Coordinating a diverse asset portfolio that is continually evolving from the delivery of new open space assets from both internal and external sources;
- Maintaining asset renewal metrics and ensuring capital works are optimised to maintain service levels; and

- Understanding the future demand required from the numerous service providers within Council;

The intent of the Parks and Open Space asset management plan is to demonstrate responsive and sustainable management of parks and recreation assets (and services provided from assets), compliance with regulatory requirements, and to communicate the strategies and funding to provide the required levels of service. The plan provides a rational and controlled framework for asset life cycle management, risk management and financial management to be conducted effectively and to the satisfaction of stakeholders. By providing a framework to detail and examine existing management practices for park assets, City of Parramatta Council is better equipped to meet community service expectations, and able to form the basis of an improvement programme to progressively meet identified deficiencies.

This plan has been developed considering available information, input from various council officers and in association with a data collection and condition assessment exercise to gather asset data for parks and open space assets across the council area.

2.2 Purpose of Asset Management Plans

Asset Management Plans are a means for documenting the management, financial, engineering and technical practices to ensure that the level of service required by the community from a class of infrastructure assets is provided at the lowest long-term cost.

The identification of future needs, management options and cash flows provide the ability to even out peak funding demands. In this way, AM Plans assist the Council and Executive team in making informed decisions in relation to the allocation of resources and to communicate this information to the public.

This AM Plan provides the framework to ensure that City of Parramatta Council's Open Space assets are operated, maintained, renewed, and upgraded to ensure that Council's Open Space related levels of service are achieved in the most cost effective and sustainable way.

2.3 Scope of this Asset Management Plan

The plan provides a rational and controlled framework for asset lifecycle management, risk management and financial management to be conducted effectively and to the satisfaction of stakeholders. By providing a framework to detail and examine existing management practices for P&OS assets, City of Parramatta Council is better equipped to meet community service expectations and can form the basis of an improvement program to progressively meet identified gaps in asset management.

This plan has been developed considering available information, input from Council Officers, Asset Owners, and in association with asset data collection, condition assessment, and maintenance and operational costs for P&OS assets across the Council area.

The AM Plan follows the format for AM Plans recommended in Section 4 of the International Infrastructure Management Manual¹.

The AM Plan is to be read with the City of Parramatta Asset Management Strategy and Integrated Planning and Reporting Framework documents. This includes the Asset Management Policy, Asset Management Strategy, Delivery Program, Operational Plan, and Resourcing Strategy, which work together to translate the overarching vision of the Community Strategic Plan.

¹ IPWEA, 2015, Sec 4.2, Example of an Asset Management Plan Structure, pp 4|37 – 39.

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to support a broad range of services to the community.

Table 2.1: Assets covered by this Plan

Asset Category	Dimension
Playground equipment	177
Softfall	214
Goal structure	162
Sports field	72
Cricket nets & wicket	51
Shelter	182
Water service	229
Barriers & fencing	782
Grassed area	741
Landscaping	719
BBQ	46
Other sports infrastructure	58
Outdoor furniture	1527
Electrical box	125

Asset Class, Category, Subcategory and Financial Summary of the P&OS Portfolio

Asset Component/Class	Replacement Value	Depreciation Expense	Accumulated Depreciation	Written Down Value
Infrastructure Open Space	\$89,722,573	\$4,348,007	\$34,551,874	\$55,170,699
Shared Infrastructure	\$13,409,920	\$625,908	\$6,848,517	\$6,561,402
Total	\$103,132,493	\$4,973,916	\$41,400,391	\$61,732,102

2.4 Key Stakeholders

Key stakeholders in the preparation and implementation of this asset management plan are shown in Table 2.3.

Table 2.3 Key Stakeholders in the AM Plan

Key Stakeholder	Roles	Responsibility
Councillors	<ul style="list-style-type: none"> Represent needs of community/shareholders, Allocate resources to meet planning objectives in providing services while managing risks, Ensure service sustainable. 	<ul style="list-style-type: none"> Adoption of Asset Management Policy, Asset Management Strategy and Asset Management Plans. Approval of budget allocations that ensure appropriate non-discretionary funding provision for renewal,

Key Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> • Provide stewardship by ensuring the protection of assets for current and future generations. • Approve Council's Asset Management Policy, Strategy and Plans. 	<p>maintenance and operation of Council assets in the Long Term Financial Plan (LTFP) and Long Term Infrastructure Plan (LTIP).</p>
Strategic Asset Management Leadership Team	<ul style="list-style-type: none"> • Have a broad understanding of asset management issues and the continuous improvement approach being adopted; • Support the delivery of the Asset Management Policy, Strategy and Plans; • Monitor, evaluate and assist in the delivery of asset management improvement projects/ actions; • Review and implement, where possible, external audit recommendations relating to asset management; • Raises awareness throughout the organisation of the benefits of committing to a strategic asset management approach; • Identify opportunities and support development for improvement in relation to the planning, development and management of assets; • Advocate for improved strategic asset management outcomes. • Recommends budget allocations for renewal expenditure as per Council's LTFP & LTIP. • Approves forward schedule of asset audits and AM Plan reviews. 	<ul style="list-style-type: none"> • Provide strategic direction, knowledge sharing and monitor the progress of the Asset Management Strategy Improvement Plan • Supports and monitors the implementation progress of the Asset Management Strategy and performance. • Facilitates the rollout of the CoPC Asset Management Information System and ongoing enhancements. • Increase awareness of the importance of integrated service planning and asset management across all levels of the organisation and Council's Risk & Audit Committee. • Oversee Council assets are proactively inspected to monitor condition, levels of service and ensure Council assets are fit for purpose.
Asset Management Coordinator	<ul style="list-style-type: none"> • Ensure the development and implementation of Council's Asset Management Policy, Plans and Processes and for their integration with Council's Integrated Planning and Reporting Framework under the Local Government Act • Report on the status and effectiveness of Asset Management within Council. • Development and implementation of Council's Asset Management Plans and Processes and for their integration with Council's Integrated Planning and Reporting Framework under the Local Government Act. • Ensure integration and compliance of the Asset Management Policy and Strategy with other policies and business processes of Council. 	<ul style="list-style-type: none"> • Develop asset management plan. • Works very closely with asset owners, Information Technology and Finance team to provide high level oversight for the routine asset condition survey, revaluation and statutory reporting. • Provide oversight and work closely with other parts of council for the implementation of the corporate asset management system. • Provide specialist technical advice and guidance on asset management matters to the organization and external customers.

Key Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> Ensure compliance with legal obligations. Ensure sound business principles are reflected in the Asset Management strategies and plans that are developed. Receipt of fair value valuations at end of financial year, provision of budgets from the long term financial plan, receipt of projections relating to expenditure gaps. Management of this Asset Management Plan including periodic updates and revisions to maintain its relevance with internal and external changes and ensure alignment with the relevant Service Plan. 	<ul style="list-style-type: none"> Actively participate in Council's strategic initiatives such as Community Strategic Plan and Strategic Infrastructure Plan for Council. Ensure compliance with relevant Acts and Regulations as they relate to civil assets, with particular regard to the NSW Local Govt. Act, the NSW Planning and Environment Act and the NSW Roads Act and the Civil Liabilities Act.
Asset Owner-Group Manager Parks & Open Space	<ul style="list-style-type: none"> Conduct network level planning and investigations to facilitate development of upgrade, new programs, projects, and maintenance program. Responsible for scheduling of asset routine inspection for the entire LGA. Auditing inspection and taking appropriate action to ensure LOS is maintained at a satisfactory level. Recording keeping on usage, demands, asset capacity and functionality. Ensure condition survey, inspections records are recorded in Council's corporate system and backup saved in CM. The condition report is updated and readily available for reporting purposes. Develop program 4yr and 10yr for class of assets. Renewal and maintenance modelling to produce economical treatment for different class of assets. Participate in the review and update of the Service Plan and Asset Management Plan and the development of Key Performance Indicators. Prepare Council report for specified assets as and when requested by Councillors/Executive team. 	<ul style="list-style-type: none"> Sustainable asset management and planning (including asset systems, asset data and information management). Planning and investigation to develop New, Upgrade, Expansion programs. Renewal modelling and program development. Ensure compliance with design and construction standards. Develop, monitor and review the Service Plan including service performance indicators.
Manager Works Delivery	<ul style="list-style-type: none"> Responsible for scheduling and delivery of the capital works program for the asset class. 	<ul style="list-style-type: none"> Asset delivery according to the annual capital works program.
Civil Works Manager	<ul style="list-style-type: none"> Responsible for provision of the agreed maintenance and operational levels and standards for the assets in consideration of long term sustainability. 	<ul style="list-style-type: none"> Asset maintenance, inspection and repairs. Develop and deliver asset maintenance plans.

Key Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> Participate in the review and update of the Service Plan and Asset Management Plan and the development of Key Performance Indicators to measure performance 	
Finance Team/Business Partner	<ul style="list-style-type: none"> Ensure financial resourcing is available to deliver Council Plan, Strategic Resource Plan, and Community Plan. Prepare and deliver Council annual budget and reporting outlining Council performance against Council Plan and Budget. 	<ul style="list-style-type: none"> Ensure financial resourcing is available to deliver Council Plan, Strategic Resource Plan, and Community Plan. Prepare and deliver Council annual budget and reporting outlining Council performance against Council Plan and Budget.
Ratepayers/ Community Present & Future residents and community	<ul style="list-style-type: none"> Will ultimately provide input into the services required and the cost the community is prepared to pay Primary users of transport infrastructure assets User safety 	
Developers	<ul style="list-style-type: none"> Vesting of new open space assets (including private and public/government owned). Provide contributions and infrastructure as a condition of development or to enhance subdivisions Compliance and contribution 	
Business/ trader groups	<ul style="list-style-type: none"> Advocate for provision of open space in urban areas 	
Sports clubs	<ul style="list-style-type: none"> Use of formal and informal areas for sporting activities and recreation 	
Peak sporting bodies	<ul style="list-style-type: none"> Service level expectations of open space areas and park assets 	
Educational Institutions	<ul style="list-style-type: none"> Use active and passive open space areas 	
Pedestrians and cyclists	<ul style="list-style-type: none"> Use path network through and within parks and reserves 	
Key Partners	<ul style="list-style-type: none"> E.g Police, neighbouring authorities 	

2.5 Parramatta Local Government Area

The City of Parramatta is located at the head of the Parramatta River 24km west of Sydney Harbour and covers an area of 84 square kilometres. Parramatta takes its name from the Burramatta Clan, the traditional owners of this area. Parramatta was the first self-sustaining European settlement and the local community of today reflects the diversity of the broader Australian people. Parramatta is the gateway to Western Sydney, an area that is home to 1 in 10 Australians. It is the fastest growing region of NSW with the population projected to grow by another 600,000 by 2036. The Parramatta City population is estimated to be 256,729 as of the 30th June 2021, and is forecast to grow to 446,021 by 2041.

Parramatta is home to Sydney's second CBD which contributes to the economic, social, cultural, health and educational sectors of the local area, as well as to Western and the Greater Sydney areas. The Parramatta LGA is a provider of medical, legal, educational and professional services, being the largest concentration of financial and business services institutions outside the Sydney CBD and home to over 60 government departments.

These functions will strengthen over the next twenty years as NSW government and Council plans for the city's future development. Through a combination of urban renewal, rezoning and reuse of government land, up-zoning within the CBD as the residential and worker population significantly increases.

These changes will also be accompanied by changes to the demographic and cultural composition of the city's populations. The City of Parramatta is now planning to ensure there will be sufficient community facilities located within close proximity to Parramatta's CBD to support the wellbeing of these new populations.

Council currently is a significant provider of community facilities within the Parramatta LGA, as well as providing regional services to Western Sydney residents. It is anticipated that the LGA will continue to provide significant community services (both government and non-government) to local and regional residents, reflecting its significance as a key regional centre in Greater Western Sydney.

Designated as the premier Regional City in the Government's Metropolitan Plan for Sydney 2036, Parramatta is uniquely positioned to support the need to establish 280,000 additional jobs in Western Sydney by 2036. Parramatta is the cultural and commercial capital of one of Australia's most significant economic regions. The recent Parramatta Square development is one of the biggest urban redevelopments in Australia, which provides additional central business facilities, office space for up to 13,000 workers, a new public domain and more retail and dining options.

2.6 Goals and Objectives of Asset Management

City of Parramatta Council exists to provide services to its community. Some of these services are provided by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance.
- Managing the impact of growth through demand management and infrastructure investment.
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service.
- Identifying, assessing and appropriately controlling risks.

- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be financed.²

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how to manage its existing and future assets to provide defined levels of service;
- Financial summary – what funds are required to provide the defined services;
- Asset management practices – how we manage provision of the services;
- Monitoring – how the plan will be monitored to ensure objectives are met; and
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015³
- ISO 55000⁴

2.7 What will this Asset Management Plan achieve

The focus of this P&OS AMP is manage Council's assets and resources pro-actively. It will enable Council to:

- Have precise knowledge of what Council owns or has responsibility or legal liability for;
- Record and extract information on all assets in a register down to an identifiable level;
- Report on our annual depreciation and asset consumption at an asset component level;
- Measure and monitor the condition, performance, utilisation and costs of assets down to the managed component level and aggregate this data up to give outputs of cost and performance at the portfolio level;
- Understand and record the current levels of service in terms of responsiveness and performance;
- Understand the likely future levels of service required based on population growth, demographic changes and community expectations;
- Understand the long term (10 years) funding needs of Council's P&OS asset portfolio to meet strategic expectations in both capital and maintenance expenditure;
- Measure, monitor and report on the condition, performance and functionality of Council assets against prescribed service levels and regulatory requirements;
- Develop and maintain uniform processes across the whole organisation for the evaluation of any investment in:
 - a. Renewal, upgrades and expansions of existing assets.
 - b. Creation of new assets.
 - c. Maintenance of existing assets.
 - d. Operational expenditure to deliver services.

2.8 Plan Framework

In the application of this AM Plan, Council has developed a whole of life approach to the management of its P&OS assets. Council has focused on providing an interdisciplinary view of asset management with the development of an Asset Management Policy and framework for the organisation.

The specific elements considered in this AM Plan are to:

² Based on IPWEA 2015 IIMM, Sec 1.3, p 1 | 8

³ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

⁴ ISO 55000 Overview, principles and terminology

- Demonstrate accountability and responsible stewardship of P&OS assets;
- Identify least-cost options to provide agreed levels of service;
- Assess existing P&OS asset stocks and their capacity, condition and functional adequacy;
- Document the Levels of Service that will be provided to the community;
- Identify future demand for P&OS assets;
- Manage the risks of P&OS asset failures and risks of capacity failures;
- Undertake Life Cycle Management;
- Provide the basis for long-term financial planning; and
- Monitor the plan to ascertain if it is meeting Council's objectives

2.9 Parramatta Strategic Objectives

Parramatta will be the driving force and heart of Australia's most significant economic region; a vibrant home for diverse communities and a centre of excellence in research, education and enterprise.

To achieve this, the Community Strategic Plan outlines six strategic objectives and details how these objectives can be achieved:

1. Parramatta's economic growth will help build the City as a centre of high, value-adding employment and the driving force behind the generation of new wealth for Western Sydney.
2. Parramatta will be an eco-efficient city that effectively manages and uses the City's growth to improve and protect the environment.
3. Parramatta will be a city with fast, reliable transport and digital networks that connect people to each other, to the information and services they need and to where they need to go.
4. Parramatta will be a world-class city at the centre of Sydney that attracts a diversity of people: a city and its neighbourhoods where people can learn, succeed and find what they need; a city where people live well, get together with others, feel like they belong and can reach their potential.
5. Parramatta will be a place where people want to be: a place that provides opportunities to relate to one another, the City and the local area; a place that celebrates its cultural and sporting heritage; and a place that uses its energy and cultural richness to improve quality of life and drive positive growth and joy.
6. Parramatta will be widely known as a great city, a centre of excellence and an effective capital of Western Sydney, with inspirational leadership and good governance.

The P&OS AMP will take into consideration, align and deliver where possible those items that have been identified within the six strategic objectives of Parramatta 2018-2038. The strategic objectives will be included within the long term planning when considering open space assets both current and into the future, as well as during any renewal programs.

Table 2.4: Strategic objective in the Community Strategic Plan

Strategic objective in the Community Strategic Plan 	Strategies to achieve objectives 	Asset Management Plan 
Fair – we can all benefit from the opportunities the city offers	Invest in services and facilities for our growing population. Support people to live active and healthy lives. Deliver effective, responsible and ethical decision-making, reflective of community needs and aspirations	Provide fit-for-purpose and cost-effective infrastructure that meets community needs. Enable provision of infrastructure to enable healthy lifestyles, for example aquatic facilities, indoor sporting facilities and building infrastructure to support outdoor sporting facilities. Engage the community on levels of service and test satisfaction
Accessible – we can all get to where we want to go	Design our city so that it is usable by people of all ages and abilities Make our city more enjoyable and safe for walking and accessing facilities	Council's infrastructure provides places to walk, ride and drive, and meeting points for the community. DDA compliance improvement of Council's Buildings
Green – we care for and enjoy our environment	Protect and enhance our natural environment. Prepare for and lessen the impacts of extreme weather events.	Promote ecologically sustainable development, meeting the needs of the present without compromising the ability of future generations to meet their own needs. Support conservation and enhancement of the City's environment, and promote energy, water and waste efficiencies. Help to manage the impact of planned and unplanned events on existing assets
Thriving – we benefit from having a thriving CBD and local centres	Plan and deliver a vibrant, attractive and safe CBD and local centres	Facilitate and support the growth of our City, businesses and community through the provision of infrastructure
Welcoming – we celebrate culture and diversity – past, present, and future	Recognise that Parramatta has always been a gathering place, and our diversity is our strength	Provide and advocate for facilities that are inclusive, enabling people and communities to connect Provide for renewal of heritage buildings
Innovative – we collaborate and champion new ideas to create a better future	Embrace technology, creativity and innovation to solve complex problems and improve our City Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community	Improve our knowledge, management to ensure appropriate data is accessible and supports asset management activities. Keep Council accountable, responsible, and sustainable when planning our future infrastructure needs Ensure asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation and disposal of assets through strong integration with Council policies and strategies, levels of service, and Council's Long Term Financial Plan Provide risk management and decision-making frameworks

In addition to the Community Strategic Plan, other existing Council strategies and plans such as the Revitalising Parramatta: Civic Improvement Plan, Amendment No.4, Social Infrastructure Priority Needs: Parramatta CBD, Parramatta CBD Planning Strategy, Community Facilities: Policy Framework and Future Directions and the Early Education and Care Services Needs Analysis for the Parramatta LGA provide additional information for consideration on community needs and interests as well as identify issues relating to community needs and service gaps.

2.9.1 Economic Strategies

The economic strategies for 2018-2038 focus on the benefits of making the City work and spreading these benefits to surrounding centres and neighbourhoods and Western Sydney as a whole. The key strategies are:

1. Identity: establish a competitive identity that differentiates Parramatta from other locations and increase investment
2. Business: develop the capacity of local firms to grow, specialise and employ more local people, as described in Parramatta 10,000
3. Labour: educate, retain and attract quality people with skills aligned to meet the needs of local employers
4. Property: develop land and property assets to promote and accommodate jobs growth and increase land values, including through Parramatta Square and Council's new Operations Centre and Central Library
5. Urban vitality: plan for vibrant streets and precincts in Parramatta CBD and local centres that will attract people and business, including the redevelopment of Auto Alley, Woodville Road, Parramatta Road, Rydalmere and Westmead – all priorities for the four years.

2.9.2. Environmental Strategies

Parramatta 2018-2038 builds on Parramatta's focus on natural areas and includes strategies for the natural and the built environment, and to manage environmental risks. The key strategies are:

1. Natural environment: improve, protect and value our natural heritage and systems, including the extensive network of parks and bushland reserves; continue to protect biodiversity while improving connections between these areas and people; and focus on:
 - waterways rehabilitation
 - biodiversity and bushland management
 - local air quality
 - land and soil management
2. Built environment: invest in and create a low-impact, eco-efficient urban environment that supports Parramatta as an area of significant jobs and residential growth; develop creative responses to improve the efficiency of the City, diversify the source of our resources and help manage increasing energy, water and waste costs; and focus on:
 - efficiency and adaptability of precincts and buildings
 - growth in green jobs and services
3. Risks and resilience: minimise and manage environmental risks, increase resilience, improve recovery times and focus on:
 - preparation for extreme weather events and/or other extreme events that disrupt food, water, energy or other resource supply
 - Identification of risk and putting plans in place to better deal with events when they happen.

2.9.3 Connectivity Strategies

The connectivity strategies for 2018-2038 focus on both local and regional physical connections, and the digital connections Council will need for the future. The key strategies are:

- Local connections within the City and neighbourhoods: promote and support walking, cycling and public transport; provide a legible city centre and local centres with improved access and amenity for pedestrians and cyclists; and manage traffic to minimise its adverse impacts on people, car commuters and through traffic.
- Regional connections for jobs, entertainment and education: continue to lobby for improved public transport, including light rail; develop Local and Regional Ring Roads to better manage traffic flow to more appropriate routes; relocate commuter car parking to the CBD periphery; and develop Park & Ride facilities.

2.9.4 People and Neighbourhood Strategies

The people strategies for 2018-2038 focus on health and recreation, the housing that can be provided, learning and development, and building cohesive, safe neighbourhoods. The key strategies are:

- Health and recreation: help to provide healthy choices and access to services that build on our excellent regional health facilities and help to tackle issues such as obesity; and focus on healthy lifestyles (active living, healthy food and mental health) and health promotion (food safety and environmental hazards]
- Housing: provide a range of housing for people at any stage of life and whatever their aspiration or need; minimise homelessness; and focus on social housing needs, affordable housing and the right mix of dwellings
- Learning and individual development: work with the education sector and Council's libraries to improve access to quality learning opportunities
- Neighbourhood and belonging: celebrate the unique character of local centres, neighbourhoods and City precincts, with a focus on:
 - community safety
 - active citizenship
 - social networks
 - quality neighbourhoods
 - connecting local arts and culture.

2.9.5 Culture and Sports Strategies

- Distinct places: formulate great experiences and recognise, celebrate and promote our dynamic history and heritage and unique places
- Creative industries: use as an economic driver to encourage local creative enterprises, attract events, encourage active engagement, celebrate diverse cultural perspectives and boost the local day and night economy
- Cultural expression and innovation: develop regional facilities like the Riverside Theatres and an art gallery, activate the Parramatta River, and work with partners like the Western Sydney Wanderers, Parramatta Eels, Australian Turf Club (ATC) and Sydney Festival.
- Energy and cultural richness: improve quality of life and drive positive growth through events and by activating areas within the built environment such as laneways, parks, malls and public spaces.

2.9.6 Leadership and Governance Strategies

- Leadership: represent the best interests of the City and its people through a regional City strategy to benefit the City, entire Local Government Area and the region by working systematically with partners to influence positive change
- Capability: build and develop a Council that can deliver strategic priorities; provide high quality service; plan well for the future; be a well-governed, community-focused organisation; and focus on:
 - building a sustainable future for Council by managing finances and assets flexibly within a strong planning and risk management framework
 - recruiting and training great people in a safe workplace
 - placing customers at the centre
 - making business better by adopting innovative practices and being adaptable to change
- Governance: provide a strong framework for transparent and accountable decision-making and compliance with relevant laws, policy and protocols; and develop structures for effective business planning and for meeting statutory obligations and accountability measures.

2.10 Corporate Plan – Major Priorities

The following Major Priorities represent a number of key focus areas for the Council in this term that will significantly advance progress towards our six Strategic Objectives.

In moving towards Council's Community Strategic Plan 2018-2038 Council is undertaking a number of initiatives to grow development, jobs and activity across Parramatta, both in the CBD and in a number of nearby precincts. While Council is doing that, it is important to ensure that Council is committed to deliver, undertake improvements, provide services for our whole community and that Council maintain the capacity to run our business in a way that is financially sustainable. Below is a breakdown of the Major Priorities in the Corporate Plans and the current projects underway.

2.10.1 Parramatta Square

- Designs developed for all elements of Parramatta Square
- Development Applications approved for all elements of Parramatta Square
- A program for the delivery of all Council facilities, including library
- Public Domain elements delivered and Phive to be opened in 2022

Note Parramatta Square project has been successfully delivered and is now open for public use.

2.10.2 City Centre

- A revitalised Centenary Square and Parramatta Square
- A River City Strategy adopted and staged scheme underway to improve the river foreshore including terracing, moving the sewer pipe, and Improving Water Quality in Parramatta River
- The next group of Design Parramatta priority projects delivered, improving Parramatta's streets, and public spaces
- A review of the CBD planning framework completed, stimulating quality development that delivers jobs, housing, entertainment recreation facilities and shopping and dining experiences
- Investigation of innovative methods to deliver infrastructure including the Voluntary Planning Agreement process and value capture
- A review of the Parramatta Car Parking Strategy
- Preparation of a retail strategy to promote and support diversity in retail and dining experiences

2.10.3 Precinct Renewal

- Establishing effective collaborative relationships with the state government, major land owners, agencies, institutions and developers to make the process happen
- Develop quality precinct master plan, review planning instruments and identify infrastructure needs
- Advocate for investment (public and private) to implement actions
- Investigate innovative methods to deliver infrastructure including the Voluntary Planning Agreement process and value capture
- Key redevelopment sites and infrastructure commenced this Council term

2.10.4 Transport – Paramatta Light Rail and Sydney Metro West

- Commitment from State Government and private partners to build Western Sydney Light Rail
- Commitment from State Government for staged implementation of regional and Parramatta ring road and WestConnex on/off ramps
- Improved walkable network throughout the city (PAMP Program)
- Advocate for a fast rail connection from Sydney CBD to Parramatta

2.10.5 Digital City

- A Smart City Strategy that provides a framework for investment in technology and positions Parramatta as a "Smart City"
- Improved connectivity in the CBD and neighbourhoods
- Increased clusters of knowledge and high skill jobs

2.10.6 City Activation

- People engaged in the life of the City
- A City perceived as a destination of choice
- Activation that supports commerce and enterprise and stimulates economic activity
- Enhanced perceptions of Parramatta as Australia's Next Great City

2.10.7 Sports & Recreation

- Increased participation in sports and activities that improve health and wellbeing
- Well planned and maintained open spaces, sport and recreation assets
- Integrated approaches to land use and transport planning to improve access to open spaces and recreational opportunities

2.10.8 Destination for Sports and Culture

- Increased recognition of Parramatta's position as a sport and entertainment destination
- Increased visitors to Parramatta's sport and cultural facilities
- Increased opportunities for local residents and businesses to benefit from significant sporting and entertainment events being held in Parramatta
- An agreed precinct Masterplan and advocacy program for development of sport and recreation facilities in North Parramatta

2.10.9 External Communication and Consultation

- Improved stakeholder engagement measured by survey
- Recognition of Parramatta as Australia's Next Great City

2.10.10 Providing Great Service to Our Community

- New Operations Centre with greater service delivery capacity. *Project completed.*
- Sustained implementation of service improvements and operational capacity improvements to deliver better, more efficient public services
- Smarter ways to do business with our customers using technology

- Continuous improvements to the customer experience

2.10.11 Financial Sustainability

- Net operating position is in surplus
- Prudent financial management of Council resources, debt and insurance, alongside strong record of delivery of our Major Priorities
- Business practices that ensure value for money and unlock efficiencies
- Returns on Council investments exceed benchmark by 10 percent
- Equitable and efficient rating system.

2.10.12 Ensuring Council is "Fit for the future"

- A considered response to the Local Government Reform proposals that reflects a detailed analysis of Council's position and reflects the views of our community.

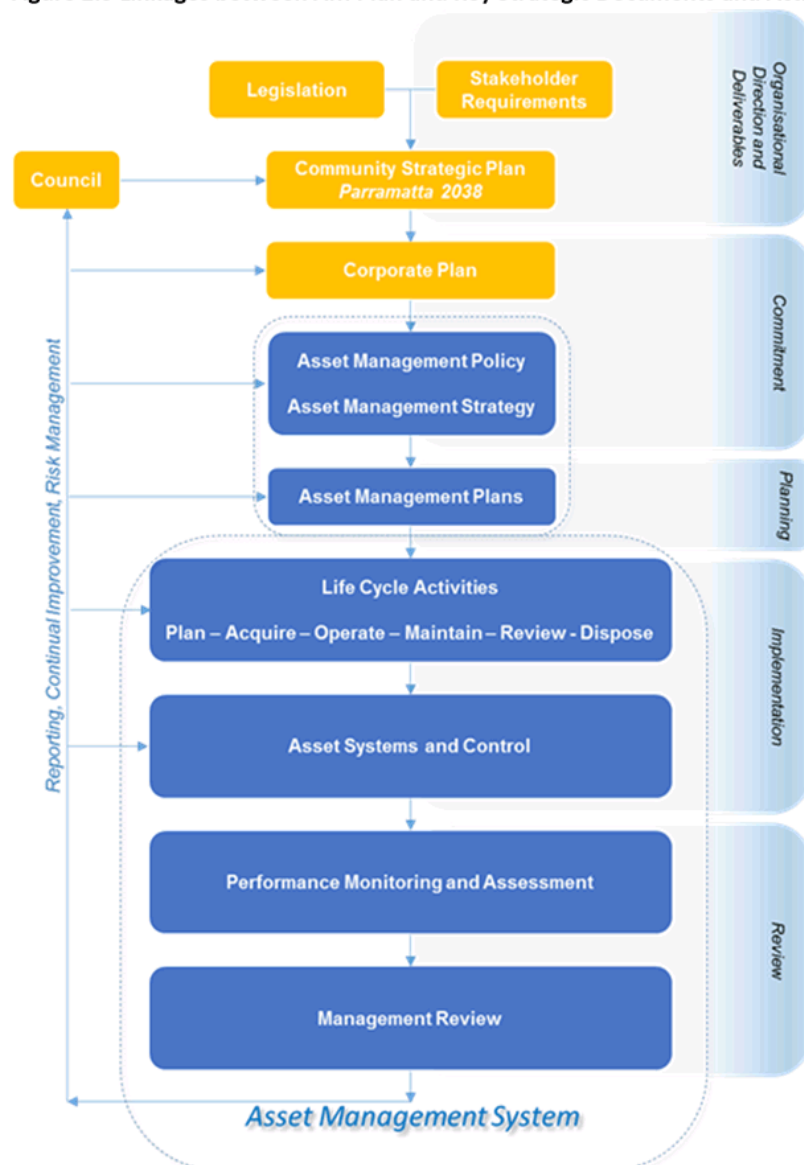
2.11 Link to Corporate Strategies

The Asset Management Strategy provides guidance to Council's Long Term Financial Plan and to the Community Strategic Plan. Council's role is to locally govern for all residents, visitors and ratepayers, and provide a range of programs and services that meet the needs of our community. This role is encapsulated through the Council's Community Strategic Plan.

The P&OS Asset Management Plan in turn provides input to the Financial Plan and the Annual Budget. From this the Capital Works Program for infrastructure maintenance and renewals programs are developed.

The diagram below outlines the linkages between Council's Community Strategic Plan and the process for the development of AM Plans.

Figure 2.5 Linkages between AM Plan and Key Strategic Documents and Activities



The following Table represent a number of key focus areas for the Council in this term that will significantly advance progress towards our six Strategic Objectives.

Table 2.5: Six Strategic Objective

Service Area	Service Description	Community Outcome
Strategic Planning (Social Outcomes)	The preparation, development and maintenance of strategies and plans to manage the growth of the City	A well-considered strategic planning framework that manages growth and facilitates the delivery of a liveable, sustainable and productive City for our communities
Strategic objective: Fair		
Recreation	The provision of recreation facilities & programs.	Improved lifestyle opportunities and physical and mental health
Strategic objective: Accessible		
Infrastructure	Open space and natural areas improvement programs (bushland, waterways, open spaces and parks)	Open space and natural area assets and facilities meet community expectations and legislative requirements
	Civil infrastructure asset and catchment management (inspection, street lighting, restoration and approval of public works for roads, cycling and footpaths, drainage, bridges, dams, special assets)	
Strategic objective: Green		
Open Space & Nature	Open space & natural area management (bushland, waterways, open spaces, parks)	Open space & natural area assets and facilities meet community expectations & legislative requirements
Strategic objective: Welcoming		
City Experience	Events & Festivals	Opportunities for the community to participate, celebrate and commemorate in the civic, heritage and cultural life of the City
	Tourism Development & Visitor Services	Tourism delivers local economic, cultural and social benefits and visitor services enhance the perception of Parramatta as a place people want to visit
	Cultural Heritage	Share and celebrate our cultural heritage assets and stories
Strategic objective: Thriving		
Asset Strategy	Provision of statutory property service such as land acquisition, classification & easements on Council land	Efficient use of Council land to facilitate the sustainable growth of the City
Strategic objective: Innovative		
Asset Strategy	Development of asset management strategy and policy for the long-term management of community assets	Sustainably managed transport (roads, bridges, pathways), drainage, open space and building assets to meet community needs
Property Management	Space and tenant management of Council land & building	Council building and space available for use by the community is properly managed
Financial Planning	Governance, planning, analysis (Rates, Procurement, Insurance, Commercial Finance)	Council is Financially sustainable and provides transparent value for money

		services according to the priorities of the Community
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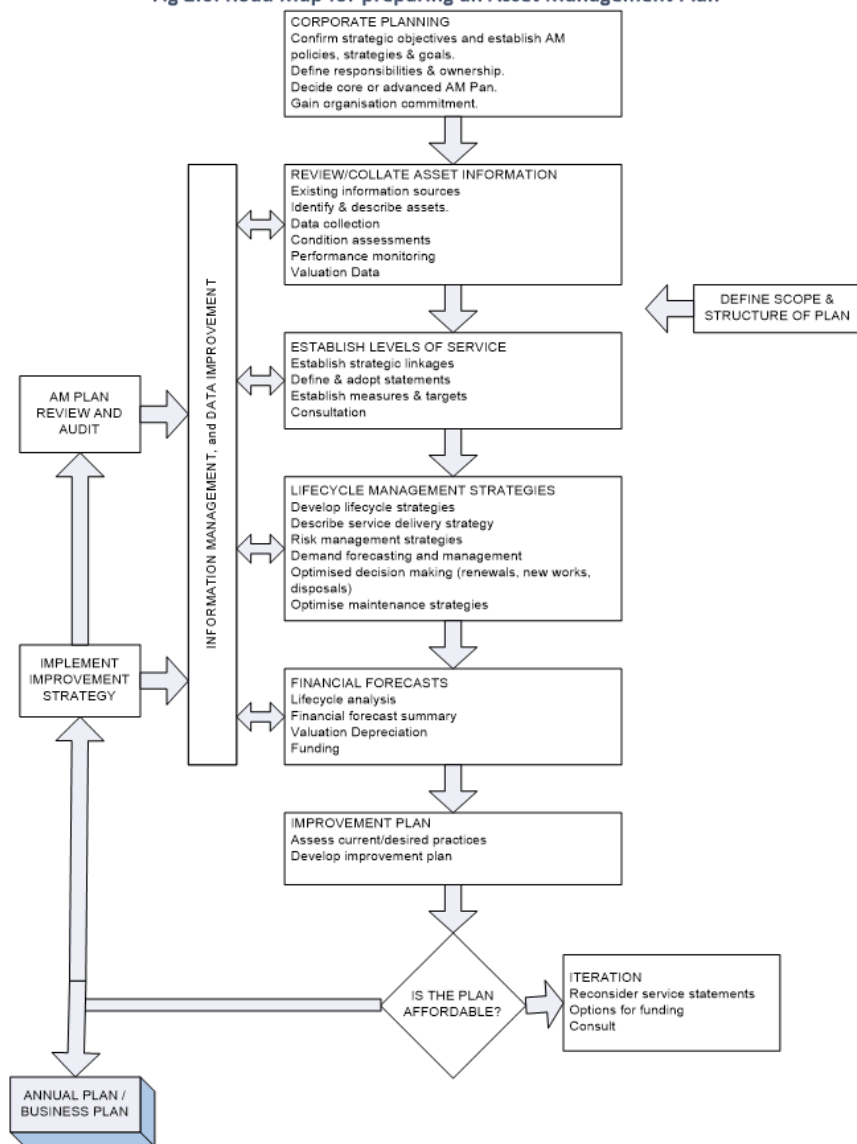
2.12 Core and Advance Asset Management

This AM plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual⁵. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level and should be regarded primarily as a snapshot of current practices and strategies. In contrast, advanced asset management is a 'bottom-up' approach, which seeks to optimise activities and programs to meet agreed service standards through development of management tactics based on collection and analysis of key information on asset condition, performance, lifecycle costs, risk costs and treatment options.

Future revisions of this AM plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering detailed asset information for individual assets to support the provision of activities and programs to meet agreed service levels in a financially sustainable manner.

⁵ IPWEA, 2015, IIMM.

Fig 2.6: Road Map for preparing an Asset Management Plan



3 LEVEL OF SERVICE

3.1 Asset Hierarchy

In accordance with the International Infrastructure Management Manual, Council acknowledges that the primary purpose of an asset hierarchy is to ensure that appropriate management, engineering standards and planning practices are applied to the asset based on its function. It also enables more efficient use of limited resources by allocating funding to those assets that are in greater need and the costs are better justified.

Parks hierarchy is used to guide maintenance and capital project decisions by allowing for destinations treated with a similar level of importance and priority.

3.1.1 Neighbourhood Park

- Located in residential areas, Neighbourhood Parks serves the immediate neighbourhood surrounding the site and provides limited recreation value as sites are unembellished.
- Typical Components: Small land parcel with no facilities
- Typical Facilities: Pedestrian links, seating or natural shade
- Typical Size: <0.3ha

3.1.2 Local Parks

- Located within residential areas, Local Parks serves a neighbourhood and provides elements or facilities suitable for passive enjoyment of outdoors and nature, spaces to gather and interact and/or to encourage individual and group based active recreation.
- Typical Components: Small land parcel with some facilities
- Typical Facilities: 1 or more embellishments, e.g. circuit pathways play space and picnic facilities
- Typical Size: >0.3ha - 2.0ha

3.1.3 District Parks

- Destination by nature, District Parks create a hub of activity, supporting community gatherings and extended stays for picnic, play, and other activities. These parks serve a catchment of multiple suburbs and multiple communities, of less than one local government area.
- Typical Components: Larger land parcel with multiple facilities
- Typical Facilities: 5 or more embellishments, e.g. toilets and car parking.
- Typical Size: >2ha - Sha

3.1.4 Regional Parks

- Regional Parks are destinations accommodating a high level of diverse facilities and significant environmental features that offer unique recreation opportunities. Regional Parks serve an area greater than the LGA and attract long-stay visitors from throughout the metropolitan area.

3.1.5 Civic

- Civic is formal public spaces within highly urban settings, such as squares or plazas. These prominent public spaces are popular event venues and experience high levels of visitation by residents as well as workers and visitors.
- Typical Components: CBD location
- Typical Facilities: Hard landscaped elements, monuments, event facilities, formal gardens.
- Typical size: Variable

3.1.6 Natural

- Natural open spaces such as bushland reserves primarily provide conservation and ecological functions. They support limited recreational infrastructure, such as walking tracks and trails, provide opportunities for interaction with nature.
- Typical Components: Bushland
- Typical Facilities: Tracks and trails, seating
- Typical size: Variable

3.1.7 Heritage

- Heritage assets such as cemeteries and parks with high heritage significance support a range of low-impact passive recreational opportunities for individuals and groups.
- Typical components: Monuments and memorials, historic buildings, heritage landscapes
- Typical Facilities: Seatings, pathways
- Typical size: Variable

3.2 Levels of Service hierarchy

The levels of service decision-making hierarchy at Council flows from:

- legislative requirements, to
- community expectation, to
- Council strategies.

Council uses the levels of service to measure its performance and establish forward works programs, maintenance schedules and delivery programs for short- and long-term planning.

3.2.1 Strengths

Parks and outdoor recreation

- Many of Council's parks are well maintained and are of overall average or good quality
- Many of Council's parks provide a range of opportunities for recreation like picnic facilities, courts and circuit paths
- There are a small number of district parks which provide recreation offerings that are innovative and unique
- Pathways are included within many open spaces to provide access to activity spaces and enable movement between open spaces
- Many parks have an appealing landscape with mature trees and grassed areas
- Many of our outdoor recreation facilities are co-located with other opportunities like sportsgrounds and play spaces
- Bush walking tracks and pathways in our parks provide good opportunities to access natural areas

Play space

- Play spaces are well-maintained
- Our play spaces provide a range of opportunities for play, social interaction and other activities
- Many of our play spaces have been upgraded as per their lifecycle-based asset management plan
- Many of our play spaces are co-located with parks or other outdoor recreation facilities
- Some of our play spaces are significant (large, innovative and unique)
- New additional play spaces are being delivered within urban renewal precincts

Sportsground

- We have sportsgrounds throughout our catchments.
- Our sportsground network can accommodate a variety of sports and uses.
- Many sportsgrounds are co-located with other recreation uses (e.g. playspaces, fitness equipment, walking and cycling pathways.)
- Some of our sportsgrounds have recently been upgraded.
- There are a number of local level sportsgrounds that, if embellished, have the capability to be district level facilities and support a broader range of uses.

Aquatics

- The network provides diverse offerings
- Planning is under way to realise a new aquatic facility close to the Parramatta CBD
- Epping Aquatic and Leisure Centre is greatly valued by the community and is set within a park surrounded by natural bushland
- The natural area of Lake Parramatta is highly valued by the community
- The Parramatta River is a unique and valued resource. Significant work is underway to revitalise the river and make it swimmable again by 2025
- Several aquatic facilities are located in adjoining council areas and provide further opportunities for our community to participate in district or regional level water based activities

Community garden

- Each community garden is unique and has its own character and opportunities which result from the site history, context and relationships with the local community and other agencies.
- For some members of our community, Council's community garden network plays a significant role in supporting health, wellbeing and community connections.
- Some community gardens are managed in partnership with others and integrated with other community infrastructure.
- Some community gardens have an active membership base, are well managed and are of good quality.

3.2.2 Weaknesses

Parks and outdoor recreation

- The ability of residents to walk 5-10 minutes to active open space from their homes is variable throughout the LGA
- Some parks are under developed and underutilised and there is potential to use these spaces to create quality open space in areas that will experience high population growth
- 21% of our network is made up of civic, heritage and natural parks and the scope for recreation is limited on these sites
- There is limited co-location of parks and outdoor recreation within close proximity to supporting social infrastructure such as community spaces.
- There is a lack of diversity and inequitable spread of outdoor recreation offerings across the LGA to meet the variety of needs of our community in some areas
- Historically, investment in parks has been influenced by and responded to requests made by individuals or groups within the community which means that the type and quality of parks and outdoor recreation vary significantly across the LGA

Play space

- There is fragmented provision of playgrounds, with areas of both over-supply and undersupply in our City. For our residents, this has resulted in inequitable access to play spaces
- Many of our older play spaces are of poor quality and design and require review

- Our play spaces are heavily focused on providing equipment for younger children which means our network does not provide enough facilities for older children
- Many play spaces are underutilised
- Many play spaces are not designed to support inclusion and accessibility
- Many of our play spaces lack a variety of facilities to meet the broader needs of diverse user groups.
- The development of many play spaces has occurred in response to requests from members of our community. In some instances this has resulted in ad hoc facility development unaligned to an overall strategy for the play space network

Sportsground

- Close to 80% of Council owned sportsgrounds are operating at or above capacity.
- Use and wear and tear is not spread evenly across sportsgrounds in our LGA and this means there are some fields that operate above capacity and others that operate below capacity.
- Overall, there is not an equitable distribution of district and local sportsgrounds or enough to meet community need.
- Only some sportsgrounds are flexible in design to accommodate multiple and changing uses.
- There are several sportsgrounds without appropriate supporting infrastructure (such as floodlighting, cricket pitches and amenities blocks), reducing the overall functionality of these sites.
- Some of our sportsgrounds are in poor condition.
- Sportsground surfaces and associated maintenance costs are growing as a result of increasing impacts of weather conditions (including, extreme heat and flooding).
- Some schools are heavily reliant on using Council's sportsgrounds for their sporting activities due to reduced availability of facilities within school grounds and growing student numbers.
- There is a current lack of sportsground provisions in suburbs that are projected to have high population growth into the future (e.g. Epping, Wentworth Point and Granville)

Aquatics

- Ageing and increasingly financially unsustainable infrastructure and services
- Quality and breadth of services are not aligned to current consumer expectations and demand
- Facilities are not well located to meet future needs of the community
- Facilities are not accessible or inclusive
- The Parramatta River is an underutilised natural asset and historical practices and rapid industrial development nearby have impacted water quality

Community garden

- From time to time, issues can arise amongst community garden members due to different views on management, use and access.
- Some community gardens are left to decline as a result of reduced investment of time by the community. Often there is no set time frame associated with new garden establishment and no clear processes for closing a garden if this is required. This can lead to issues for local neighbours nearby to a declining site.
- Kitchen gardens within schools are not always set up as community gardens due to perceived problems with access and security.
- Some community garden sites are limited in their use to raised garden beds, due to past industrial uses and contamination.
- All current community gardens are fixed, permanent and made up of hard infrastructure, with very little flexibility.

3.3 Customer Research and Expectations

This AM plan is prepared to facilitate consultation initially through feedback on draft AM Plans prior to adoption by the Council. The AM Plan incorporates community consultation on service levels and costs of providing the service. This assists the Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Council conducts regular Community Surveys to measure satisfaction with services and to identify priorities. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. The most recent customer satisfaction survey that was conducted during 2020 reported performance gaps and priority rankings for the following services.

Fig 3.1: Services and Facilities - Comparison to Benchmarks

Service/facility	Satisfaction	Benchmark variance
Maintenance of local suburban roads	3.64	0.70
Provision of cycle ways and facilities	3.80	0.63
Condition of Council's car parks	3.48	0.54
Maintenance of footpaths	3.56	0.49
The opportunity to have your say on key issues affecting the community	3.42	0.46
Local traffic management and signs	3.46	0.43
Parramatta Heritage & Visitor Information Centre	3.85	0.38
Public spaces	3.87	0.38
Cleanliness of streets	3.89	0.36
Effectiveness of Council's stormwater drainage	3.77	0.34
Planting of trees in your local area	3.60	0.30
Council-run events & festivals	4.07	0.30
Riverside Theatres	4.00	0.28
Cleanliness of parks	3.98	0.28
Quality of children's playgrounds & equipment	3.98	0.28
Promoting sustainable transport options	3.64	0.26
Maintenance of parks and gardens	3.95	0.25
The provision of information on community issues, developments, and initiatives	3.47	0.20
Maintenance of community halls & centers	3.81	0.18

It is important that our community have a say. Obtaining community feedback on the condition of our assets is important for council to understand as it impacts how we prioritise work, allocate Council budget, make recommendations to Councillors on future budget decisions, including the level of rates required to fund important infrastructure and improve safety and quality of life for our community.

Council must maintain community infrastructure to acceptable standards for safety and functional usage. However, when determining the community levels of service, we look beyond the minimum standards and work with the community to define acceptable standards for a range of assets, so we can better align resources with community priorities.

Council undertook a comprehensive community consultation exercise in February 2018 on the condition of its infrastructure assets as part of the development of the Community Strategic Plan and Resourcing Strategy.

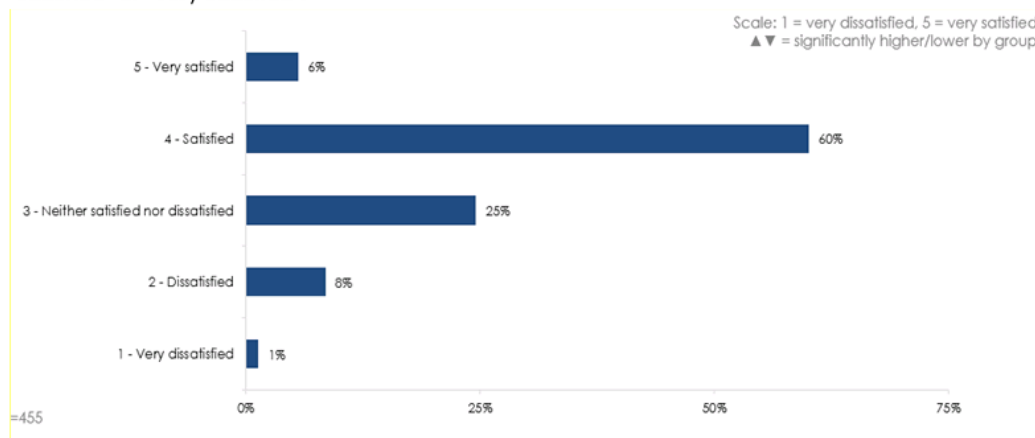
Community Survey results

Council conducted a two-stage quantitative and qualitative community engagement program:

- Quantitative engagement: Telephone survey with an initial 455 residents, followed by 300 re-contact interviews after participants had received and reviewed an asset information pack.
- Qualitative engagement: Five workshops/focus groups:
 - 1 x internal stakeholders workshop
 - 1 x external stakeholders workshop
 - 3 x community focus groups.








Satisfaction with current community assets

Overall, residents are satisfied with the quality of community assets, with two-thirds stating they are "satisfied" or "very satisfied".



Usage, acceptable standards and investment

The table below presents the results of the community consultation exercise. It plots the major asset classes against community usage of assets, the minimum acceptable standard of assets, and Council assets identified as requiring more investment. An interesting result worth noting is that while footpaths and local urban roads are the most used assets, they have the highest percentage of the community accepting a fair conditioned asset standard over a good standard asset.

Asset	Usage % used regularly/ occasionally	Acceptable Standard % good condition	Investment % more investment	
			Pre-info pack (N=300)	Post-info pack (N=300)
Park amenities (toilets) 	37%	48%	44%	64%
Community facilities and buildings 	42%	44%	28%	57%
Footpaths 	91%	39%	48%	56%
Major town centres 	64%	61%	35%	56%
Local suburban roads 	95%	37%	50%	55%
Parks infrastructure and sporting fields 	72%	58%	55%	55%
Parramatta CBD 	52%	65%	30%	53%

Community Consultation is undertaken by City of Parramatta Council annually by Micromex. The latest consultation and research were carried out throughout June 2020 - via telephone (600) & online (622) questionnaires. The research provides Council with findings that we can confidently say reflect the attitudes of the broader community including residents, business owners, workers and visitors.

The 2020 consultation identified areas where small improvements will have the greatest positive impact upon overall community satisfaction. Providing value for money, including the delivery of efficient services and facilities from assets, is very important to the community. The following scale details the performance gaps develop by Micromex Research to identify gaps in Residents' Expectations.

This Community Voice Consultation assists the Asset Manager to identifying services, facilities and assets which the community feel should be of highest priority as well as the services areas with lower levels of satisfaction. This information assists the Asset Manager in decision making, in particular fund allocation (new, renewal and upgrade) and the appropriateness of the current Levels of Services.

3.4 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the City of Parramatta's vision, mission, goals and objectives.

Our vision is: *Sydney's central city, sustainable, liveable and productive – inspired by our communities.*

Underpinning the City of Parramatta Vision are 6 Key Result Areas (KRAs) that provide the big picture results, which the community would like Council and its many partners to focus on achieving. These KRAs are as follows.

- Fair - We can all benefit from the opportunities our City offers

- Accessible - We can all get to where we want to go
- Green - We care for and enjoy our environment
- Welcoming - We celebrate culture and diversity - past, present and future
- Thriving - We benefit from having a thriving CBD and local centres
- Innovative - We collaborate and champion new ideas to create a better future



Fig 3.2: City of Parramatta Vision and Priorities Framework



Relevant goals and objectives and how these are addressed in this asset management plan are:

Table 3.3: Priorities and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Building a stronger, more innovative council for our community's future	<p>Ensuring we provide high quality services and projects that meet the needs of our community whilst being open and transparent and financially prudent.</p> <p>We will engage and communicate with our community about our plans and progress and ensure that we continue to provide inspirational leadership and good governance.</p> <p>We will provide responsive regulatory functions that address community issues.</p> <p>Be at the forefront of innovation by harnessing leading-edge technology.</p>	<p>City of Parramatta plan for the total cost of ownership of Council assets and services.</p> <p>Asset management governance supports evidence based decision making.</p> <p>Council will utilise predictive modelling in order to model the performance of council's assets</p>
Managing Growth and Transport	<p>Work with government partners to improve connections and traffic flow within and through the City of Parramatta to connect people to jobs and the rest of the region.</p> <p>Managing the parking and transport needs of residents,</p>	<p>Council will maintain community infrastructure as per our asset management policy and strategies and seek to meet and management community</p>

	<p>visitors and workers.</p> <p>Create truly great spaces and places for the community through well managed development.</p> <p>Ensure that green and open spaces are created, protected and maintained in line with population growth.</p> <p>Advocate to State and Federal agencies and business to ensure that there is the right infrastructure at the right time including traffic and transport solutions, schools and open space planning.</p> <p>Harnessing the benefits of growth for all.</p>	<p>expectations around safety, amenity and access.</p>
Promoting green spaces and the environment	<p>To create a green city by creating and maintaining green spaces, bushland and waterways for residents and visitors to enjoy.</p> <p>To create an eco-efficient city that through good planning uses less energy and water whilst recycling more waste efficiently as the City grows – doing more with less.</p> <p>Protect and enhance our natural bushland.</p>	<p>Council will ensure natural areas and bushland is sustainably funded to ensure environment protection outcomes are met.</p>
Providing opportunities for recreation and leisure	<p>Create more active travel options and maintain accessible and high quality facilities to promote healthy and active lifestyles amongst our growing local government area.</p> <p>Maintain the City's reputation as a premier sporting destination.</p>	<p>Council will ensure the provision of open space and recreational areas that our community and residents can utilise to facilitate healthy and active lifestyles.</p>
Creating a strong economy with a strong city centre	<p>Create a centre that can generate jobs for everyone, attract business and investment and provide better services in order to meet the demands of population growth.</p> <p>Create a well-connected, efficient city and neighbourhoods, attract high skill knowledge intensive jobs and promote Parramatta as a knowledge hub and a centre for ideas and excellence.</p> <p>Ensure that Parramatta Square Development becomes a key economic driver to deliver world-class office, retail, residential and public space to accommodate growth and stimulate employment.</p> <p>Work with key partners to create a city centre that is a high value-adding, employment hub and driving force behind the generation of new wealth in Western Sydney.</p>	<p>Council will plan for the delivery of major developments to ensure world class public domain areas are maintained to an agreed level of service and contributes to the value adding force behind new growth in employment and residential populations</p>
Having a community focus	<p>Foster and celebrate a sense of community that is friendly, welcoming and embraces diversity.</p> <p>Respect, protect and celebrate the Aboriginal and European heritage, songlines, stories and history of our</p>	<p>Council will maintain and plan for public artworks and heritage interpretation assets within the LGA. This includes ensure maintenance plans</p>

	<p>city.</p> <p>Create a place that encourages social connectivity and is inclusive and accessible for all.</p> <p>Understand the needs of the community and ensure the provision of relevant, accessible and exceptional services.</p>	and adequate funding is secured to manage these asset types.
Supporting arts and culture celebrations and destinations	<p>Celebrate our cultural life and build positive perceptions of Parramatta by delivering a program of high quality festivals, local and major events and street activities.</p> <p>Provide a variety of cultural experiences and attractions unique to Parramatta which make it a destination of choice for residents and visitors.</p>	No asset related outcome
Creating vibrant neighbourhood and precincts	<p>Drive renewal in key precincts in order to increase jobs, housing, development and transport options including in Epping, Camellia, Westmead, Wentworth Point, the Greater Parramatta to Olympic Park (GPOP).</p> <p>Create welcoming and distinctive local neighbourhoods, that foster a sense of community and local identity for residents right across the Local Government area.</p>	Council will continue to invest in the assets within key precincts including the upgrade of existing assets, planning for new assets, and maintaining/ renewing assets when they underperform

The City of Parramatta will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 7.

3.5 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Table 3.4: Legislative Requirements

Legislation	Requirement
Local Government Act	<p>Sets out role, purpose, responsibilities and powers of local governments. Draft Bill 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.</p> <p>The purposes of this Act are as follows:</p> <p>(a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales,</p> <p>(b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales,</p> <p>(c) to encourage and assist the effective participation of local communities in the affairs of local government,</p> <p>(d) to give councils:</p> <ul style="list-style-type: none"> the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public the responsibility for administering some regulatory systems under this Act a role in the management, improvement and development of the resources of their areas, <p>(e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.</p>

Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Building Code of Australia (BCA)	<p>The objectives of the BCA are to enable the achievement and maintenance of acceptable standards of structural sufficiency, safety (including safety from fire), health and amenity for the benefit of the community now and in the future. These goals are applied so that the BCA extends no further than is necessary in the public interest, are cost effective, easily understood, and are not needlessly onerous in its application.</p> <p>The BCA contains technical provisions for the design and construction of buildings and other structures, covering such matters as structure, fire resistance, access and egress, services and equipment, and certain aspects of health and amenity.</p>
Australian Standards & Codes of Practice	Various AS relevant to the asset class. Referenced in the Building Code of Australia. Governs a vast range of building construction and management
Crown Lands Act	<p>An Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW</p> <p>Council has large holdings of Crown land under its care, control and management.</p>
Road Transport (Safety and Traffic Management) Act 1999	Facilitates the adoption of nationally consistent road rules in NSW, the Australian Road Rules. It also makes provision for safety and traffic management on roads and road related areas including alcohol and other drug use, speeding and other dangerous driving, traffic control devices and vehicle safety accidents.
Road Transport (General) Act 2005 Road Transport (General) Amendment Regulation 2008	Provides for the administration and enforcement of road transport legislation. It provides for the review of decisions made under road transport legislation. It makes provision for the use of vehicles on roads and road related areas and also with respect to written off and wrecked vehicles.
Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.
Australian Accounting Standards	Prescribes requirements for recognition and depreciation of property, plant and equipment assets.

3.6 Current Level of Services

3.6.1 Level of Service Description

The 'level of service' is the defined service quality for a particular activity or service area against which service performance can be measured. They provide the basis for the life-cycle management strategies and works programme identified within the AM Plan.

Levels of service support the Organisation's strategic goals and are based on customer expectations and statutory requirements.

Levels of service can be broken down into three basic aspects:

- Function – its purpose for the community.
- Design Parameters – what is required of and from the asset itself.
- Performance & Presentation - the effectiveness of the service and ensuring it is safe, clean and appropriate for use.

The objective of asset management is to enable assets to be managed so that agreed Levels of Service are consistently delivered in the most cost effective way. There are two types of Level of Service:

- 'Community' Levels of Service are related to the service that the customer receives. The community expectations with regard to levels of service are communicated to Council via consultation. These levels of service are also established by Council taking the communities expectations, legislative requirements and available funding into account.
- 'Technical' Levels of Service are operational in nature and are the means by which Council officers establish and manage the operation and maintenance required to ensure that the Customer Levels of Service are being achieved.

By setting community and technical levels of service, Council can assess and monitor its assets performance. Council can then be held accountable and is able to report to the community on the asset performance. In the long term this will ensure that Council funds are spent where the community want them to be spent and assets are maintained in the most cost effective manner.

As Council's current asset management systems do not allow for detailed reporting on levels of service targets and performance, Council is further developing its ability to manage and report on the levels of service within its Improvement Actions Plan as well as future versions of this AM Plan.

3.6.2 Strategic Level of Services

Community (Strategic) Levels of Service, communicate the philosophies of Council in relation to the management of the P&OS assets portfolio including the rehabilitation and renewal of these assets as they deteriorate due to age and use.

These are strategic Levels of Service and relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. They have the aim of setting performance standards at the strategic level to guide the management of Council's P&OS assets. The performance standard for this section is simply based on the number of complaints or Service Requests received by the community. The performance targets identified within the customer service and technical LOS allows Council to adequately maintain the assets and deliver services.

3.7 Customer Level of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in the AM Plan are:

Quality	How good is the service. <i>What is the condition of the road surface?</i>
Function	Is it suitable for its intended purpose. <i>Is it the right sized footpath to provide the access required?</i>

Capacity/Use

Is the service over or under used. Do we need more or less of these assets?
How effectively is the footpath being used?

The current and expected customer service levels are detailed in Tables 3.10 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome. e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good.

These provide a balance compared to customer perception that can be more subjective.

Table 3.5: Customer Level of Service

Key Performance Measure	Level of Service	Performance Measurement Process	Current Level of Service	Optimal Level of Service
Quality	Facilities are clean and appropriate for users. Public toilet facilities are clean and hygienic for users. Gardens look attractive, Grass not too long, healthy trees. Appealing to use Clean and in useable condition. Surface kept in good condition depending on sporting code played. Provide even surface for pedestrians. Adequate lighting in appropriate area. Fences looks good and are of appropriate height and size.	Customer service requests relating to service quality	Requests received should not increase annually Park Assets 93% in condition 1, 2 or 3 Play Equipment 98% in condition 1, 2 or 3	Measured in Community Survey. Continue to monitor community satisfaction trend. In 10 years park building asset condition is: Condition 1-3: 95% Condition 4: 5% Condition 5: 0% In 10 years play equipment condition is: Condition 1-3: 98% Condition 4: 2% Condition 5: 0%
Function	Facilities are available, usable and meet users' needs. Open space create a pleasant experience and create natural environment within urban area. Sports fields are functionally adequate for sport to be played. Lighting illuminates' area adequately. Paths have easy access and free from obstructions, meets users' needs for accessibility. Fences provide suitable barrier.	Customer service requests relating to availability	Request received should not increase annually. Recreation needs study and strategy demands to be included in the next AMP revision	Measured in Community Survey. Continue to monitor satisfaction trend.

Capacity/Utilisation	Adequate space and furniture at the right locations. Enough trees per park and adequate horticultural features to create park space. Adequate strength lighting is provided. Path appropriate for usage. Fences to keep people and pets isolated. Keep Park access safe.	Customer service request relating over or under use.	ha/1,000 people for parks. ha/1,000 people for sporting open space. ha/1,000 people for natural areas and other open spaces.	ha/1,000 people for parks. ha/1,000 people for sporting open space. ha/1,000 people for natural areas and other open spaces.
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3.8 Technical Level of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. Detailed Technical Levels of Service are required to assess performance on a day-to-day basis to guide decision making and work flows. The prime objective in setting the Technical or operational Levels of Service is to set targets that will lead to achieving the desired Community-based Service Levels. These include response times, work standards and condition ratings.

These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service Managers, Finance and Asset Managers collaboratively plan, implement and control technical service levels to influence the customer service levels.⁶

Table 3.6 shows the technical levels of service expected to be provided under this AM Plan. The "Desired" position in the table documents the position being recommended in this AM Plan.

Table 3.6: Technical Level of Service

⁶ IPWEA, 2015, IIMM, p 2 | 28.

Key Performance Measure	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
Operations	Facilities meet users' needs, Buildings are clean. Lawns mowed, weeded, pruning. Value for money.	Defects inspection Cleaning inspections Maintenance contract or service standards. Compliance audits Regular competitive tendering and quoting.	Defects noted and processed through TechOne Inspections Service standards	Defects noted and processed through TechOne based on priority. Desired service standards following community consultation and completion of the Recreation Strategy
Maintenance	Facilities are suitable for purpose. Tree maintenance, maintenance and replacement programs, Resurfacing and turf maintenance, Replacement of dysfunctional lighting, Repair and maintain footpaths	Reactive service request completed within adopted time frames. Planned maintenance activities completed to schedule	Defects made safe within set number of working day dependant on priority. All planned maintenance activities completed to schedule. Asset maintenance ratio= 96% Infrastructure backlog ratio = 2%	Defects made safe within set number of working day dependant on priority. All planned maintenance activities completed to schedule. Desired service standards following community consultation and completion of the
Renewal	Facilities meet users' needs. Replanting and resurfacing. Replacement of asset with asset of similar cost and function. Resurfacing, Lighting pole structure is structurally safe. Replacement of path with similar material and dimensions. Replacement of fence with similar material and dimensions	Condition audits. Inspection Reports Extent to which strategic objectives are met	Condition Rating of 4 or 5 minimised, addressed and planned for Asset renewal ratio = 120%	Condition Rating of 4 or 5 minimised, addressed and planned for Asset renewal ratio > 100%
Upgrade/ New	P&OS facilities are adequate for all users through	Capital upgrade and expansion design/works meets current standard.	Compliance assessment Meet demand and community expectation	Compliance assessment Meet demand /growth

Key Performance Measure	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
	improved asset quality.			

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

Council will further improve this section in future versions of this AMP to incorporate levels of service targets and performance targets by all asset classes. This item is included in the Improvement Actions Plan.

3.9 Desired Level of Service

An initial Community (Strategic) and Technical (Operational) Levels of Service document to guide and assist Council has been developed with regard to ongoing management of its P&OS Assets portfolio. This document is contained within the Business Rules annexed to this report. Any changes in the future to the Levels of Service for any of Council's transport assets will be in accordance with this document.

The development of the Levels of Service has taken into account:

- Customer research and expectations
- Strategic goals and objectives
- Legislative requirements
- Current asset condition
- Road Hierarchy
- Funding requirements

The Park asset condition and hierarchy categorisation framework is continually being reviewed through the 10 year Plan and 1 year (operational plan) and 4 year (delivery program) Programs. It is intended to use this framework to guide and establish more specific levels of service and performance criteria, asset management, maintenance and renewal and expenditure prioritisation into the future.

Further development of the levels of service will be undertaken in consultation with the various business units within Council. These will be documented in future revisions of this AM Plan.

The asset management planning process includes the development of three scenarios to develop Levels of Service that are financially sustainable.

Scenario 1 – What we need to do (spend) in the next 10 years to sustain current service levels plus planned upgrade new / new assets / services aligned with the Long Term Financial Plan, Delivery Program, Operational Plan, and Asset Strategy.

Scenario 2 – What we need to do (spend) in the next 10 years to sustain current service levels plus planned upgrade new / new assets / services using Method 2 (Condition Modelling) or Method 3 (Network Renewals / Defect Repairs).

Scenario 3 – What we can do and be financially sustainable with AM Plans matching Long Term Financial Plan (LTFP), identifying major capital renewal and upgrade/new proposals that cannot be done in the next 10 years, determining the service consequences (service levels below desired levels) and service risks associated with the deferral of these proposals.

What options do we have?

Resolving the funding shortfall involves several steps:

- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing, and when assets are not able to provide the required service levels;
- Improving our efficiency in operating, maintaining, renewing, and replacing existing assets to optimise lifecycle costs;
- Identifying and managing risks associated with providing services from infrastructure;
- Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure;
- Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs;
- Consulting with the community to ensure that water infrastructure services and costs meet community needs and are affordable;
- Developing partnership with other bodies, where available to provide services; and
- Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

What happens if we don't manage the shortfall?

It is likely that we will have to reduce service levels in some areas unless new sources of revenue are found. For open space assets, the service level reduction may include reduction of the frequency of routine maintenance such as mowing, weeding, parks and garden maintenance, and delay on delivery of new structures. Reduction in maintenance in other areas may accelerate the consumption of some asset groups.

What can we do?

We can develop options, costs, and priorities for future open space infrastructure services, consult with the community to plan future services to match the community service needs with ability to pay for services, and maximise community benefits against costs. Seek funding from State Government for delivery of planned works.

4 FUTURE DEMAND

4.1 Demand Drivers

Demand Drivers predominately affecting the P&OS assets portfolio include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

Demand for new services is being managed through a combination of managing existing assets, where appropriate upgrading existing assets and providing new assets to meet demand through a variety of delivery mechanisms mentioned within Section 5 of this report.

Council can currently sustainably fund and maintain its existing Open Space asset portfolio to a satisfactory condition, which will allow it to meet existing community and operational demands. Almost 95% of open space assets currently score a condition rating of 3 or better (Satisfactory).

The P&OS assets portfolio is being managed to ensure continued service provision as well as allowing for the future growth. Given Parramatta's geographical significance, planning for both the current and future communities is required and will need to include services for groups outside of the Parramatta LGA, being the wider Sydney region.

Additional in-depth and long term planning is required to identify if Council has the required asset in the required place to perform the required function. To assist in addressing the demand into the future Council is currently undergoing numerous detailed planning studies to ensure that the future growth of the LGA is accounted for. These studies take into consideration the meeting of demand from Council's existing stock, future programmed assets via a range of delivery mechanisms, as well as service delivery via assets owned by other organisations.

Demographic analysis for the Parramatta LGA demonstrates that the population is extremely diverse which results in a need for access to a full range of social infrastructure. Current trends also identify a need for flexible, multi-purpose facilities that cater to a broad range of interests and that can adapt as needs change.

The CBD of Parramatta is undergoing a substantial planning review by Council to facilitate the significant growth for the LGA and region. This will have a substantial increase and further concentrate worker and residential population numbers. To address this, Council is also undergoing its own significant property redevelopment program of its CBD assets to facilitate growth of the organisation, community and region. Council's flagship development within its Parramatta CBD projects was the Parramatta Square project which is revitalising 3 Ha of prime CBD land.

Future versions of this AM Plan will take into consideration the numerous Strategies and Programs currently under development by Council, including the financial considerations for each being Capital New, Renewal, Maintenance and Operational requirements. These Strategies and Programs include but are not limited to:

1. Lennox Bridge Car Park Redevelopment
2. Riverside Theatre
3. Parramatta Riverbank
4. Multi Storey Car Park Redevelopment Projects
5. North Parramatta Urban Growth Release
6. Parramatta Square (PS) Redevelopment – Project recently completed.

To assist in addressing demand into the future Council is currently undergoing numerous detailed planning studies to ensure that the future growth of the LGA is accounted for. These studies take into consideration the meeting of demand from Council's existing stock, future programmed assets via a range of delivery mechanisms, as well as service delivery via assets owned by other organisations.

4.2 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets have been identified in number of recent studies undertaken by Council, being the Community Infrastructure Strategy and the CBD Infrastructure Needs Study, which were undertaken in 2017 and 2019. The findings of the studies have been used to inform the draft Developer Contribution Plan. Further studies are underway, and demand forecast for civil infrastructure will be developed once the revised environment, social, economic strategies are formally adopted by Council.

4.3 Key Trends

The following table summarises some of the key social infrastructure trends that will influence asset planning specifically for community facilities for the Parramatta LGA into the future.

Table 4.1 - CoP demand trends

Trend	Explanation
Size and scale	Many local governments have moved away from providing small, single purpose community spaces and are moving towards the provision of larger, but fewer, facilities and spaces. Larger facilities and spaces can provide a wider range of activities, programs and services to a wider range of community members, are more likely to be activated across the week and to attract higher rates of utilisation.
Location	Leading practice favours the clustering of social infrastructure in central, accessible locations to enhance accessibility and connectivity with related uses. Well used facilities and spaces tend to be located in places that are readily accessible by public transport and where people already tend to congregate, such as shopping centres and schools.
Co-location	The co-location of community facilities and services, involving shared use of buildings among a number of facility types as well as service providers, is a commonly identified objective of most recent planning efforts. Co-location has potential advantages in pooling resources to provide better facilities than may be available if provided separately and can also enhance synergies between services and encourage greater integration of service delivery.
Community hubs	A model of social infrastructure provision that incorporates the trend for size, scale and co-location is the 'community hub'. A community hub is an integrated, multipurpose public gathering and activity place where a variety of activities occur and where a wide range of community needs can be met in both formal and informal ways.

Multipurpose and multifunction	To make the best use of limited resources and ensure that facilities are utilised as much as possible, facilities and spaces need to provide for multiple uses and serve a range of population groups, as well as being capable of adapting as needs change over time.
Community development	Community facilities and spaces are recognised as providing an important focus for community building activities and enhancing the connections and relationships among people in order to strengthen common values and promote collective goals.
Placemaking and community identity	Successful social infrastructure contributes to the creation of vital public spaces that help engender a sense of place and distinctive community identity. Well- designed facilities and spaces enhance the physical quality and appearance of public places, helping to reinforce a place's identity and making it a more attractive environment for people to gather and interact with each other.
Sustainability	Social infrastructure is increasingly being used to showcase sustainable building methods and design. In addition to environmental sustainability, financial sustainability has become a core focus area in the provision of social infrastructure. In an environment of limited resources, authorities are becoming increasingly interested in exploring ways to decrease costs in relation to developing, operating and maintaining community facilities and spaces,
Partnerships	While local governments have traditionally been a key provider of local social infrastructure, resource and practical constraints have combined to necessitate seeking partnership opportunities. Partnerships may be sought for the capital development of facilities, or more commonly for the delivery of programs and services from them.

4.4 Parramatta CBD Planning Study and CBD Planning Proposal

A major Council objective that will impact the demand on P&OS assets within the CBD and surrounds is the current Parramatta CBD Planning Study. The objectives of this Strategy are:

1. To set the vision for the growth of the Parramatta CBD as Australia's next great city.
2. To establish principles and actions to guide a new planning framework for the Parramatta CBD.
3. To provide a clear implementation plan for delivery of the new planning framework for the Parramatta CBD.

The Planning Strategy, which was adopted by Council on 27 April 2015, is effectively a consolidation of the recommendations in the CBD and Auto Alley studies and also reflects previous Council resolutions.

The Parramatta CBD Planning Strategy sets the direction for the project and details the 'Actions' that will inform a future Planning Proposal to amend the planning controls for the CBD. Key actions in the strategy include the following:

1. Expansion of the CBD boundaries
2. Increase in FSRs to predominantly 10:1 and 6:1 across the CBD
3. Removal of any height controls, except in some key areas
4. Investigation of potential sun access controls to key public spaces
5. Expansion of the commercial core and potentially opening it up to some residential uses (subject to commercial also being provided)
6. Setting an employment growth target of 27,000 additional jobs and residential growth target of 7,500 additional dwellings by 2036 for the CBD
7. Investigation of infrastructure needs, including funding mechanisms. This investigation is to include a consideration of city culture, entertainment, events and arts spaces, and social services and community facilities.
8. Promotion of tower slenderness and design excellence

The work required to implement the identified actions and progress a formal Planning Proposal for the CBD are detailed in the Strategy's 'Implementation Plan'. This includes a number of technical studies, including an infrastructure needs analysis. Most asset classes will require Needs/Impact Studies that will inform the infrastructure needs analysis which Council is currently undertaking as part of the review of the Parramatta CBD Planning Framework.

4.4.1 Implications for the Asset Management Plan

In the 15/16 financial year City Strategy tested the implications of what increases in FSR with no height limits may have on the Parramatta CBD and surrounds (North Parramatta and Harris Park) in terms of required community facilities, traffic, transport, environment, storm water and heritage. This is being referred to as an Infrastructure Needs Assessment for Social Services, Education & Community Facilities.

The increase in FSR and the impacts upon existing assets will be further considered in detail, including whether the existing assets have appropriate capacity to receive new future additional network demands or if new assets are required to meet service delivery requirements.

As the new planning controls will also allow for the significant growth in workers and residents and in turn impact Council's building and infrastructure network, Council's review process is also identifying all the required infrastructure that the Parramatta City Centre needs over the next 10 - 20 years in this study area. In doing so, it will also identify the proportion of 7.11 funds that will be required to deliver the Needs Assessment. At the end of this review process there will be a new draft Civic Improvement Plan and 7.11 plan for Parramatta City Centre, with funds allocated to different areas of Council for delivery of the works, including Council's building, stormwater, open space and roads portfolio.

Future P&OS requirements in consultation with the above mentioned process will be identified and included within future versions of this AM Plan.

4.5 Demand Management

Demand Management into the future for Council will need to consider:

- Maximising patronage within existing assets,
- Upgrading existing assets,
- Providing new assets to meet demands, and
- Managing the demand by non-asset solutions.

4.5.1 Demographics

CoP's population is estimated to be 256,729 in 2021(confirmed), 287,289 forecasted for 2022 and estimated forecast of 446,021 in 2041 resulting in an increase of 55.25 % from 2022-41.

Table 4.2 Demographic – CoP Census

SECTION	STATEMENT 2024	SOURCE 2024
POPULATION	256,729 in 2021 (3,056 people per km2)	Profile Id (2021 Census)
	446,021 forecast for 2041 (5,310 people per km2)	Forecast Id
	Median age = 35 years (NSW = 39 years)	ABS 2021 Census
	84% feel welcome living in our city	Our City My Life Survey 2023
DWELLINGS	92,109 occupied dwellings in 2021	ABS 2021 Census
	188,447 dwellings forecasted for 2041	Forecast Id
	40.5% residents live in a flat or apartment	ABS 2021 Census
DIVERSITY	53.3% of residents were born overseas	Profile Id (2021 Census)
	56.4% speak a language other than English at home	ABS 2021 Census
	o 12.4% Mandarin	
	o 6.4% Cantonese	
	o 5.5% Korean	
EDUCATION AND EMPLOYMENT	36.1% of residents hold a bachelor's degree or higher	ABS 2021 Census
	97.6% employment rate in June 2023	Economic Id
	23.6% of residents work within the LGA	Profile Id (2021 Census)
	Median household income = \$2,051 per week (NSW = \$1,829)	ABS 2021 Census
VULNERABLE COMMUNITIES	13.1% of households are 'low income', earning less than \$650 per week	ABS 2021 Census
	15.6% of households are in housing stress	Housing Id
	4.1% of people require assistance with daily living activities	ABS 2021 Census
	16.5% of residents reported that they do not speak English well or at all	Profile Id (2021 Census)
LOCATION	The City of Parramatta covers 84km2 at the centre of metropolitan Sydney, 24km west of Sydney CBD	
CONNECTION	Home to the Dharug peoples for more than 60,000 years	
	Australia's oldest inland European settlement	
HERITAGE	Parramatta Park is a World Heritage Listed site	
	More than 750 significant archaeological sites	
	More than 50 State significant heritage sites	
ENVIRONMENT	36.7% vegetation cover including 22.6% tree canopy cover	Urban Monitor methodology and data (2016)

	11 days in 2023 over 35°C	BOM (2024) - data over 2023 calendar year
ECONOMY	2.3 million people live within a 45-minute commute to the Parramatta CBD	PwC (2016)
	Gross Regional Product = \$28.21 billion	Economic Id (NIEIR 2022)
	168,019 people work in the City of Parramatta	Economic Id (June 2022)
	5,435 jobs created 2016-2021	Economic Id
	30,591 businesses call Parramatta home	Economic Id (ABS 2022)
	23.4% vacancy in Parramatta's commercial office buildings	Property Council of Australia (July 2023)

Council has a diverse demographic base which is constantly changing. As identified below, Council needs to consider numerous factors when planning for its transport assets into the future.

Parramatta's median age in 2016 was 34 and comparatively young when compared to 36 for Greater Sydney and 38 for NSW. Data from the 2016 Census indicated that approximately 74 per cent of Parramatta's residents worked outside the Parramatta local government area; the majority working in the Sydney CBD. Local residents made up less than 20 per cent of our total Parramatta workers. Around 120,000 people are employed in Parramatta, of which more than 43,000 work in the Parramatta city centre, with many coming from Blacktown, The Hills Shire, Holroyd, Penrith, Hornsby and other areas.

4.5.3 Planning

In order to understand Demand in more detail into the future, Council is also both internally and through the procurement of various external consultants reviewing and identifying specific community needs. Infrastructure team is collaboratively working with Corporate Strategy team to develop planning tool for infrastructure group factor demand forecast in treatment proposal for new assets and renewal program.

Council has also created through its Social Outcomes, City Strategy team a set of Social Infrastructure Guides as a series of high level social infrastructure needs for major development hotspots across the Parramatta LGA, including Parramatta CBD, Granville, Westmead and Epping. The Guides identify the current capacity of social infrastructure within these areas as well as highlighting broad trends and challenges in social infrastructure provision. It is envisaged that this current study will be expanded to other parts of the LGA to assist in asset planning into the future for the RI, land, stormwater, P&OS and building portfolios.

These catchments are shown in the following map. They were determined with consideration of several factors, including:

- The location of key urban centres
- Likely travel patterns
- The spread of existing and future population across the LGA
- Natural barriers (e.g. waterways, topography)
- Built barriers (e.g. arterial roads, viaducts)

A catchment approach is a useful planning tool that reflects, where possible, patterns of community preference in accessing services and facilities.

Figure 4.3: Catchments of CoP (Draft Community Infrastructure Strategies)

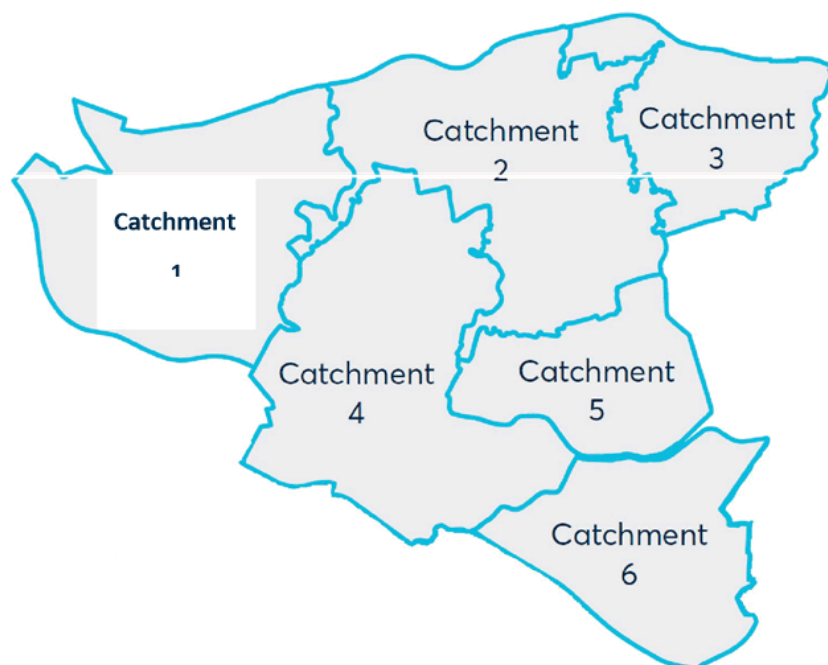


Table 4.4: Catchment division

Catchment	Suburbs
CATCHMENT 1	Winston Hills, Toongabbie, Westmead, Northmead, Old Toongabbie, Pendle Hill, Wentworthville & Constitution Hill
CATCHMENT 2	Carlingford, North Rocks, Dundas, Dundas Valley & Telopea
CATCHMENT 3	Epping, Beecroft & Eastwood
CATCHMENT 4	Parramatta, Granville, Camellia, North Parramatta, Oatlands, Harris Park, Mays Hill, Rosehill & Clyde
CATCHMENT 5	Melrose Park, Rydalmere, Ermington
CATCHMENT 6	Silverwater, Newington, Wentworth Point, Sydney Olympic Park & Lidcombe

Council adopted Sport and Recreation and Open Space for the city to promote healthy active lifestyles that benefit the people of Parramatta's physical and mental wellbeing as well as ensure a sustainable environment complementing a modern and diverse cityscape. In conjunction with other plans such as Plan of Management for Community Land (2014). Asset Management Plan, City Centre Strategy, Biodiversity Strategy and other related strategies, it recommends and define actions in the planning of spaces, facilities and activities under the control of Council and where Council might influence positive outcomes in the broader community.

4.6 Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.5.

Table 4.5: Demand Drivers, Projections and Impact on Services

Demand factor	Impact on service	Action
Changing Demographics and increased population	Requirement for an increase in POS assets and accompanying renewal and operating expenditures. Increased usage and changing needs and preferences from additional population requiring upgrade to existing POS Infrastructure As age structure changes, service levels will need to be reviewed to meet the demand shift. Consideration will need to be given to user pays/ capacity to pay.	Maintain up-to-date asset management systems and undertake regular reviews of Asset Management Plans. Review efficiencies of portfolio for potential share of POS assets (increase utilisation) Review service levels regularly and undertake frequent community consultation.
Land use changes and additional dwellings	Increased population densities will require upgrades of existing assets and services as well as new assets and services.	Consider delivery through additional, consolidated or more efficiently used assets. Consider assets delivered through alternate means. e.g. VPA's
Increase costs for materials and contracts	Increased costs to maintain building assets Reduction in real expenditure will delay maintenance and reduce the life cycle of the asset	Continually review renewal modelling ensuring forecasting is accurate. Appropriate procurement processes to ensure competitive pricing.
Rising Community expectations	Adoption of higher service levels provided for infrastructure will create service level gaps and increase number of projects in delivery programs.	Review service levels and ensure appropriate design and sustainability standards.
Increasing Environmental and Design Standards	Review service levels and ensure appropriate design standards for assets.	Ensure whole of life costs are identified within any project prior to approval.

Herein, increasing population and changes of age structure are the key drivers to identify the future demands. As Community Levels of Service is different in catchments, planning and estimate should be based on catchment level.

For example, the playground ratio (number of playground per 2,000 people) of City of Parramatta is higher than benchmark level. However, there are differences among catchments, as shown in Figure below. For catchment 3, 4 and especially 6, the playground ratio is significantly lower than the benchmark level.

With the increase of population, the playground ratio in each catchment area will also change. Comparing the future ratio with current ratio and benchmark ratio (1.0), numbers of new/upgrade playground can be estimated for each catchment.

Figure4.6: Catchment Area and LOS comparison

Catchment	No. of playground	Population 2020	1:2000 people in 2020	Population 2030	1:2000 people in 2030	No. required at same LOS	No. required at expected LOS
Area 1	44	56,804	1.55	74,233	1.19	0	0
Area 2	39	55,880	1.4	68,158	1.14	0	0
Area 3	14	37,169	0.75	41,961	0.67	2	7
Area 4	25	74,460	0.67	108,446	0.46	11	29
Area 5	20	21,335	1.87	37,927	1.05	0	0
Area 6	5	27,165	0.37	51,605	0.19	4	21
Total	147	272,813	1.08	382,330	0.77	18	57

The increase in jobs is also a significant driver in specific high growth areas. For example, the number of jobs provided in Parramatta CBD is estimated to be 137,000 (baseline target) or 151,500 (higher target) in 2036 comparing with 81,900 in 2016. The increase of jobs will require more POS assets in adjacent area and higher level of service.

4.7 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.2.

The objective of demand management is to actively seek to modify customer demands for services in order to:

- optimise the utilisation and performance of existing assets;
- reduce or defer the need for new assets;
- meet the organisations strategic objectives;
- deliver a more sustainable service;
- respond to customer needs.

It is vital to the success of the AM Plan that demand factors be analysed comprehensively and their impact quantified in terms of the following:

- the effect of the growth of the asset network;
- any possible future need to increase or decrease infrastructure;
- the implementation of non-asset solutions, such as managing demand.

In addition to the factors mentioned above, risk affects demand for services and consequently the

following must be taken into account:

- the methodology and accuracy of forecasts;
- the uncertainty of forecasts
- any unforeseen natural factors

Non-asset solutions focus on providing the required service without the need for asset ownership and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures⁸. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic facilities and libraries that may be in another community area or public toilets provided in commercial premises.

Opportunities identified to date for demand management are shown in Table 4.7. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.7: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Demographics	Changing service needs and hence changing building requirements, particularly relating to accessibility	On-going delivery of Council's Community Facilities Deferred Maintenance and Upgrade works to provide more inclusive and accessible facilities.
Population	General increase in demand for services provided by Council's buildings.	New Developer Contributions Plan has been drafted to take into account the potential future demand for services/assets and these are considered in this AM Plan
Population - new DCP	Will require initial capital funding from Council to match s94 funding, also results in a projected increase in recurrent operational & maintenance costs and annual asset depreciation costs.	Adoption of new DCP. Explore opportunities to provide additional services/ assets through VPA's or joint ventures. An overarching Property Strategy to be developed.
Regulation	Will add further to the cost of providing, operating, maintaining and renewing buildings	On going assessment of building portfolio as regulations change to determine additional cost.
Building Costs	The shortage of skilled labour, high labour costs and increasing building costs will impact on the future management of buildings	On-going internal productivity reviews to ensure value for money. Undertake regular testing of the market through standard tendering and procurement processes for external service provisions.
All infrastructure assets	Increased costs and community expectations impact the community satisfaction and the ability for council to maintain long term sustainability.	Analyse cost of providing service
		Assess current capacity to fund at the current level of service
		Monitor community expectations
		Link asset management plans to long term financial plans
		Balance priorities for infrastructure with what the community is prepared to pay for
Cost of providing service	The Demand Management Plan may reduce the cost of future renewals.	Communicate service levels and financial capacity with the community
		Analyse cost of providing service.

Current capacity	The Demand Management Plan may reduce the funding required.	Assess current capacity to fund at the current Level of Service
Community expectations	The Demand Management Plan may manage community expectations.	Monitor community expectations.
Council funding ability	The Demand Management Plan may manage Council funding ability.	Link Asset Management Plans and other key strategies to Long Term Financial Plans.

Opportunities for New Parks & Open Space

City of Parramatta is mainly a mature and well established area, providing limited opportunities for new large scale developments. However, infill developments will place additional pressures on the existing infrastructure.

The opportunities to provide additional local parks are limited and may require the purchase of existing allotments. One of the measures used by the Council to address this is with the implementation of the Development Contribution Plan (DCP). The DCP is a requirement placed on developers, and which will, in part, generate additional revenue for new or upgraded infrastructure.

It is envisaged that demand identification and management will be further and continually identified through stakeholder engagement within this AM Plan and then delivered through an annual and four-year Program consisting of:

- Acquisition, Disposal and Reclassification
- Development
- Capital New and Renewal
- Maintenance and Operation
- Space Management

City of Parramatta Council has conducted a sensitivity analysis in 2022 to determine the impact changes in asset values and financial attributes have on assets, and subsequently the ability to maintain current service levels and meet new demand for additional open space assets using current predicted funding. Variables reviewed include fair value, residual values, useful life, asset componentisation and hierarchy, and depreciation method. The sensitivity analysis is a way to predict the outcome of a change if a situation or variable turns out to be different compared to key prediction(s).

Future plan revisions will consider the costs of climate change, water restrictions, technology, urban consolidation, and other possible variables.

5 LIFECYCLE MANAGEMENT PLAN

5.1 Life-Cycle Management Principles

The lifecycle management plan details how the City of Parramatta Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs. Life-cycle Management is recognised by Council as an essential component of this AM Plan. This section of the Plan provides details of the data and processes required to effectively manage, renew and upgrade Council's asset portfolio. It also documents the analysis that Council undertakes regularly to predict and monitor expected future expenditures required to effectively manage the portfolio.

Undertaking life-cycle asset management means considering all management options and strategies as part of the asset life-cycle, starting with the planning phase and ending with disposal. The objective of managing the assets in this manner is to look at long-term cost impacts (or savings) when making asset management decisions.

Figure 5.1: Life Stages of Infrastructure Assets



5.1.1 Delivery of Council's 10 year Asset Management Plan

The development of Council's Stormwater AMP in line with the Asset Management Policy and Strategy allows Council to plan, identify and implement an annual and four year delivery program for Council's P&OS assets in line with a lifecycle management strategy consisting of:

- Acquisition or Development;
- Operating;
- Maintenance; and
- Capital Renewal; or Disposal

Delivery mechanisms of the above and the new asset creation process vary from internal to external resources and includes commissioning through various business units within Council. Future iterations of this AM Plan will further consolidate and refine the various delivery programs.

5.2 Background Data

5.2.1 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

5.2.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.

Table 5.1: Known Service Performance Deficiencies

Location	Service Deficiency
Parks Asset	Backlog of asset renewals and short term reduction of asset renewal may cause risk to public or assets that do not fit with the park aesthetic.

5.2.3 Asset Condition

The condition of the P&OS asset portfolio is measured by assessing the condition of each of the following elements:

- Playground equipment
- Softfall
- Goal structure
- Sports field
- Cricket nets & wicket
- Shelter
- Water service
- Barriers & fencing
- Grassed area
- Landscaping
- BBQ
- Other sports infrastructure
- Outdoor furniture
- Electrical box

5.2.4 Condition Scores – Open Space assets

The P&OS portfolio's physical componentised condition rating as a percentage of gross replacement cost, being:

Table 5.2: Known Service Performance Deficiencies

Condition Grading	Score Description	Condition %
1	As new, requires no maintenance required.	47
2	Good condition, requires routine maintenance	27
3	Acceptable condition, requires minor maintenance	23
4	In poor condition, requires renewal. Requires repair/replacement	3
5	Unserviceable or unusable, very poor condition. Requires replacement/renewal	0

There is a broad range of asset condition. Condition "0" indicates that no condition data is held in the asset register.

Condition is measured using a 1 – 5 grading system⁷ as detailed in Table 5.3.

Table 5.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: A near new asset with no visible signs of deterioration. only planned maintenance required.
2	Good: An asset in a very good overall condition but with some early stages of deterioration evident. Minor maintenance required plus planned maintenance
3	Fair: An asset in fair overall condition. Deterioration in condition would be obvious and there would be some serviceability loss. Significant maintenance required
4	Poor: An asset in poor overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high and significant renewal/rehabilitation is required
5	Very Poor: An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. There would be an extreme risk in leaving the asset in service. Physically unsound and/or beyond rehabilitation

Table 5.4: P&OS asset classification and quantities

Asset Classification Attribute			Grand Total	
Open Space	Irrigation	Irrigation Control Panel	39	
	Shared Infrastructure	Pipes & Heads	45	
		Park Infrastructure	BBQ	44
			Electrical Box	136
	Other Structures		8	
	Recreation Areas	Exercise Equipment	29	
		Playground Equipment	147	
		Shade Sail	38	
		Skate Facility	4	
		Softfall	194	
		Water Playground	3	
		Sports Infrastructure	Cricket Nets	15
	Cricket Wicket		33	
	Goal Structure		97	
	Other Sports Infrastructure		84	
	Sports Field		2	
	Sports Lighting		241	
	Sports Surface		48	
Shared Infrastructure				
Barriers & Fencing		673		
Bins		377		
Furniture		1562		
General Lighting		693		

⁷ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

	Water Source -Drinking Fountain	130
	Water Source -Taps	290
	Water Source -Water Tanks	45
Total		4977

Table 5.5: P&OS current condition data

	Grading Score Description		Units/Nos. Condition (%)	
	Grading	Score Description	Units/Nos.	Condition (%)
Shared Infrastructure	0	Not Inspected - disposed, segment/structure does not exists or due to access issues site was not inspected. Mostly smaller assets recorded at Cost.	1,185	30.33
	1	As new, requires no maintenance required.	232	5.94
	2	Good condition, requires routine maintenance	412	10.55
	3	Acceptable condition, requires minor maintenance	1,669	42.72
	4	In poor condition, requires renewal. Requires repair/replacement	333	8.52
	5	Unserviceable or unusable, very poor condition. Requires replacement/renewal	76	1.95
	TOTAL		3,907	100.00
Open Spaces (Sports)	Grading	Score Description	Units/Nos.	Condition (%)
	0	Not Inspected - disposed, segment/structure does not exists or due to access issues site was not inspected. Mostly smaller assets recorded at Cost.	76	12.93
	1	As new, requires no maintenance required.	44	7.48
	2	Good condition, requires routine maintenance	249	42.35
	3	Acceptable condition, requires minor maintenance	170	28.91
	4	In poor condition, requires renewal. Requires repair/replacement	38	6.46
	5	Unserviceable or unusable, very poor condition. Requires replacement/renewal	11	1.87
	TOTAL		588	100.00
Open Spaces (Irrigation)	Grading	Score Description	Units/Nos.	Condition (%)
	0	Not Inspected - disposed, segment/structure does not exists or due to access issues site was not inspected. Mostly smaller assets recorded at Cost.	12	12.63
	1	As new, requires no maintenance required.	28	29.47
	2	Good condition, requires routine maintenance	7	7.37
	3	Acceptable condition, requires minor maintenance	32	33.68
	4	In poor condition, requires renewal. Requires repair/replacement	15	15.79
	5	Unserviceable or unusable, very poor condition. Requires replacement/renewal	1	1.05
	TOTAL		95	100.00
Open Spaces (Recreation)	Grading	Score Description	Units/Nos.	Condition (%)
	0	Not Inspected - disposed, segment/structure does not exists or due to access issues site was not inspected. Mostly smaller assets recorded at Cost.	14	3.22
	1	As new, requires no maintenance required.	3	0.69
	2	Good condition, requires routine maintenance	184	42.30
	3	Acceptable condition, requires minor maintenance	85	19.54
	4	In poor condition, requires renewal. Requires repair/replacement	144	33.10
	5	Unserviceable or unusable, very poor condition. Requires replacement/renewal	5	1.15

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Asset Management Plan – Parks and Open Space

Open Spaces (Parks Infrastructure)	TOTAL		435	100.00
	Grading	Score Description	Units/Nos.	Condition (%)
	0	Not Inspected - disposed, segment/structure does not exist or due to access issues site was not inspected. Mostly smaller assets recorded at Cost.	16	8.21
	1	As new, requires no maintenance required.	11	5.64
	2	Good condition, requires routine maintenance	35	17.95
	3	Acceptable condition, requires minor maintenance	118	60.51
	4	In poor condition, requires renewal. Requires repair/replacement	13	6.67
	5	Unserviceable or unusable, very poor condition. Requires replacement/renewal	2	1.03
	TOTAL		195	100.00

5.3 Measuring the Condition of Council's Assets

5.3.1 Asset Condition Assessment Methodology

The essence of good asset management is to understand the condition of Council's assets and the various types of distresses that affect them and to use this data to assist in maintaining the level of service the community desires in the context of affordability, intergenerational equity and minimised risk of asset failure.

5.4 Operation and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. save road environment, cleaning, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.4.1 Operation and Maintenance Plan

Operations activities affect service levels including quality and function through the types and timing of activities, and the design of the infrastructure. Examples of these include street sweeping and grass mowing frequency, intensity and spacing of streetlights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. E.g. road patching but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Actual past maintenance expenditure is shown in Table 5.6.

Table 5.6: Maintenance Expenditure Trends

Financial Year	Maintenance budget
2025	\$15,599,122
2026	\$15,935,378
2027	\$16,280,038

Planned maintenance work as a % of total maintenance expenditure is not identified. Information on this will be developed for the next revision of this asset management plan, as higher proportions of planned maintenance expenditure to reactive maintenance will provide better value.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

5.4.2 Operation and Maintenance Strategies

City of Parramatta Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset use to identify under used assets and appropriate remedies, and over used assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure best value for the resources used.

Asset operation is necessary to keep the asset appropriately utilised. Operational costs are running costs to service the asset. Operational expenditure and maintenance expenditure in the organisation financial systems requires review to ensure correct charges for each work activities are charged correctly. Typical operational activities for open space assets include:

- Mowing, slashing, weed control

- Tree management, care for trees and shrubs
- Gardens, plant watering
- Native bushland, natural area management.

5.5 Routine Maintenance Plan

Maintenance are those minor works necessary to keep assets on their expected life-cycle path. Failing to carry out necessary maintenance when it is required will result in assets deteriorating faster than expected.

Not achieving the expected life from assets costs an organisation in the long run as it will be forced to renew its assets earlier resulting in higher annual capital renewal expenditures. In addition, as the overall condition of the assets deteriorates the annual maintenance cost will rise as assets in poorer condition require more maintenance.

When determining the required maintenance in year 2023 based on the distribution of the open space asset stock, Council has adopted an 'As a percentage of Replacement Cost' approach to determine the Required Annual Maintenance. This is consistent with the International Infrastructure Management Manual and other industry standards. The percentage of the Replacement Cost adopted for open space assets is as follows.

Council's current 10 Year LTFP allocation of funding to P&OS Maintenance and Operating is broken down in the following table:

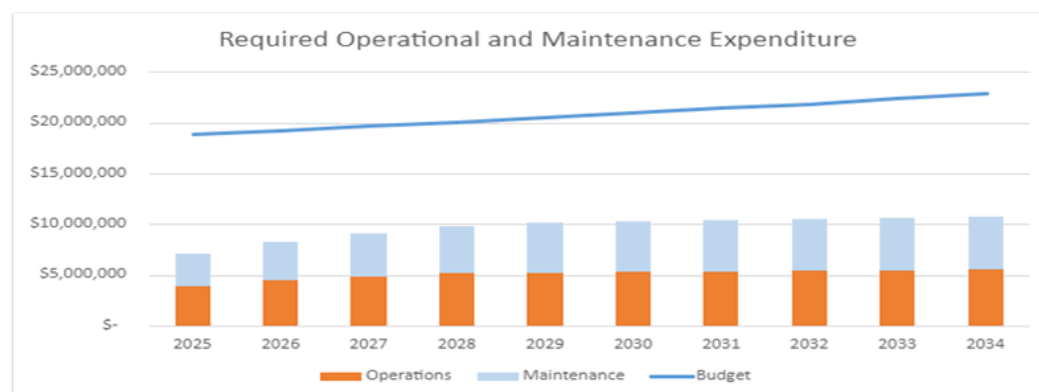
Table 5.7: LTFP - Maintenance and Operating Funding

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Maintenance	15,599,122	15,935,378	16,280,038	16,633,314	16,995,426	17,366,595	17,747,037	18,136,990	18,536,690	18,946,384
Operations	3279645	3346519	3415065	3485324	3557340	3631156	3706817	3784366	3863853	3945330

5.5.1 Summary of future operation and maintenance expenditure

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.8 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.8: Projected Operations and Maintenance Expenditure



Deferred maintenance, i.e., works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.6 Renewal /Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade or new works expenditure resulting in additional future operations and maintenance costs.

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a less cost than actual replacement costs. Typical open space renewal works include the treatments of existing assets: -

- Sportsground improvement program
- Playground replacement program
- Parks program, furniture replacement
- Softfall replacements
- Irrigation component replacements.

With infrastructure assets, the lowest total cost of ownership is achieved through developing a Renewal and Replacement Plan around the practice of replacing assets when they are at the end of the life as determined by their condition.

Budgeting for the future based on historical spending has been shown to be unreliable as it does not consider any growth areas within the municipality. Growth means an increasing asset portfolio and this eventually results in increased asset renewal expenditure demands. While the growth has also resulted in an increasing rate base, the demand for increased expenditure lags at least a decade or two behind due to the long lives of infrastructure assets.

The lag in the need to grow the income can be challenging for both the Council and the community especially if the period of growth has passed. Hence it is vital that Council tracks the consumption of its assets and forecasts the asset renewal up to 20 years ahead.

5.6.1 Renewal Plan

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

It is common that the valuation registers used in Scenario 1 are not developed to a level of maturity where they are reliable for producing a realistic renewal forecast. Ideally when this asset register is sorted by remaining life from 1 to 10 years this should be consistent with the capital renewal program. For City of Parramatta Council the refinement of the asset register to achieve this situation should become an important part of the asset management improvement plan.

Scenario 2 is prepared using the technical estimates of what renewal is required to sustain the current levels of service, plus the known capital upgrade/new expenditures over the 10 year period. It is common that this estimate will be beyond the current funding capacity of council.

Scenario 3 is a reflection of the actual funding available. The difference between Scenario 2 and Scenario 3 represents "what we can't do". The discussion about this "gap" will lead us into a much better informed community discussion about what are achievable and acceptable service levels, as well as giving a focus on managing risk.

5.6.2 Renewal and Replacement Strategies

City of Parramatta Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,

- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - The specific requirements of the service provider
 - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
 - the project objectives to rectify the deficiency,
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
 - and evaluate the options against adopted evaluation criteria, and
 - select the best option to be included in capital renewal programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required,
- Review management of capital renewal and replacement activities to ensure the best value for resources used is obtained.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road or accessibility of facilities).⁸

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value represents the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and

⁸ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.⁹

Typical renewal and replacement asset priority ranking criteria:

- Public Safety – Weighting 35%
- Legislative requirement – Weighting 15%
- Asset condition - Weighting 20%
- Locality - Weighting 10%
- Joint project - Weighting 5%
- Community demand – Weighting 10%
- External partnership i.e. State Government – Weighting 5%

Renewal and replacement standards

Renewal work is carried out in accordance with the following Standards and Specifications.

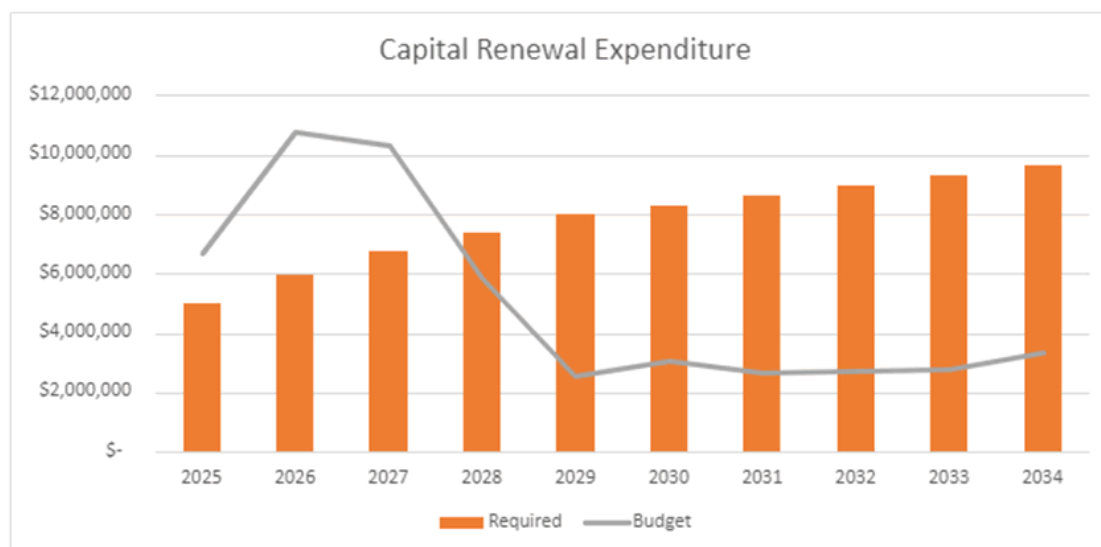
- AUS SPEC Road standards
- Australian Standards
- Project Specific Technical Specifications (e.g. NATSPEC)
- Council Planning Regulations and DCP's
- Other Council Policies & Objectives

5.6.3 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5.9. Note that all amounts are shown in real values.

The projected capital renewal and replacement program is shown in Appendix B.

Fig 5.9: Projected Capital Renewal and Replacement Expenditure



⁹ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

The renewal projection (forecast) in Scenario 1 (Using the asset/valuation register) generates a highly variable renewal profile. Whilst the long term averages and total values from this register are sound, the shorter term renewal forecast are not, and are inconsistent with the known capital renewal plans. This indicates that further refinement of the asset register is required before it is valuable as a capital renewal planning tool. This should be given a high priority in the asset management improvement plan.

5.7 Creation/Acquisition/Upgrade

New works are those works that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

Council has already identified and resolved to undertake a number of upgrade or new asset projects to support existing services. These upgrade/new works are discussed in the following Sections.

5.7.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

5.7.2 Capital investment strategies

Capital upgrade and new projects will be planned to meet level of service objectives by:

- Continuing to implement Council's major projects
- Finalising a new Developer Contributions Plan
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,
 - the project objectives to rectify the deficiency including value management for major projects,
 - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
 - management of risks associated with alternative options,
 - and evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.6.2.

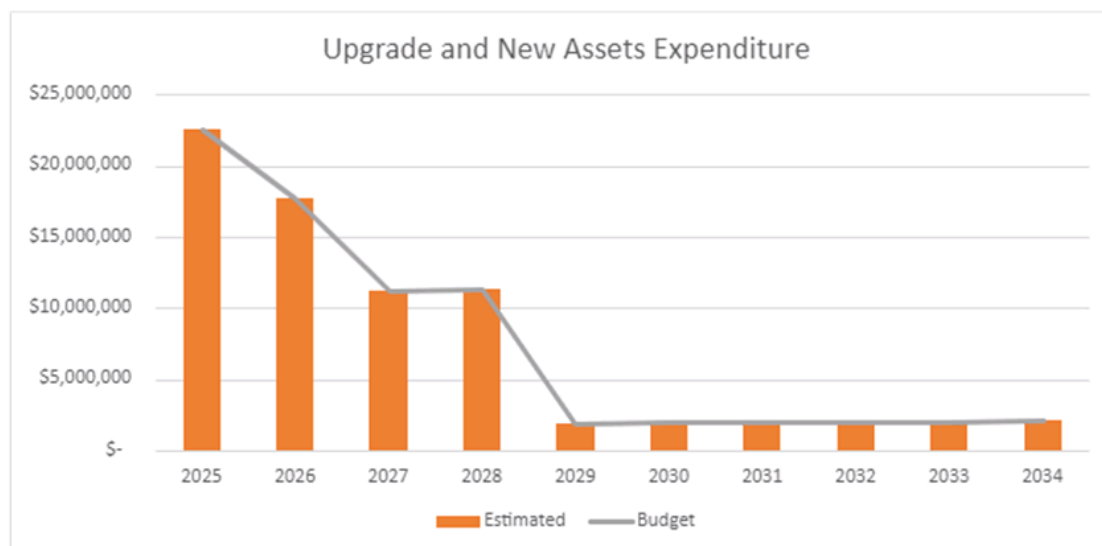
Typical new asset priority ranking criteria:

- Public Safety – Weighting 45%
- Legislative requirement – Weighting 15%
- External partnership i.e. State Government – Weighting 15%
- Community demand – Weighting 25%

5.7.3 Summary of future upgrade

Projected upgrade/new asset expenditures are summarised in Fig 5.10. The projected upgrade/new capital works program is shown in Appendix B. All amounts are shown in real values.

Fig 5.10: Projected Capital Upgrade/New Asset Expenditure



Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.2.

5.8 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets have been identified for possible decommissioning and disposal together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

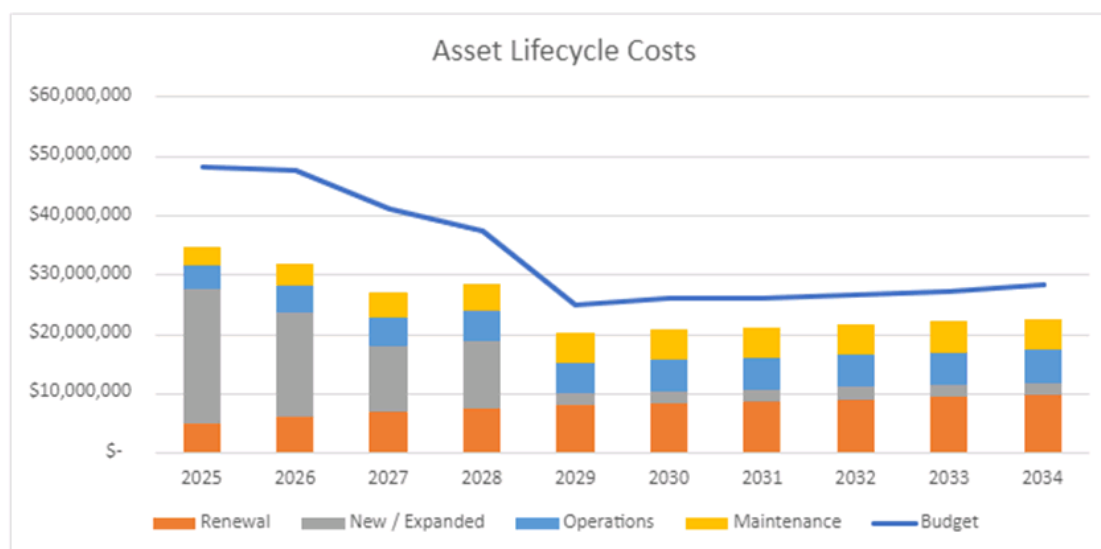
Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

5.9 Summary of Asset Forecast Costs

The financial projections from this asset plan are shown in Figure 5.11. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.11: Lifecycle Summary



All figure values are shown in current day dollars.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: “coordinated activities to direct and control with regard to risk”¹⁰.

An assessment of risks¹¹ associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, investigative activities, maintenance plans and capital expenditure plans can be targeted at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical assets failure modes and required operations and maintenance activities are detailed in section 5.6.2 and 6.2. Critical assets for P&OS are listed in Table 6.2

At the current time City of Parramatta Council only identifies Regional Roads as ‘critical’ and does not insure any road assets. Council is currently reviewing the Enterprise Risk Management Procedure and the WestPool insurance coverage to ensure that assets that are critical are covered for known risks. Generally the following road and related assets are regarded as ‘critical’. This has been included for awareness ;

- All bridges
- Arterial and sub-arterial roads
- Roads providing access/egress during floods
- Roads through commercial/shopping centres
- Main industrial area access roads
- Footpaths in heavily pedestrianized areas including commercial/shopping centres, outside schools and adjacent to aged person facilities
- Traffic facilities including facilities on arterial and sub-arterial roads and facilities in commercial/shopping centre and school zones
- Major retaining walls and embankments within the road reserve

Critical assets for P&OS are listed in Table 6.2

¹⁰ ISO 31000:2009, p 2

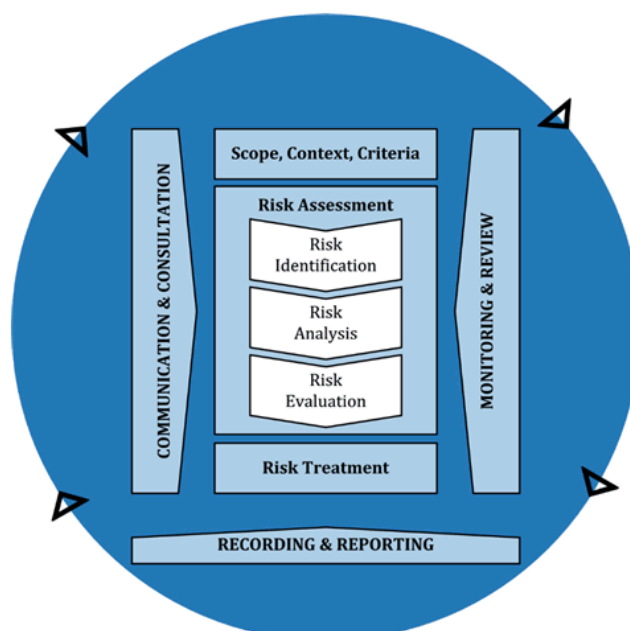
6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.1 below.

It is an analysis and problem solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of ISO risk assessment standard ISO 31000:2009.

Fig 6.1 Risk Management Process – Abridged



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks¹² associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) rating identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is operational is shown in Table 6.2. These risks and costs are reported to management and Council.

Table 6.2 Critical Risks and Treatment Plan

Service/Asset	What can happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
All infrastructure	Inadequate resources/funding to maintain	Very High	Inspections and Sustainable Asset Management Planning. Inspections, asset	Medium	TBA
	infrastructure to an appropriate standard Resulting in asset failure, injury, reputational damage, legal action		management plans, regular budget reviews for additional funding and resources, increased funding to remove backlog, engage with the community to set affordable service levels and special rates variation.		
Infrastructure planning	Inability to undertake adequate asset management planning resulting in Council being unsustainable	Very High	Inspection programs, Key Performance Indicators, preventative maintenance program, Community feedback, Complaints, CRMS, TechOne system. Asset Management Policy where Council has committed to TechOne asset management planning	Low	TBA
Asbestos	Asbestos Located Material/Member of the Public or Council premises. - Demolition by lay person; Health problems (long term); Suing by owners; Risk to staff attending sites	High	Maintain the asbestos register, carryout asbestos management plans	Medium	TBA
Play equipment	Noncompliance with the standard	Extreme	Inspection and maintenance, signage, quarterly inspection program	Low	TBA
Playgrounds soft fall	Failure or noncompliance with standards	Extreme	Inspection and maintenance	High	TBA
Sports field lighting	Pole structure or foundation failure, injury to people and property, vandalism, environmental effects	High	Inspection and maintenance	Low	TBA

The full details of Enterprise Risk Management are contained within the associated Policy and Procedures. This Asset Management Plan identifies risks, mitigations and insurance measures contained within this asset class.

To further identify and manage the risks associated with providing services from infrastructure assets Council has implemented many management practices and procedures. These include:

- Flood Protection Program (for bridges, roads, contaminated Land)
- Heat and increased extreme weather events impact on assets
- Operating a reactive maintenance service for all assets and services.
- Monitoring condition and remaining service life of assets nearing the end of their service life.
- Renewing and upgrading assets to maintain service delivery
- Closing and disposing of assets that are not providing the required service level.
- Acquiring or constructing new assets to provide new and improved services.
- Developing a planned maintenance system for these assets from the Operating Budget
- Developing inspection program, prioritisation of reactive maintenance based on risk avoidance.
- Not insuring any road assets, even those defined as critical (Regional Roads).¹³

Table 6.2: Risk Rating Matrix

Likelihood	Risk Rating				
	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

Ref: HB 436:2004, Risk Management Guidelines, Table 6.6, p 55.

6.2.1 Open Space Specific Risk

The overall strategies for Council to manage risks are generally to either mitigate, avoid, transfer or accept. These will be further refined in future versions of this AM Plan. As it is envisaged that the strategies will be linked to ISO 31000 as it provides greater detail on how to deal with risk:

- Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk
- Accepting or increasing the risk in order to pursue an opportunity
- Removing the risk source
- Changing the likelihood
- Changing the consequences

¹³ Roads- Business Rules 2015. Critical Road Assets.

- Sharing the risk with another party or parties (including contracts and risk financing)
- Retaining the risk by informed decision

To further identify and manage the risks associated with providing services from open space assets, Council has implemented many management practices and procedures. These include:

- Land Accuracy Project
- Heat and increased extreme weather events impact on assets
- Operating a reactive maintenance service for all assets and services.
- Operating a planned maintenance system for key assets.
- Monitoring condition and remaining service life of assets nearing the end of their service life.
- Renewing and upgrading assets to maintain service delivery (CBD increase)
- Closing and disposing of assets that are not providing the required service level.
- Acquiring or constructing new assets to provide new and improved services.
- Inspections, prioritisation of reactive maintenance based on risk avoidance
- Insurance policy addresses the critical assets
- Building and Service Continuity Plans

Council can also attempt to limit the ongoing financial risks of managing the Open Space assets portfolio by:

- Simplifying the financial reporting and control structures
- Value engineering the materials they are constructed from
- Simplification and allow for adaptability of future designs
- Updated plant and equipment (when required) with an environmental and cost efficient focus
- Integrate Business Information Modelling (BIM) and improved operating systems in new infrastructure assets which will lead to performance efficiencies.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

To enhance our capacity to manage unforeseen or unexpected risk to the continuity of operations we take an infrastructure resilience approach using an 'all hazards' methodology.

The 'all-hazards' approach involves:

- An initial assessment of critical assets;
- A resilience assessment for these assets; and
- Identification of related improvements or interventions

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

As discussed in Section 5.4 the expenditure projection (forecast) in Scenario 1 (Using the asset/valuation register) is not consistent with the required works program or the long term financial plan and is indicative of the continuing work required to improve the asset register.

Funding Sources available for the management of RI within the AM Plan and Program are as follows:

1. General Revenue
2. Asset Replacement Reserve
3. Special Rates
4. Grants and Contributions
5. Section 7.11 and 7.12
6. Other Reserves
7. Loans (LIRS)

Council is currently reviewing, qualifying and consolidating under the Asset Strategy Unit, all of its financial data and control of funds across all infrastructure asset classes with regard to the following:

- Operations, Maintenance & Capital - Actuals, Budget, Benchmarks and Backlog
- Lifecycle Cost Analysis
- Confirming Sustainable Funding Sources
- Adopted Valuation and Depreciation amounts

The current Operational Plan under the 10 year Long Term Financial Plan (LTFP) allocates the following funding to the P&OS portfolio across the various programs in the Long Term Financial Plan (LTFP) within the Table below.

Table 7.1: City of Parramatta lifecycle budget expenditure for P&OS assets

Lifecycle Expenditure	2025	2026	2027
\$'000	Budget	Budget	Budget
Operational	\$3,279,645	\$3,346,519	\$3,415,065
Maintenance	\$15,599,122	\$15,935,378	\$16,280,038
Capital renewal	\$6,680,571	\$10,764,649	\$10,335,528
Capital upgrade and new	\$22,525,489	\$17,697,295	\$11,211,474
Total	\$48,084,827	\$47,743,840	\$41,242,105

It should be noted that Parramatta is undergoing generational change and urban growth. The projected population growth is the highest in NSW and Western Sydney. Therefore, the resource allocation of this AM Plan reflects considerable investment in infrastructure to be constructed in the future.

7.1 Work Category Definitions

Operational: **Operational activities** keep the asset utilised but have little to no effect on condition. Typical operational activities include:

- Cleaning (High pressure)
- Street sweeping
- Utility costs
- Inspection
- Mowing grass
- Insurance
- Plant & Equipment (Heavy Machinery)
- Public lighting (Electricity supply)

Maintenance: Maintenance activities are those routine works which keep assets operating to the required service levels. They fall broadly into two categories:

Planned Maintenance (Proactive) - Inspection and maintenance works planned to prevent asset failure; and

Unplanned Maintenance (Reactive) - Reactive action to correct asset faults and failures on an as required basis (i.e. emergency repairs).

Historically, expenditure on infrastructure assets has generally been considered to be Capital when the asset is being provided from new or is subject to some major change or Maintenance when the expenditure is minor during the life of the asset.

Strategic Asset Management requires more clarity about the effect any expenditure is having on an asset, especially its expected life-cycle. As a consequence, infrastructure asset expenditure is better classified into one of five categories.

Table 7.2: Infrastructure Work Expenditure Categories

Expenditure Type	Description	Typical Work	Effect on Life-cycle
Capital - New	Provision of a new asset.	Construction of a new infrastructure asset such new parks or sporting facility.	Commences the asset on its life-cycle path.
Capital - Renewal	Renews a degraded asset back to New or Near New condition.	Renew asset such as playground equipment replacement.	Resets the asset back to the start of its life-cycle path.
Capital - Upgrade	Improves the functionality of an asset.	Replace old equipment which are not compliant to current standard	Resets the asset back to the start of its life-cycle path.
Capital - Expansion	Improves the capacity of an asset.	Construction of additional basketball court, and associated facilities.	Commences the expanded portion on its life-cycle path. Any effect on the original portion of the asset depends on any work done on that portion.
Maintenance	Minor repairs.	Repair broken seat bench, planter box, mowing, repair leakage, broken pipe etc.	Keeps asset on its expected life-cycle path.

The Operational category is required to be clearly segregated from the capital and maintenance activities references above from an accounting perspective and can be defined as:

Operation	Recurring expenditure incurred from normal business operations	High pressure cleaning, street sweeping, inspection etc.	Activities which are necessary to keep the asset appropriately utilised, being running costs to service the asset
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Future versions of this AM Plan will take into consideration the numerous Strategies and Programs currently under development by Council, including the financial considerations for each being Capital New, Renewal, Maintenance and Operational requirements. These Strategies and Programs include but are not limited to:

1. Lennox Bridge Car Park Redevelopment
2. Riverside Theatre
3. Parramatta Riverbank
4. Multi Storey Car Park Redevelopment Projects
5. North Parramatta Urban Growth Release
6. Parramatta Square (PS) Redevelopment - recently completed project.

7.2 Financial Sustainability and Projections

7.2.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 3 years / forecast renewal costs for next 3 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁴

	2025	2026	2027
Renewals Ratio	134%	181%	153%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 3 years we expect to have 156% of the funds required for the optimal renewal of assets.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

¹⁴ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$13,376,933 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$25,895,161 on average per year giving a 10 year funding surplus of 12,518,228 per year. This indicates that proposed budget is 193.58% of the forecast costs which accommodates for the services documented in this AM Plan, and further planned activity can be brought forward. Note, these calculations exclude acquired assets

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan. The calculated asset sustainability ratio is 134.3% which is slightly above the target ratio.

7.2.2. Forecasts Cost (outlays) for the long-term financial plan

Table 7.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The 'gap' will be managed by developing this AMP to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2024-dollar values.

Table 7.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year (Financial Year ending)	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	\$22,525,489	\$3,279,645	\$15,599,122	\$6,680,571	\$0
2026	\$17,697,295	\$3,346,519	\$15,935,378	\$10,764,649	\$0
2027	\$11,211,474	\$3,415,065	\$16,280,038	\$10,335,528	\$0
2028	\$11,337,490	\$3,485,324	\$16,633,314	\$5,855,548	\$0
2029	\$1,947,077	\$3,557,340	\$16,995,426	\$2,556,844	\$0
2030	\$1,973,254	\$3,631,156	\$17,366,595	\$3,080,118	\$0
2031	\$2,000,085	\$3,706,817	\$17,747,037	\$2,660,972	\$0
2032	\$2,027,587	\$3,784,366	\$18,136,990	\$2,714,996	\$0
2033	\$2,055,777	\$3,863,853	\$18,536,690	\$2,770,371	\$0
2034	\$2,084,672	\$3,945,330	\$18,946,384	\$3,339,630	\$0

7.3 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

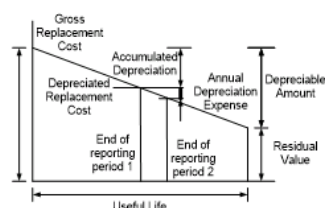
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.4 Valuation Forecasts

7.4.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at Fair Value as of 30 June 2019 for P&OS:

Replacement Cost (Current/Gross)	\$103,132,493
Depreciable Amount	\$103,132,493
Depreciated Replacement Cost ¹⁵	\$61,732,102
Depreciation	\$4,973,916



7.4.2 Valuation forecast

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4.3 Key Assumption made in AM Plan and Risk of Changes

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

Table 7.4: Key Assumptions made in AM Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
Use of the existing inventory data	Medium-High Risk
Use of existing valuations, useful lives and remaining lives determined from the condition rating	Medium-High Risk
Use of current expenditure information as best as this can be determined	Low-Medium Risk
That the current expenditures are not resulting in a significant decline in the service levels provided in the medium term	Low-Medium Risk

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹⁶ in accordance with Table 7.5.

¹⁵ Also reported as Written Down Value, Carrying or Net Book Value.

¹⁶ IPWEA, 2015, IIMM, Table 2.4.6, p 2/71.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
E. Very Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.6.

Table 7.6: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B Reliable	Based on Recreation & Community Facilities Needs studies undertaken
Growth projections	A Highly reliable	Based on Census data
Operations expenditures	B Reliable	Expenditure information taken directly from Council's Power Budget system broken down into operations, maintenance, capital renewal and capital upgrade expenditures. This information is used to populate the LTFFP.
Maintenance expenditures	B Reliable	Expenditure information taken directly from Council's Power Budget system broken down into operations, maintenance, capital renewal and capital upgrade expenditures. This information is used to populate the LTFFP.
Projected Renewal expenditures.	B Reliable	Direct from budget, but breakdown into operations and maintenance and renewal is estimated and requires development
Asset values	C Uncertain	Based on 'Fair Value' valuations undertaken. New valuation due 2022. <i>Few RI asset valuation were completed in 2022.</i>
Asset useful lives	C Uncertain	Estimated using typical values. Further substantiation required for next revision of the AMP
Condition modelling	C Uncertain	Based on condition assessments, creation dates and useful/remaining lives, further substantiation required for next revision of the AMP
Network renewals	B Reliable	Based on corporate knowledge of asset and recent assessments, further substantiation included in the next revision of the AMP
Defect repairs	B Reliable	Based on a number of condition assessments. Also based on corporate knowledge of assets and recent visual assessments, further substantiation included in the next revision of the AMP

Upgrade/New expenditures	B Reliable	Based on findings of the Recreation & Community Facilities Needs studies undertaken, which is included in the draft s94 Plan
Disposal expenditures	A Highly Reliable	Based on actual Council Resolutions

Over all data sources the data confidence is assessed as medium-high confidence level for data used in the preparation of this AM Plan.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

Council's accounting and financial management system is Technology One.

All operational, maintenance and capital construction cost are recorded in this system.

Required changes to accounting financial systems arising from this AM Plan

- Develop reporting on expenditures, with separation of costs for operations as opposed to maintenance and improved reporting on capital expenditures as renewal or upgrade/new,
- Continued input and development of a single corporate asset register, in which financial calculations including calculation of annual depreciation can be undertaken by council.
- Linking of the customer service system/work orders to the corporate asset register to link requests to asset records,
- Improved project cost accounting to record costs against the asset component and develop valuation unit rates.

8.1.2 Asset management data sources

Asset registers

The key information flows into this Asset Management Plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work / material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models; Linkage from asset management to financial system

Linkage from asset management to financial system

The key information flows from this Asset Management Plan are:

- The assumed asset renewal profile and trends;
- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

Accountabilities for asset management system and data maintenance

- Asset Strategy
- Asset Managers

Required changes to asset management system arising from this AM Plan

- Review of accuracy and currency of asset data,

- Continued development of a single technical asset register as the corporate asset register, in which financial calculations including calculation of annual depreciation can be undertaken by council at an individual asset component level.
- Development of a works costing and maintenance management system to improve works planning and cost recording, in particular to identify expenditure type (operations, maintenance, capital renewal and capital new/upgrade)

Improved project cost accounting to record costs against the asset component and develop valuation unit rates.

8.1.3 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

Table 8.1: Improvement Plan

Ref No.	High Level Strategic Actions	Priority	Deliver by:
1.	Establish transparent and responsible asset management processes that align with best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, Technology One asset registers, levels of service for all asset classes, data collection, validation and reporting.	High	2023/24-2024-25
2.	Review and establish clear assumptions and a consistent approach to calculating depreciation and backlog. Apply this approach across all asset classes to obtain the most accurate backlog. Assess the backlog against Council's infrastructure priorities, financial budgets and Long Term Financial Planning.	High	2023/24
3.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance, and operational. Establish clear budgets and reporting lines for each category. Correctly differentiate between maintenance and operation expenditure for each work activity.	High	2023/24
4.	Allocate and clarify roles, resources and responsibilities for asset management. This includes establishing a good understanding of asset data, finance and budgets. Establish clear communication protocols between finance and the wider organisation.	High	2023/24
5.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Medium	2023/24-2024-25
6.	Review and estimate the future lifecycle costs of all decisions relating to new service levels and new assets, donated or built.	Medium	2023/24

7.	Review the future lifecycle costs and effects of donated assets on financial sustainability and the level of service delivery to the community. Create a disposal and donated assets plan that feeds information into the Long Term Financial Plan.	Medium	2023/24
8.	Prioritise and plan asset renewals to meet agreed service levels based on site inspections, infrastructure priorities and community importance.	Medium	2023/24
9.	Identify and prioritise critical assets for Council and its community. Establish emergency response plans and asset ownership for critical assets.	Medium	2024/25
10.	Create an environment where Council employees take part in the overall management of Council assets by developing asset management awareness and capability throughout the organisation. Knowledge gap identified in asset operation staff, training required in Techone and OneCouncil.	Medium	2024/25
11.	Regular proactive inspection scheduled, data recorded and analysed in a format suitable for the preparation of both short and long-term maintenance, rehabilitation and renewal works programs.	Medium	2023/24
12.	Interfacing GIS software with FieldMap (iPhone and iPad app) to improve the asset condition data collection.	Medium	2023/24
13.	Develop service targets and performance targets for the majority of asset class.	Medium	2023/24-2024-25

8.2 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within 1 year of each Council election.

8.3 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,

- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9. REFERENCES

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- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Community Strategic Plan
- Delivery Program
- Operational Plan

10. APPENDICES

Appendix A	Capital Renewal and Replacement Works Program 2023/24
Appendix B	LTFP Budgeted Expenditures Accommodated in AM Plan
Appendix C	Abbreviations
Appendix D	Glossary

Appendix A Capital Renewal and Replacement Works Program 2023/34

Programs/Project listed in 23/24 FY Techone Finance Module Parks & Open Space budget.

Projects / Programs	Budget
Cemeteries and Memorials Program	\$92,000
Pavilion Capital Improvement Program	\$250,000
Sportsground Capital Improvement Program	\$350,000
Playground Replacement Program	\$1,020,000
Parks Program	\$220,000
Public Trees Program	\$400,000
Park Signage Replacement Program	\$132,000
WILGA213 West Epping Dog Off Leash Area	\$283,780
WILGA211 Active Youth are Healthy Youth	\$327,500
WILGA210 Let's Play at Kilpack	\$832,550
Tree Offset Program	\$20,000
WILGA212 Somerville Park Improvement	\$3,993,550
WILGA206 Doyle Ground Sports Facility Improvements	\$8,748,400
Community Garden Sherwin Park	\$75,000
WILGA213 West Epping Dog Off Leash Area	\$354,725
WILGA210 Let's Play at Kilpack	\$1,409,000
WILGA212 Somerville Park Improvement	\$4,570,000
WILGA206 Doyle Ground Sports Facility Improvements	\$7,548,400
WICR346 Duck River Nature Trail	\$739,996

Appendix B Budgeted Expenditures Accommodated in LTFP

Year (Financial Year ending)	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2025	\$22,525,489	\$3,279,645	\$15,599,122	\$6,680,571	\$0	\$48,084,827
2026	\$17,697,295	\$3,346,519	\$15,935,378	\$10,764,649	\$0	\$47,743,841
2027	\$11,211,474	\$3,415,065	\$16,280,038	\$10,335,528	\$0	\$41,242,105
2028	\$11,337,490	\$3,485,324	\$16,633,314	\$5,855,548	\$0	\$37,311,676
2029	\$1,947,077	\$3,557,340	\$16,995,426	\$2,556,844	\$0	\$25,056,687
2030	\$1,973,254	\$3,631,156	\$17,366,595	\$3,080,118	\$0	\$26,051,123
2031	\$2,000,085	\$3,706,817	\$17,747,037	\$2,660,972	\$0	\$26,114,911
2032	\$2,027,587	\$3,784,366	\$18,136,990	\$2,714,996	\$0	\$6,663,939
2033	\$2,055,777	\$3,863,853	\$18,536,690	\$2,770,371	\$0	\$27,226,691
2034	\$2,084,672	\$3,945,330	\$18,946,384	\$3,339,630	\$0	\$28,316,016
Total	\$74,860,200	\$36,015,415	\$172,176,974	\$50,759,227	\$0	\$333,811,816

Projected Capital Renewal and Replacement Expenditure

Year	Required	Budget
2025	\$4,973,915	\$6,680,571
2026	\$5,934,050	\$10,764,649
2027	\$6,749,174	\$10,335,528
2028	\$7,355,262	\$5,855,548
2029	\$7,984,070	\$2,556,844
2030	\$8,293,687	\$3,080,118
2031	\$8,613,535	\$2,660,972
2032	\$8,943,944	\$2,714,996
2033	\$9,285,255	\$2,770,371
2034	\$9,637,821	\$3,339,630
Total	\$77,770,713	\$50,759,224

Projected Capital Upgrade/New Asset Expenditure

Year	Estimated	Budget
2025	\$22,525,489	\$22,525,489
2026	\$17,697,295	\$17,697,295
2027	\$11,211,474	\$11,211,474
2028	\$11,337,490	\$11,337,490
2029	\$1,947,077	\$1,947,077
2030	\$1,973,254	\$1,973,254
2031	\$2,000,085	\$2,000,085
2032	\$2,027,587	\$2,027,587
2033	\$2,055,777	\$2,055,777
2034	\$2,084,672	\$2,084,672
Total	\$74,860,199	\$74,860,199

Appendix C Abbreviations

AAAC	Average annual asset consumption
AM	Asset management
AM Plan	Asset management plan
GRC	Gross replacement cost
DA	Depreciable amount
DRC	Depreciated replacement cost
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LTFP	Long term financial plan
MMS	Maintenance management system
RV	Residual value

Appendix D - Glossary

Annual Service Cost (ASC)

1) Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2) For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to

determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset renewal funding ratio (ARFR)

The ratio of the net present value of asset renewal funding accommodated over a 10-year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9].

Average annual asset consumption (AAAC)*

The amount of the asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient

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Asset Management Plan – Parks and Open Space

funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage

network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Revenue received generally tied to the specific projects or purposes, which are often for upgrade and/or expansion or new investment proposals.

Capital investment expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months (See capital expenditure definition)

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recorded as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised in the balance sheet after deducting any accumulated depreciation / amortisation and accumulated impairment losses.

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and a long-term cash flow projection.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets

Those assets that are likely to result in a more significant financial, environment and social cost in terms of impact on organisational objectives.

Deferred maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The gross replacement cost (GRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses

Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Financing gap

A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Gross replacement cost (GRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The parameters or combination of parameters that reflect social, political, economic and environmental outcomes that the organisation delivers.

Levels of service statements describe the outputs or objectives an organisation or activity intends to deliver to customers.

Life Cycle

The cycle of activities that an asset (or facility) goes through while it remains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

Life Cycle Cost (LCC)

Total LCC The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Average LCC The life cycle cost is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure (LCE)

The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Maintenance may be classified as:

- **Planned maintenance**

Falls into three categories:

- a) Periodic – necessary to ensure the reliability or to sustain the design life of an asset.
- b) Predictive – condition monitoring activities used to predict failure.

c) Preventive – maintenance that can be initiated without routine or continuous checking and is not condition based.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

- **Specific maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the

same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques. The modern equivalent asset is evidenced by renewal strategies in asset management plans and financing in a long-term financial plan covering at least 10 years.

***Net present value (NPV)**

The value of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation.

Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio

Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital expenditure - renewal.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life provides an estimate of useful life.

Renewal

See capital expenditure - renewal.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. Residual value reflects consideration receivable from an asset at the end of its useful life to the entity and accordingly would not include cost savings from the re-use of in-situ materials.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare facilities,

sporting and recreation facilities, tourist information facilities, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Asset Management Plan

A plan that documents and specifies how the organizational objectives are to be converted into AM objectives, the approach for developing AM Plans and the role of the AM system in supporting the achievement of AM objectives.

Strategic Plan

A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major

targets, actions and resource allocations relating to the long-term survival, value and growth of the organisation.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

(a) the period over which an asset is expected to be available for use by an entity, or

(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the entity.

Valuation

The process of determining the worth of an asset or liability. Assessed asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels, market value for lifecycle costing and optimised deprival value for tariff setting.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, IIMM & AIFMM 2015, Glossary

Additional and modified glossary items shown *

Appendix E Life Cycle Degradation Profiles

Maintenance response is based on site judgement using the condition and risk associated with the defect and to the extent of the current budget.

Council has selected the following four degradation profiles to simulate the progressive deterioration of the various civil assets.

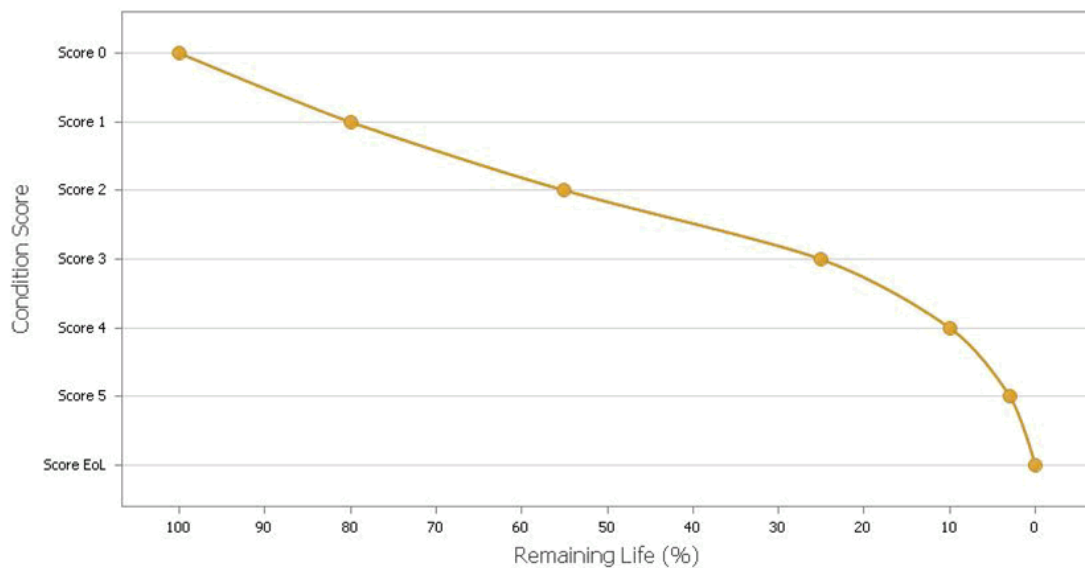


Figure 1 Simulation Curve Representing Overall Deterioration of Infrastructure asset

Appendix D Definition

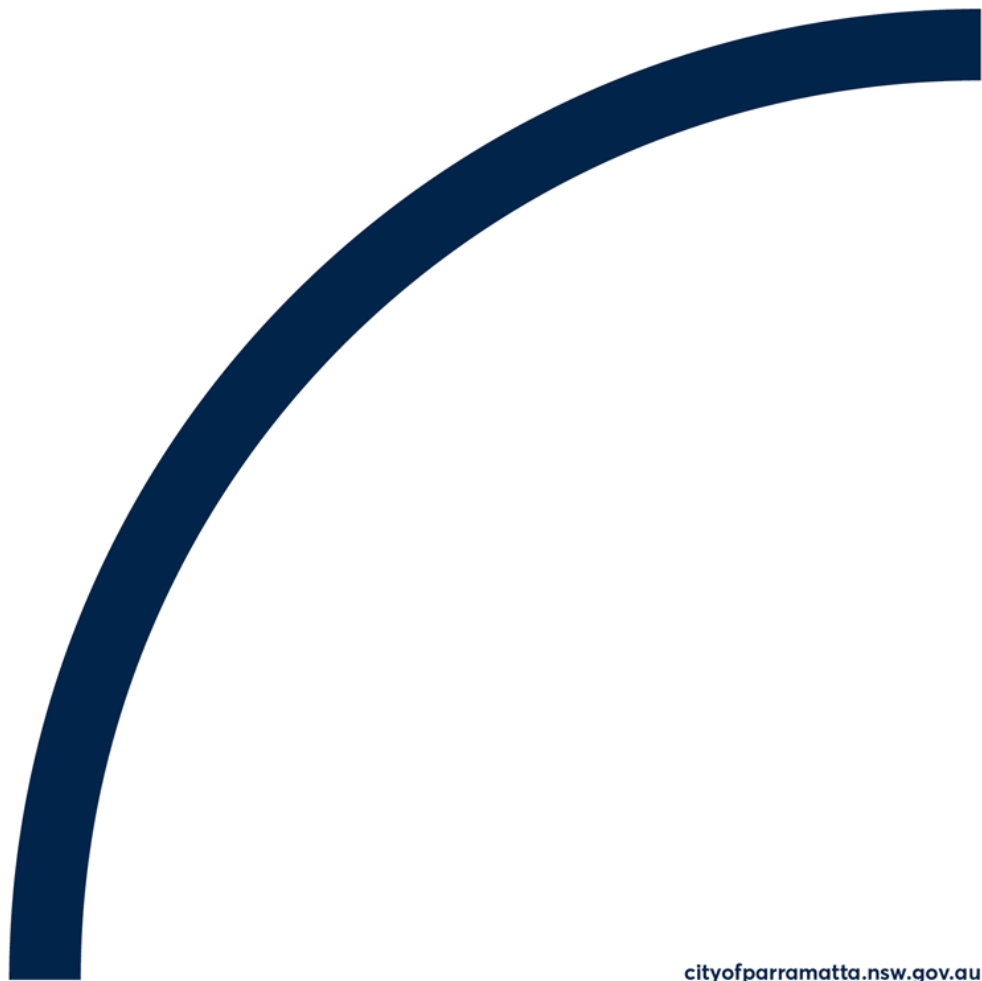
Explanation of definitions and acronyms used in this plan.

Term/Acronym	Definition
AASB	Australian Accounting Standards Board
AM Strategy	Asset Management Strategy
AMSC	Asset Management Steering Committee
Backlog	<p>The quantum of assets that meet the levels of service reflected in the modelling rule base and hence due for a capital treatment, however, funding is not enough to treat these assets.</p> <p>The current hypothetical cost of recouping this backlog (i.e PDAMP funding required to bring every asset in condition state 5, Very Poor, back to a condition state 1, being Very Good) by immediate capital renewal</p>
CIS	Community Infrastructure Strategy 2018-2038
CSP	City of Parramatta Council Community Strategic Plan 2018-2038
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability of the asset in question to fulfill its function; where 1 is very good and 5 is very poor
ICT	Information and Communication Technology
IIMM	International Infrastructure Management Manual
ISO55000	55000 Series, International Suite of Asset Management Standards
LTFP	Long-Term Financial Plan (10 year)
Average Annual Lifecycle Cost	Total cost lifecycle scenario strategy. Calculation; Total Capital Cost over 10 Years + Total Maintenance & Operational Cost over 10 Years – Backlog Movement Over 10 Years.
Non-current assets	Physical and intangible infrastructure assets, including information and communication technology (ICT) assets, controlled by the organisation
P&OS AMP or AMP	Parks & Open Space Asset Management Plan
SAM	Strategic Asset Management



Asset Management Plan

Stormwater 2025-2034



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1. EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Stormwater Asset management planning (SW AMP) is a comprehensive process to ensure that delivery of services from infrastructure is provided in a financially sustainable manner.

This Asset Management Plan details information about stormwater assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

1.2 Asset Description

Council provides stormwater drainage systems within its Local Government Area to manage the quantity and quality of stormwater runoff to protect downstream environments, limit flooding of public and private property, and ensure stormwater generated from developed catchments causes minimal nuisance, danger, and damage to people property and the environment.

City of Parramatta Council is responsible for the care and maintenance of a stormwater drainage portfolio with a replacement value of \$783,689,404 (as at 31 January 2024).

1.3 Lifecycle Management Plan

1.3.1 What does it Cost

The projected outlays necessary to provide the services covered in this Stormwater Asset Management Plan (SW- AMP), including operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period, is \$201m or \$20.1m on average per year excluding major new and upgraded assets. Council has a relatively small new stormwater asset development pipeline in the next 3 years, which does not materially affect the stormwater portfolio.

1.3.2 What we will do

Council plan to provide the following stormwater drainage services:

- Undertake a proactive condition rating program of our underground stormwater drainage network in accordance with City of Parramatta's stormwater pipe condition inspection program.
- Continue proactive and reactive pipe and pit cleaning of the stormwater drainage network so it can operate at maximum capacity.
- Renew pipes where condition inspections reveal any deficiency in the network.
- Inspect all council declared dams (1-3 times per week), non-declared flood detention systems, and levees at minimum specified intervals (6 months).
- Explore all avenues for grants and subsidies to increase expenditure on the stormwater assets.
- Review capital works programmes annually and prioritise works accordingly.
- Ensure new works are planned for and receive renewal and maintenance at required intervals to ensure projected useful lives of the asset are achieved.
- Improve the underlying information with an annual review of service level trends.
- Approximately \$83.5m in renewal spending on existing stormwater assets within the 10-year planning period.

1.3.3 What we cannot do

Allocation of limited funding annually for new asset creations, program level funding and operational budgets compromises the desired level of service. Works and services that cannot be provided under present funding levels are:

- Replace and upgrade all pipes and pits within the network
- Retro-fit properties with rear-of-allotment drainage networks.

1.3.4 Plans for Future

Council plans to operate and maintain stormwater assets to achieve the following strategic objectives:

- Ensure the network is maintained at a safe and functional standard as set out in this AM plan.
- Maximise the asset's useful life whilst minimising life cycle expenditure.
- Maintain the asset's functionality to ensure that it remains 'fit for purpose' and compliant with statutory requirements.
- Allow for future expansion of the network as development and demand increases over time.

1.3.5 How Council measure performance

- a) **Quality** - Stormwater drainage assets will be maintained to an acceptable physical condition. The acceptable condition for most stormwater assets is condition 3 (Fair condition) on Council's 0-5 rating scale, and the current average is 1.8 by stormwater replacement value. Refer to table for the description of the condition grading.

As asset management practices become more advanced, the acceptable condition has been refined to consider data based on stormwater catchment criticality and priority, function and risk hierarchy. Stormwater assets categorised as 'high risk' will be maintained to a higher standard due to their organisational and community importance and/or consequences of failure. Further information regarding the hierarchy and functional classification of the assets can be found in the main body of this asset management plan.

- b) **Function** - Council's stormwater assets are essential in providing drainage to property in the area and ensure quantity and quality of stormwater is managed appropriately.

The key functional objectives that will be met are:

- To ensure that all stormwater drainage assets are maintained at a safe and functional standard.
- To investigate improvement requests and, if considered appropriate, make safe and repair in a timely manner as defined in Council's maintenance response target levels of service.

The main functional consequence of failures in any stormwater asset varies based on the risk, location and criticality of the asset.

- c) **Safety** - Stormwater assets are inspected by CCTV through numerous inspection programs within council. Frequency of inspections and routine maintenance may vary depending on the functional classification or risk of the asset.

Council's civil infrastructure maintenance level of service is under review. Defects

are prioritised and repaired in accordance with Council's documented response times in the customer service charter and the maintenance levels of service.

Council's non-declared dams and levees are generally inspected on a 6 monthly basis. Declared Dams are inspected at varying rates such as monthly, quarterly and multiple times a week in addition to inspections following major storm events.

1.4 Managing the Risks

There are risks associated with providing the stormwater drainage service and not being able to complete all identified activities and projects. The major risks identified are:

- Blockages within the network
- Failures of high-risk pipelines
- Flow capacity of the underground pipe network.
- Critical asset failure and flooding

Council will manage these risks, within available funding, in the following ways:

- Proactive CCTV inspections of underground pipe network
- Proactive cleaning of inlet structures and pipes within the network
- Hydraulic modelling of problem areas of the network updated as required
- Proactive inspection regimes of all declared dams, non-declared flood detention systems, and levees

1.5 Asset Management Practices

Works have been carried out to identify the performance of the stormwater portfolio over the next 10 years using service requests, CCTV inspections and analysis of growth areas. It has been identified that to maintain the levels of service desired by the community, funding levels need to be maintained for the next 10 years. A decrease in funds to carry out a combination of renewal and new works will result in levels of service decreasing and certain council assets may fail and become unfit for purpose.

1.6 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are:

- Continue to improve asset information and knowledge.
- Continue to develop the 10 year forward programme of stormwater maintenance and renewal activities necessary to achieve a satisfactory level of service
- Monitor the provision and capacity of stormwater infrastructure alongside the risks of flooding and growth due to development
- Conduct a pro-active CCTV inspection program for high risk assets in high priority and critical catchments

2. INTRODUCTION

2.1 Background

Parramatta is experiencing a changing demographic profile from a suburban community with an employment centre into a diverse, urban location with major employment, residential, recreation, medical and education facilities.

The City of Parramatta Council (CoPC) provides a range of services to its local community as well as the wider community. To deliver these services it operates and maintains an extensive network of stormwater drainage assets throughout the Local Government Area (LGA). Council has acquired these assets through a variety of means, such as construction or by contribution from developers, state government and others.

The CoPC Stormwater & Asset Management Plan (AM Plan) documents the current management, financial and technical practices by Council for its existing stormwater portfolio, as well as provides information on strategies and programs that will affect future asset outcomes. The fundamental purpose of this Stormwater AM Plan is to improve Council's long-term strategic management of its stormwater drainage assets to cater for services into the future.

Council's stormwater portfolio currently encompasses:

- 543 km of underground pipes of various sizes and materials including a small number of open channels and culverts
- 24,250 pits of various sizes including headwalls and converter structures
- Numerous "Other Structures" within the stormwater water network including dams, levees, Gross pollutant traps, spillways and more.
- 1 Declared Dam Structure with a High A critical consequence Category.

Stormwater Gross Replacement Cost is \$783,689,404 (as at 31 January 2024). Council's stormwater portfolio is classed broadly into stormwater conduits, stormwater structures, and stormwater other assets.

CoPC engaged an independent contractor (Total Drain Clean) in 2019/20 to perform a condition assessment of a 5% sample of the stormwater portfolio. This condition data has been extrapolated to represent the overall health of the stormwater network assets.

Key issues for the Stormwater Network Assets include:

- Delivering on our customer's numerous requirements detailed in the Community Strategic Plan, Community Infrastructure Strategy and water quality plans
- Coordinating a diverse stormwater network that is continually ageing and evolving from the delivery of new stormwater assets from both internal and external sources
- Maintaining asset renewal metrics and ensuring capital works are optimised to maintain service levels; and
- Understanding the future capacity required from the increase of development and associated stormwater runoff due to the increase in impermeable surfaces within the Council area

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10 year planning period.

2.2 Purpose of Asset Management Plans

Asset Management Plans are a means for documenting the management, financial, engineering and technical practices to ensure that the level of service required by the community from a class of infrastructure assets is provided at the lowest long-term cost.

The identification of future needs, management options and cash flows provide the ability to even out peak funding demands. In this way, AM Plans assist the Council and Executive team in making informed decisions in relation to the allocation of resources and to communicate this information to the public.

This AM Plan provides the framework to ensure that City of Parramatta Council's Drainage assets are operated, maintained, renewed and upgraded to ensure that Council's Stormwater related levels of service are achieved in the most cost effective and sustainable way.

2.3 Scope of this Asset Management Plan

The plan provides a rational and controlled framework for asset lifecycle management, risk management and financial management to be conducted effectively and to the satisfaction of stakeholders. By providing a framework to detail and examine existing management practices for stormwater assets, City of Parramatta Council is better equipped to meet community service expectations and can form the basis of an improvement program to progressively meet identified gaps in asset management.

This plan has been developed considering available information, input from Council Officers, Asset Owners, and in association with asset data collection, condition assessment, and maintenance and operational costs for stormwater and catchment assets across the Council area.

The AM Plan follows the format for AM Plans recommended in Section 4 of the International Infrastructure Management Manual¹.

The AM Plan is to be read with the City of Parramatta Asset Management Strategy and Integrated Planning and Reporting Framework documents. This includes the Asset Management Policy, Asset Management Strategy, Delivery Program, Operational Plan, and Resourcing Strategy, which work together to translate the overarching vision of the Community Strategic Plan.

The scope of this asset management plan covers the following asset types:

- Drainage Pipe, Pit and Culverts – Pipes range in size and material type. Culverts in minor drainage networks generally similar in size to pipes in minor drainage networks. Pits comprise of grated inlet and junction access types.
- Trunk and Major Drainage – Large box culverts and concrete lined open drainage channels.
- Gross Pollutant Traps – These include litter traps (below ground), pit baskets, end of pipe nets, trash racks and floating litter booms.
- Water Sensitive Urban Design – These include swales, rain gardens, bio-filtration beds.
- Flood Mitigation Structure – These include both prescribed and non-prescribed detention basins, levees and weirs.
- Dams, flood detention systems and levees – i.e. Lake Parramatta Dam

The above assets may cross public road and reserves or private owned land.

¹ IPWEA, 2015, Sec 4.2, Example of an Asset Management Plan Structure, pp 4|37 – 39.

These assets service Council's needs in addressing the management of water quality, local drainage, major drainage, and flood mitigation actions to comply with local and State Government requirements.

Figure 2.1: Aggregated View of Council's Stormwater Assets



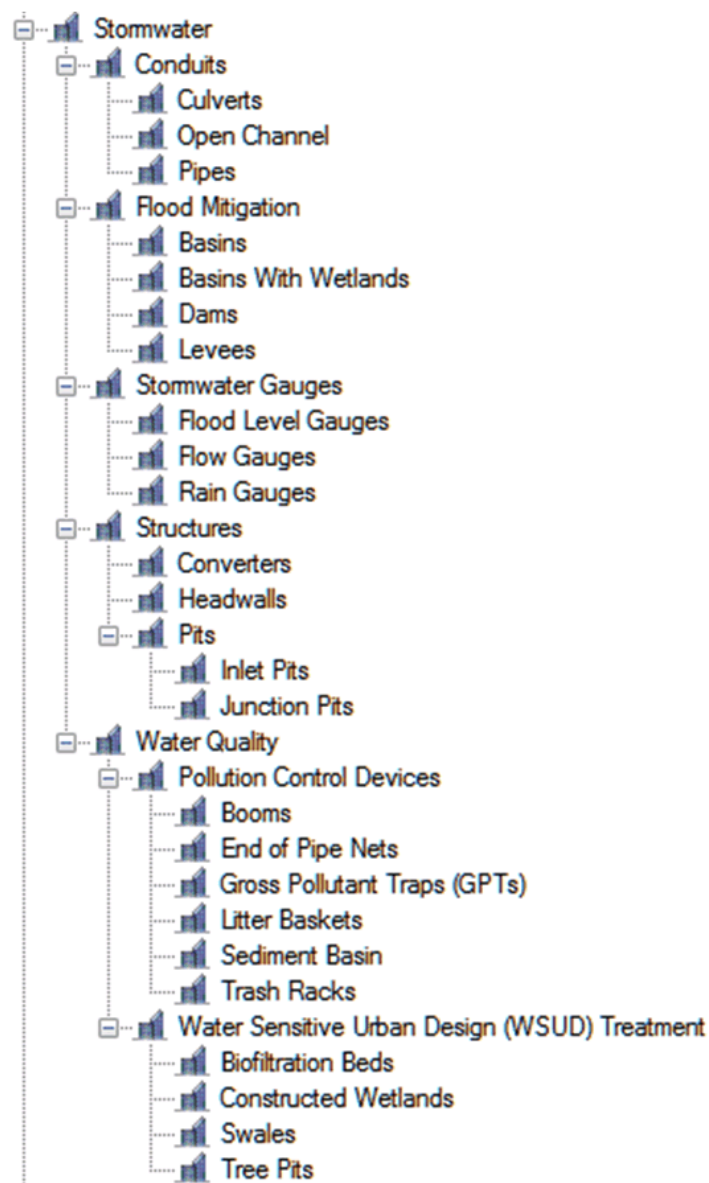
Items of Exclusion in Plan

The assets excluded from this plan are those:

- Owned and maintained by other authorities such Road and Maritime Service (RMS), Sydney Water etc. An example of this would be stormwater drainage pits and pipes located on State Government Roads and Sydney Water trunk drainage channels.
- Represented in other asset plans, for example large culvert road crossings (greater than 6m span along centreline) that may be classified as a bridge.

These drainage assets may also appear in Council's Technology One asset management system and on Council's GIS system with asset ownership assigned to the appropriate authority. The aggregated assets in Council's formal asset management system are set out in the Figure 2.2 below.

Figure 2.2. Aggregated Assets



The stormwater and catchment assets covered by this asset management plan are shown in Table 2.3.

Table 2.3: Assets covered by this Plan.

Asset Category	Dimension	Replacement Value	Depreciation Expense	Written Down Value	Accumulated Depreciation
Conduits	543km	\$644,895,140	\$5,823,059	\$445,507,252	\$199,387,888
Structures	24140 items	\$126,670,034	\$1,213,344	\$94,399,683	\$32,270,351
Other Assets	110 items	\$12,124,229	\$111,352	\$7,668,348	\$4,455,881
Total		\$783,689,404	\$7,147,755	\$547,575,283	\$236,114,120

2.3.1 How does the stormwater Drainage System work?

The City of Parramatta is divided into 31 catchments as per Table 2.5

Table 2.3: City of Parramatta Council Catchments

	Catchment Priority	Catchment Criticality	Catchment Name	Pipe Length (m) (Approx)	No. of Structures (Approx)
1	Low	Non Critical	Model Farms Creek	5284	188
2	Low	Non Critical	Quary Branch Creek/Northmead Gully	16943	723
3	High	Critical	Toongabbie Creek	44136	1767
4	Low	Non Critical	Girraween Creek & Blacktown	1856	60
5	High	Critical	Pendle Hill Creek	14214	475
6	Medium	Non Critical	Bogalara Creek	13427	500
7	Low	Non Critical	Coopers Creek	11951	430
8	Low	Non Critical	Finlaysons Creek	3401	136
9	High	Critical	Milsons Creek	3073	125
10	Low	Non Critical	Domain Creek	9765	375
11	Low	Non Critical	Darling Mills Creek	21286	919
12	Medium	Non Critical	Hunts Creek	39643	1778
13	Medium	Critical	Brickfield Creek	26414	1041
14	High	Critical	Upper Parramatta River	17844	835
15	High	Critical	Clay Cliff Creek	28814	1212
16	Medium	Critical	Vineyard Creek	27807	1154

17	Low	Non Critical	Ponds Creek	30930	1341
18	High	Critical	Devlins Creek	59627	2596
19	Medium	Critical	Terrys Creek	25589	1239
20	Medium	Critical	Subiaco Creek	22749	976
21	High	Critical	Parramatta River	31484	1227
22	Medium	Non Critical	A'Becketts Creek	30881	1306
23	High	Critical	Duck Creek	37684	1459
25	High	Critical	Duck River	30770	1365
28	Medium	Critical	Blue Gum Creek – New	13611	548
29	High	Critical	Haslams Creek – New	24793	1118
30	Low	Non Critical	Rifle Range Creek – New	6211	244
31	Low	Non Critical	Stevensons Creek – New	79	9

The catchment area of any point is defined by the limits from where surface runoff will make its way, either by natural or manmade paths, to this point. Consideration is given to likely changes to individual catchment areas due to the full development of the catchment.

2.3.2 Drainage Principles

The drainage network within the City of Parramatta is a combination of roof drainage, pipes, open channels, natural waterways and road reserves. The main objective of a drainage network is to safely collect and convey stormwater to receiving waters with minimal nuisance, property damage or personal injury.

Drainage systems are usually designed as two separate elements. The underground pipe network transports flows up to a nominated storm event. The pipe network is often referred to as the minor drainage system and has sufficient capacity to contain normal expected flows, below ground. These pipes prevent stormwater damage to properties and limit the frequency and quantity of storm water runoff above ground, which can cause nuisance to motorists, pedestrians and cyclists.

The major drainage system caters for flows in excess of the pipe network and usually consists of overland flow paths, road reserves and natural waterways, which contain the storm water unable to enter the piped system above ground. The frequency at which the overland drainage system operates will be determined by the design criteria of the pipe network. Major drainage systems are usually designed to cater for a maximum 1 in 100 year storm event.

2.3.3 Drainage Asset Types

The following types of drainage assets comprise of the City of Parramatta Council drainage system.

Underground Drainage

Pipes which are located underground within the roadway or nature strip generally range in size from 225mm in diameter to greater than 1,200mm in diameter. On the basis of the capacity of the stormwater they have been designed to cater for underground.

Pits provide points of entry for stormwater from the above ground drainage system to the underground drainage system. Pits generally fall into two main categories being entry pits and junction pits. The entry pits are typically located as part of the kerb and channel, spoon drain or roadway (i.e. in the centre of the road) and are strategically constructed at the lowest point of the roadway to allow for water to take its natural course so that it may freely enter the underground drainage system on its own accord by gravity. Junction pits are constructed to provide for changes in the direction of the pipe, provide for connection of the pipe and/or to allow for a point of entry to inspect and clean the underground drainage system.

Above Ground Drainage

Open channels (such as kerb and channel, spoon drains and swale drains) acts as a drainage channel, directing stormwater road surface flows into the underground stormwater drainage network via drainage pits.

Retarding basins are constructed to provide temporary stormwater storage and thus ease stormwater runoff peaks that are generated by significant storm events for flood protection of downstream urban areas. Retarding basins can also provide additional purposes such as water quality treatment and landscape amenity.

Water Quality Devices

Gross Pollutant Traps (GPT) capture litter and other rubbish left in the streets that can be washed down stormwater drains prior to entering the receiving waterways

Wetlands are an area that is regularly wet or flooded and has a water table that stands at or above the land surface for at least part of the year.

Sedimentation ponds are constructed to provide for treating the stormwater prior to its disposal into receiving waterways.

Flood mitigation

Prescribed dams, Flood Detention and Levees generally to store and control water, prevent the overflow of a river or water body, and protect against flooding.

2.4 Key Stakeholders

Key stakeholders in the preparation and implementation of this asset management plan are shown in Table 2.4.

Table 2.4 Key Stakeholders in the AM Plan

Key Stakeholder	Roles	Responsibility
Councillors	<ul style="list-style-type: none"> Represent needs of community/shareholders, 	<ul style="list-style-type: none"> Adoption of Asset Management Policy, Asset

Key Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> Allocate resources to meet planning objectives in providing services while managing risks, Ensure service sustainable. Provide stewardship by ensuring the protection of assets for current and future generations. Approve Council's Asset Management Policy, Strategy and Plans. 	<p>Management Strategy and Asset Management Plans.</p> <ul style="list-style-type: none"> Approval of budget allocations that ensure appropriate non-discretionary funding provision for renewal, maintenance and operation of Council assets in the Long Term Financial Plan (LTFP) and Long Term Infrastructure Plan (LTIP).
Strategic Asset Management Leadership Team	<ul style="list-style-type: none"> Have a broad understanding of asset management issues and the continuous improvement approach being adopted; Support the delivery of the Asset Management Policy, Strategy and Plans; Monitor, evaluate and assist in the delivery of asset management improvement projects/ actions; Review and implement, where possible, external audit recommendations relating to asset management; Raises awareness throughout the organisation of the benefits of committing to a strategic asset management approach; Identify opportunities and support development for improvement in relation to the planning, development and management of assets; Advocate for improved strategic asset management outcomes. Recommends budget allocations for renewal expenditure as per Council's LTFP & LTIP. Approves forward schedule of asset audits and AM Plan reviews. 	<ul style="list-style-type: none"> Provide strategic direction, knowledge sharing and monitor the progress of the Asset Management Strategy Improvement Plan Supports and monitors the implementation progress of the Asset Management Strategy and performance. Facilitates the rollout of the CoPC Asset Management Information System and ongoing enhancements. Increase awareness of the importance of integrated service planning and asset management across all levels of the organisation and Council's Risk & Audit Committee. Oversee Council assets are proactively inspected to monitor condition, levels of service and ensure Council assets are fit for purpose.
Asset Management Coordinator	<ul style="list-style-type: none"> Ensure the development and implementation of Council's Asset Management Policy, Plans and Processes and for their integration with Council's Integrated Planning and Reporting Framework under the Local Government Act Report on the status and effectiveness of Asset Management within Council. Development and implementation of Council's Asset Management Plans and Processes and for their integration with Council's Integrated Planning and 	<ul style="list-style-type: none"> Works very closely with asset owners, Information Technology and Finance team to provide high level oversight for the routine asset condition survey, revaluation and statutory reporting. Provide oversight and work closely with other parts of council for the implementation of the corporate asset management system.

Key Stakeholder	Roles	Responsibility
	<p>Reporting Framework under the Local Government Act.</p> <ul style="list-style-type: none"> • Ensure integration and compliance of the Asset Management Policy and Strategy with other policies and business processes of Council. • Ensure compliance with legal obligations. • Ensure sound business principles are reflected in the Asset Management strategies and plans that are developed. • Receipt of fair value valuations at end of financial year, provision of budgets from the long term financial plan, receipt of projections relating to expenditure gaps. • Management of this Asset Management Plan including periodic updates and revisions to maintain its relevance with internal and external changes and ensure alignment with the relevant Service Plan. 	<ul style="list-style-type: none"> • Provide specialist technical advice and guidance on asset management matters to the organization and external customers. • Actively participate in Council's strategic initiatives such as Community Strategic Plan and Strategic Infrastructure Plan for Council. • Ensure compliance with relevant Acts and Regulations as they relate to civil assets, with particular regard to the NSW Local Govt. Act, the NSW Planning and Environment Act and the NSW Roads Act and the Civil Liabilities Act.
Asset Owner – Stormwater and Catchment Supervisor	<ul style="list-style-type: none"> • Conduct network level planning and investigations to facilitate development of upgrade, new programs, projects, and maintenance program. • Responsible for scheduling of asset inspection for the entire LGA. • Auditing inspection and taking appropriate action to ensure LOS is maintained at a satisfactory level. • Recording keeping on usage, demands, asset capacity and functionality. • Ensure condition survey, inspections records are recorded in Council's corporate system. • The condition report is updated and readily available for reporting purposes. • Develop program 4yr and 10yr for class of assets. • Renewal and maintenance modelling to produce economical treatment for different class of assets. • Participate in the review and update of the Service Plan and Asset Management Plan and the development of Key Performance Indicators. • Prepare Council report for specified assets as and when requested by Councillors/Executive team. 	<ul style="list-style-type: none"> • Sustainable asset management and planning (including asset systems, asset data and information management). • Planning and investigation to develop New, Upgrade, Expansion programs. • Renewal modelling and program development. • Ensure compliance with design and construction standards. • Develop, monitor and review the Service Plan including service performance indicators.

Key Stakeholder	Roles	Responsibility
Manager Works Delivery	<ul style="list-style-type: none"> Responsible for scheduling and delivery of the capital works program for the asset class. 	<ul style="list-style-type: none"> Asset delivery according to the annual capital works program.
Civil Works Manager	<ul style="list-style-type: none"> Responsible for provision of the agreed maintenance and operational levels and standards for the assets in consideration of long term sustainability. Participate in the review and update of the Service Plan and Asset Management Plan and the development of Key Performance Indicators to measure performance 	<ul style="list-style-type: none"> Asset maintenance, inspection and repairs. Develop and deliver asset maintenance plans.
Finance Business Partner	<ul style="list-style-type: none"> Ensure financial resourcing is available to deliver Council Plan, Strategic Resource Plan, and Community Plan. Prepare and deliver Council annual budget and reporting outlining Council performance against Council Plan and Budget. 	<ul style="list-style-type: none"> Ensure financial resourcing is available to deliver Council Plan, Strategic Resource Plan, and Community Plan. Prepare and deliver Council annual budget and reporting outlining Council performance against Council Plan and Budget.
Ratepayers/ Community Present & Future residents and community	<ul style="list-style-type: none"> Will ultimately provide input into the services required and the cost the community is prepared to pay Primary users of transport infrastructure assets 	<ul style="list-style-type: none">

2.5 Parramatta Local Government Area

The City of Parramatta is located at the head of the Parramatta River 24km west of Sydney Harbour and covers an area of 84 square kilometres. Parramatta takes its name from the Burramatta Clan, the traditional owners of this area. Parramatta was the first self-sustaining European settlement and the local community of today reflects the diversity of the broader Australian people. Parramatta is the gateway to Western Sydney, an area that is home to 1 in 10 Australians. It is the fastest growing region of NSW with the population projected to grow by another 600,000 by 2036. The Parramatta City population is estimated to be 256,729 as of the 30th June 2021, and is forecast to grow to 446,021 by 2041.

Parramatta is home to Sydney's second CBD which contributes to the economic, social, cultural, health and educational sectors of the local area, as well as to Western and the Greater Sydney areas. The Parramatta LGA is a provider of medical, legal, educational and professional services, being the largest concentration of financial and business services institutions outside the Sydney CBD and home to over 60 government departments.

These functions will strengthen over the next twenty years as NSW government and Council plans for the city's future development. Through a combination of urban renewal, rezoning and reuse of government land, up-zoning within the CBD as the residential and worker population significantly increases.

These changes will also be accompanied by changes to the demographic and cultural composition of the city's populations. The City of Parramatta is now planning to ensure there will be sufficient community facilities located within close proximity to Parramatta's CBD to support the wellbeing of these new populations.

Council currently is a significant provider of community facilities within the Parramatta LGA, as well as providing regional services to Western Sydney residents. It is anticipated that the LGA will continue to provide significant community services (both government and non-government) to local and regional residents, reflecting its significance as a key regional centre in Greater Western Sydney.

Designated as the premier Regional City in the Government's Metropolitan Plan for Sydney 2036, Parramatta is uniquely positioned to support the need to establish 280,000 additional jobs in Western Sydney by 2036. Parramatta is the cultural and commercial capital of one of Australia's most significant economic regions. The recent Parramatta Square development is one of the biggest urban redevelopments in Australia, which provides additional central business facilities, office space for up to 13,000 workers, a new public domain and more retail and dining options.

2.6 Goals and Objectives of Asset Management

City of Parramatta Council exists to provide services to its community. Some of these services are provided by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be financed.²

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,

² Based on IPWEA 2015 IIMM, Sec 1.3, p 1 | 8

- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ISO 55000³

2.7 What will this Asset Management Plan achieve

The focus of this RI AM Plan is to manage Council's assets and resources pro-actively. It will enable Council to:

- Have precise knowledge of what Council owns or has responsibility or legal liability for;
- Record and extract information on all assets in a register down to an identifiable level;
- Report on our annual depreciation and asset consumption at an asset component level;
- Measure and monitor the condition, performance, utilisation and costs of assets down to the managed component level and aggregate this data up to give outputs of cost and performance at the portfolio level;
- Understand and record the current levels of service in terms of responsiveness and performance;
- Understand the likely future levels of service required based on population growth, demographic changes and community expectations;
- Understand the long term (10 years) funding needs of Council's RI asset portfolio to meet strategic expectations in both capital and maintenance expenditure;
- Measure, monitor and report on the condition, performance and functionality of Council assets against prescribed service levels and regulatory requirements;
- Develop and maintain uniform processes across the whole organisation for the evaluation of any investment in:
 - a. Renewal, upgrades and expansions of existing assets.
 - b. Creation of new assets.
 - c. Maintenance of existing assets.
 - d. Operational expenditure to deliver services.

2.8 Plan Framework

In the application of this AM Plan, Council has developed a whole of life approach to the management of its Stormwater assets. Council has focused on providing an interdisciplinary view of asset management with the development of an Asset Management Policy and framework for the organisation.

The specific elements considered in this AM Plan are to:

- Demonstrate accountability and responsible stewardship of stormwater assets
- Identify least-cost options to provide agreed levels of service
- Assess existing RI asset stocks and their capacity, condition and functional adequacy
- Document the Levels of Service that will be provided to the community
- Identify future demand for stormwater assets
- Manage the risks of road, kerb, footpath and bridge asset failures and risks of capacity failures
- Undertake Life Cycle Management
- Provide the basis for long-term financial planning; and
- Monitor the plan to ascertain if it is meeting Council's objectives

³ ISO 55000 Overview, principles and terminology

2.9 Parramatta Strategic Objectives



Parramatta will be the driving force and heart of Australia's most significant economic region, a vibrant home for diverse communities and a centre of excellence in research, education and enterprise.

To achieve this, the Community Strategic Plan outlines six strategic objectives and details how these objectives can be achieved:

1. Parramatta's economic growth will help build the City as a centre of high, value-adding employment and the driving force behind the generation of new wealth for Western Sydney.
2. Parramatta will be an eco-efficient city that effectively manages and uses the City's growth to improve and protect the environment.
3. Parramatta will be a city with fast, reliable transport and digital networks that connect people to each other, to the information and services they need and to where they need to go.
4. Parramatta will be a world-class city at the centre of Sydney that attracts a diversity of people: a city and its neighbourhoods where people can learn, succeed and find what they need; a city where people live well, get together with others, feel like they belong and can reach their potential.
5. Parramatta will be a place where people want to be: a place that provides opportunities to relate to one another, the City and the local area; a place that celebrates its cultural and sporting heritage; and a place that uses its energy and cultural richness to improve quality of life and drive positive growth and joy.
6. Parramatta will be widely known as a great city, a centre of excellence and an effective capital of Western Sydney, with inspirational leadership and good governance.

The S&C AMP will take into consideration, align and deliver where possible those items that have been identified within the six strategic objectives of Parramatta 2018-2038. The strategic objectives will be included within the long term planning when considering S&C assets both current and into the future, as well as during any renewal programs.

Table 2.4: Strategic objective in the Community Strategic Plan

Strategic objective in the Community Strategic Plan 	Strategies to achieve objectives 	Asset Management Plan 
Fair – we can all benefit from the opportunities the City offers	Invest in services and facilities for our growing population Support people to live active and healthy lives. Deliver effective, responsible and ethical decision-making, reflective of community needs and aspirations	Provide fit-for-purpose and cost-effective infrastructure that meets community needs Enable provision of infrastructure to enable healthy lifestyles, for example aquatic facilities, indoor sporting facilities and building infrastructure to support outdoor sporting facilities. Engage the community on levels of service and test satisfaction
Accessible – we can all get to where we want to go	Design our City so that it is usable by people of all ages and abilities Make our City more enjoyable and safe for walking and accessing facilities	Council's infrastructure provides places to walk, ride and drive, and meeting points for the community. DDA compliance improvement of Council's Buildings

Green – we care for and enjoy our environment	Protect and enhance our natural environment Prepare for and lessen the impacts of extreme weather events	Promote ecologically sustainable development, meeting the needs of the present without compromising the ability of future generations to meet their own needs Support conservation and enhancement of the City's environment, and promote energy, water and waste efficiencies Help to manage the impact of planned and unplanned events on existing assets
Thriving – we benefit from having a thriving CBD and local centres	Plan and deliver a vibrant, attractive and safe CBD and local centres	Facilitate and support the growth of our City, businesses and community through the provision of infrastructure
Welcoming – we celebrate culture and diversity – past, present, and future	Recognise that Parramatta has always been a gathering place, and our diversity is our strength	Provide and advocate for facilities that are inclusive, enabling people and communities to connect Provide for renewal of heritage buildings
Innovative – we collaborate and champion new ideas to create a better future	Embrace technology, creativity and innovation to solve complex problems and improve our City Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community	Improve our knowledge, management to ensure appropriate data is accessible and supports asset management activities. Keep Council accountable, responsible, and sustainable when planning our future infrastructure needs Ensure asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation and disposal of assets through strong integration with Council policies and strategies, levels of service, and Council's Long Term Financial Plan Provide risk management and decision-making frameworks

In addition to the Community Strategic Plan, other existing Council strategies and plans such as the Revitalising Parramatta: Civic Improvement Plan, Amendment No.4, Social Infrastructure Priority Needs: Parramatta CBD, Parramatta CBD Planning Strategy, Community Facilities: Policy Framework and Future Directions and the Early Education and Care Services Needs Analysis for the Parramatta LGA provide additional information for consideration on community needs and interests as well as identify issues relating to community needs and service gaps.

2.9.1 Economic Strategies

The economic strategies for 2018-2038 focus on the benefits of making the City work and spreading these benefits to surrounding centres and neighbourhoods and Western Sydney as a whole. The key strategies are:

1. Identity: establish a competitive identity that differentiates Parramatta from other locations and increase investment
2. Business: develop the capacity of local firms to grow, specialise and employ more local people, as described in Parramatta 10,000
3. Labour: educate, retain and attract quality people with skills aligned to meet the needs of local employers
4. Property: develop land and property assets to promote and accommodate jobs growth

and increase land values, including through Parramatta Square and Council's new Operations Centre and Central Library

5. Urban vitality: plan for vibrant streets and precincts in Parramatta CBD and local centres that will attract people and business, including the redevelopment of Auto Alley, Woodville Road, Parramatta Road, Rydalmere and Westmead – all priorities for the four years.

2.9.2. Environmental Strategies

Parramatta 2018-2038 builds on Parramatta's focus on natural areas and includes strategies for the natural and the built environment, and to manage environmental risks. The key strategies are:

1. Natural environment: improve, protect and value our natural heritage and systems, including the extensive network of parks and bushland reserves; continue to protect biodiversity while improving connections between these areas and people; and focus on:
 - waterways rehabilitation
 - biodiversity and bushland management
 - local air quality
 - land and soil management
2. Built environment: invest in and create a low-impact, eco-efficient urban environment that supports Parramatta as an area of significant jobs and residential growth; develop creative responses to improve the efficiency of the City, diversify the source of our resources and help manage increasing energy, water and waste costs; and focus on:
 - efficiency and adaptability of precincts and buildings
 - growth in green jobs and services
3. Risks and resilience: minimise and manage environmental risks, increase resilience, improve recovery times and focus on:
 - preparation for extreme weather events and/or other extreme events that disrupt food, water, energy or other resource supply
 - Identification of risk and putting plans in place to better deal with events when they happen.

2.9.3 Connectivity Strategies

The connectivity strategies for 2018-2038 focus on both local and regional physical connections, and the digital connections Council will need for the future. The key strategies are:

- Local connections within the City and neighbourhoods: promote and support walking, cycling and public transport; provide a legible city centre and local centres with improved access and amenity for pedestrians and cyclists; and manage traffic to minimise its adverse impacts on people, car commuters and through traffic.
- Regional connections for jobs, entertainment and education: continue to lobby for improved public transport, including light rail; develop Local and Regional Ring Roads to better manage traffic flow to more appropriate routes; relocate commuter car parking to the CBD periphery; and develop Park & Ride facilities.

2.9.4 People and Neighbourhood Strategies

The people strategies for 2018-2038 focus on health and recreation, the housing that can be provided, learning and development, and building cohesive, safe neighbourhoods. The key strategies are:

- Health and recreation: help to provide healthy choices and access to services that build on our excellent regional health facilities and help to tackle issues such as obesity; and focus on healthy lifestyles (active living, healthy food and mental health) and health promotion (food safety and environmental hazards]
- Housing: provide a range of housing for people at any stage of life and whatever their aspiration or need; minimise homelessness; and focus on social housing needs, affordable housing and the right mix of dwellings
- Learning and individual development: work with the education sector and Council's libraries to improve access to quality learning opportunities
- Neighbourhood and belonging: celebrate the unique character of local centres, neighbourhoods and City precincts, with a focus on:
 - community safety
 - active citizenship
 - social networks
 - quality neighbourhoods
 - connecting local arts and culture.

2.9.5 Culture and Sports Strategies

- Distinct places: formulate great experiences and recognise, celebrate and promote our dynamic history and heritage and unique places
- Creative industries: use as an economic driver to encourage local creative enterprises, attract events, encourage active engagement, celebrate diverse cultural perspectives and boost the local day and night economy
- Cultural expression and innovation: develop regional facilities like the Riverside Theatres and an art gallery, activate the Parramatta River, and work with partners like the Western Sydney Wanderers, Parramatta Eels, Australian Turf Club (ATC) and Sydney Festival.
- Energy and cultural richness: improve quality of life and drive positive growth through events and by activating areas within the built environment such as laneways, parks, malls and public spaces.

2.9.6 Leadership and Governance Strategies

- Leadership: represent the best interests of the City and its people through a regional City strategy to benefit the City, entire Local Government Area and the region by working systematically with partners to influence positive change
- Capability: build and develop a Council that can deliver strategic priorities; provide high quality service; plan well for the future; be a well-governed, community-focused organisation; and focus on:
 - building a sustainable future for Council by managing finances and assets flexibly within a strong planning and risk management framework
 - recruiting and training great people in a safe workplace
 - placing customers at the centre

- making business better by adopting innovative practices and being adaptable to change
- Governance: provide a strong framework for transparent and accountable decision-making and compliance with relevant laws, policy and protocols; and develop structures for effective business planning and for meeting statutory obligations and accountability measures.

2.10 Corporate Plan – Major Priorities

The following Major Priorities represent a number of key focus areas for the Council in this term that will significantly advance progress towards our six Strategic Objectives.

In moving towards Council's Community Strategic Plan 2018-2038 Council is undertaking a number of initiatives to grow development, jobs and activity across Parramatta, both in the CBD and in a number of nearby precincts. While Council is doing that, it is important to ensure that Council is committed to deliver, undertake improvements, provide services for our whole community and that Council maintain the capacity to run our business in a way that is financially sustainable. Below is a breakdown of the Major Priorities in the Corporate Plans and the current projects underway.

2.10.1 Parramatta Square

- Designs developed for all elements of Parramatta Square
- Development Applications approved for all elements of Parramatta Square
- A program for the delivery of all Council facilities, including library
- Public Domain elements delivered and Phive to be opened in 2022

Note Parramatta Square project has been successfully delivered and is now open for public use.

2.10.2 City Centre

- A revitalised Centenary Square and Parramatta Square
- A River City Strategy adopted and staged scheme underway to improve the river foreshore including terracing, moving the sewer pipe, and Improving Water Quality in Parramatta River
- The next group of Design Parramatta priority projects delivered, improving Parramatta's streets, and public spaces
- A review of the CBD planning framework completed, stimulating quality development that delivers jobs, housing, entertainment recreation facilities and shopping and dining experiences
- Investigation of innovative methods to deliver infrastructure including the Voluntary Planning Agreement process and value capture
- A review of the Parramatta Car Parking Strategy
- Preparation of a retail strategy to promote and support diversity in retail and dining experiences

2.10.3 Precinct Renewal

- Establishing effective collaborative relationships with the state government, major land owners, agencies, institutions and developers to make the process happen
- Develop quality precinct master plan, review planning instruments and identify infrastructure needs
- Advocate for investment (public and private) to implement actions
- Investigate innovative methods to deliver infrastructure including the Voluntary Planning Agreement process and value capture
- Key redevelopment sites and infrastructure commenced this Council term

2.10.4 Transport – Paramatta Light Rail and Sydney Metro West

- Commitment from State Government and private partners to build Western Sydney Light Rail
- Commitment from State Government for staged implementation of regional and Parramatta ring road and WestConnex on/off ramps
- Improved walkable network throughout the city (PAMP Program)
- Advocate for a fast rail connection from Sydney CBD to Parramatta

2.10.5 Digital City

- A Smart City Strategy that provides a framework for investment in technology and positions Parramatta as a "Smart City"
- Improved connectivity in the CBD and neighbourhoods
- Increased clusters of knowledge and high skill jobs

2.10.6 City Activation

- People engaged in the life of the City
- A City perceived as a destination of choice
- Activation that supports commerce and enterprise and stimulates economic activity
- Enhanced perceptions of Parramatta as Australia's Next Great City

2.10.7 Sports & Recreation

- Increased participation in sports and activities that improve health and wellbeing
- Well planned and maintained open spaces, sport and recreation assets
- Integrated approaches to land use and transport planning to improve access to open spaces and recreational opportunities

2.10.8 Destination for Sports and Culture

- Increased recognition of Parramatta's position as a sport and entertainment destination
- Increased visitors to Parramatta's sport and cultural facilities
- Increased opportunities for local residents and businesses to benefit from significant sporting and entertainment events being held in Parramatta
- An agreed precinct Masterplan and advocacy program for development of sport and recreation facilities in North Parramatta

2.10.9 External Communication and Consultation

- Improved stakeholder engagement measured by survey
- Recognition of Parramatta as Australia's Next Great City

2.10.10 Providing Great Service to Our Community

- New Operations Centre with greater service delivery capacity. *Project completed.*
- Sustained implementation of service improvements and operational capacity improvements to deliver better, more efficient public services
- Smarter ways to do business with our customers using technology
- Continuous improvements to the customer experience

2.10.11 Financial Sustainability

- Net operating position is in surplus
- Prudent financial management of Council resources, debt and insurance, alongside strong record of delivery of our Major Priorities
- Business practices that ensure value for money and unlock efficiencies
- Returns on Council investments exceed benchmark by 10 per cent

- Equitable and efficient rating system.

2.10.12 Ensuring Council is "Fit for the future"

- A considered response to the Local Government Reform proposals that reflects a detailed analysis of Council's position and reflects the views of our community.

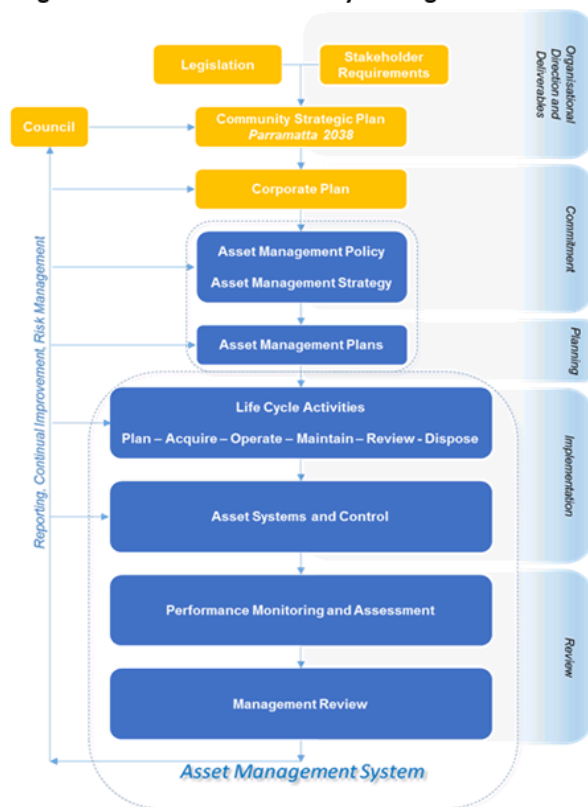
2.11 Link to Corporate Strategies

The Asset Management Strategy provides guidance to Council's Long Term Financial Plan and to the Community Strategic Plan. Council's role is to locally govern for all residents, visitors and ratepayers, and provide a range of programs and services that meet the needs of our community. This role is encapsulated through the Council's Community Strategic Plan.

The Stormwater Asset Management Plan in turn provides input to the Financial Plan and the Annual Budget. From this the Capital Works Program for infrastructure maintenance and renewals programs are developed.

The diagram below outlines the linkages between Council's Community Strategic Plan and the process for the development of AM Plans.

Figure 2.5 Linkages between AM Plan and Key Strategic Documents and Activities

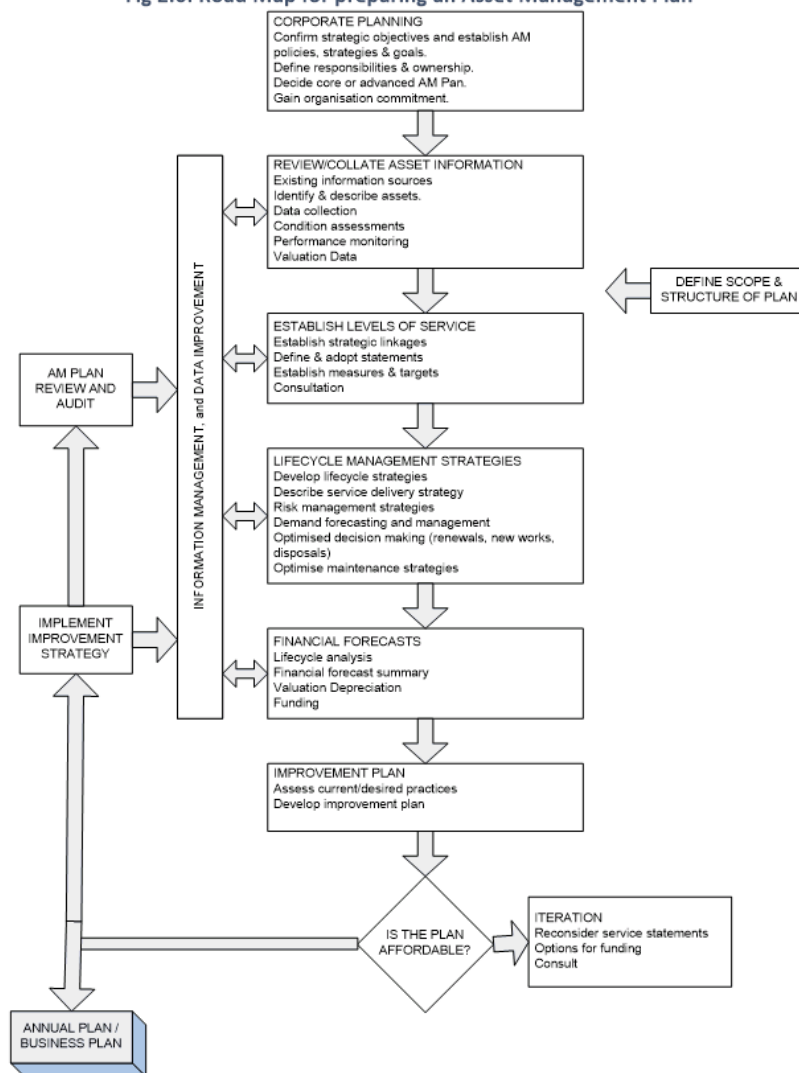


2.12 Core and Advance Asset Management

This AM plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual⁴. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level and should be regarded primarily as a snapshot of current practices and strategies. In contrast, advanced asset management is a 'bottom-up' approach, which seeks to optimise activities and programs to meet agreed service standards through development of management tactics based on collection and analysis of key information on asset condition, performance, lifecycle costs, risk costs and treatment options.

Future revisions of this AM plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering detailed asset information for individual assets to support the provision of activities and programs to meet agreed service levels in a financially sustainable manner.

Fig 2.6: Road Map for preparing an Asset Management Plan



⁴ IPWEA, 2015, IIMM.

3. LEVEL OF SERVICE

3.1 Asset Hierarchy

In accordance with the International Infrastructure Management Manual, Council acknowledges that the primary purpose of an asset hierarchy is to ensure that appropriate management, engineering standards and planning practices are applied to the asset based on its function. It also enables more efficient use of limited resources by allocating funding to those assets that are in greater need and the costs are better justified.

3.1.1 Stormwater Asset Hierarchy

The methodology used to determine the hierarchy of all drainage assets are based on the traditional drainage infrastructure asset component identifiers and their size and nature / importance within the broader network and based on the consequence of failure rating in relation to other private or public owned assets. Drainage classifications describe the various areas drainage may lie under or within.

Table 3.1: Drainage classifications

Council's Classification	NAASRA Road Classification	Description
Residential & Minor Roads	Class 8 & 9	Local Roads
Commercial Roads	Class 7, 8, 9	Commercial Roads
Industrial Roads	Class 5	Industrial Roads
Private Land	-	Over Private Land
Contaminated Land	-	Old industrial sites and land fill sites.
Council Reserves	-	Owned & Care and Control
Regional & Collector and Sydney Water Channels (excluded)	Class 6 & 7	Regional, collector and Sydney Water

In the past Council's approach to asset management has been 'reactive' in responding to maintenance and replacement of its stormwater drainage asset infrastructure as and when identified and required. This is slowly changing towards a more proactive approach.

The methodology used to determine the hierarchy of all drainage assets are based on the following two main principles.

- The traditional drainage infrastructure asset component identifiers and their size and nature / importance within the broader network.
- Based on the consequence of failure rating in relation to other private or public owned assets.

Council's classifications are provided in Tables 3.2 and 3.3 below. Determination of the Target Condition is determined in consideration of the two Tables.

Table 3.2. - Drainage asset hierarchy based on size and nature of stormwater drainage system.

Council's Classification	IPWEA-NAMS.AU Practice Note 5 Identification	Description	Intervention Condition Score	Typical Types of Intervention
Minor Drainage	Gully pits, field inlets, maintenance holes, collector pipes.	Pipe Size diameters 375mm to 600mm or box culvert equivalent. Swales, small open drains	4	Pipe patching, pipe lining, Pipe or culvert replacement. Swale clearing and / or reconstruction
Major Drainage	Main Drains	Pipe Size diameters 600mm / box culvert equivalent and larger. Larger open drains and Swales.	3	Pipe patching, pipe lining, Pipe or culvert replacement. Swale clearing and / or reconstruction
Trunk Drainage	Main Drains	Concrete lined channels and natural creeks and waterways	3	Patching of Concrete panels, treatment of concrete joints
Pollution Control Devices	Gross Pollutant Traps and Screens	Discharge to all Parramatta River & tributaries	3	Regular clearing, repairs and replacement of screens and racks

Table 3.3 - Drainage asset hierarchy based on road classification and land use planning considerations.

Council's Classification	NAASRA Road Classification	Description	Intervention Condition Score
Residential & Minor Roads	Class 8 & 9	Local Roads	4
Commercial Roads	Class 7, 8, 9	Commercial Roads	4
Industrial Roads	Class 5	Industrial Roads	4
Private Land		Over Private Land	3
Contaminated Land		Old industrial sites and land fill sites.	3
Council Reserves		Owned & Care and Control	4

Council's Classification	NAASRA Road Classification	Description	Intervention Condition Score
Regional & Collector and Sydney Water Channels (excluded)	Class 6 & 7	Regional, collector and SW	NA

Tables 3.2 and 3.3 provides the Council agreed intervention condition score for each category (Note these scores will need to align with Council's exist Asset Management Policy, consideration will need to be given in further revision of AMP and Policy). The score represents the condition when intervention action is required to repair or replace the asset.

Table 3.4: Summary of Condition Grades as per IPWEA Practice Note 5 and CoP Condition Grade Manuals.

Condition Grade	Description	Structural Description	Serviceability Description
Grade 1	Very Good	Sound physical condition. Insignificant determination. Asset likely to perform adequately without major work for 25 years or more.	No or insignificant loss of hydraulic capacity.
Grade 2	Good	Acceptable physical condition; minor deterioration / minor defects evident.	Minor loss of hydraulic performance. Negligible short-term failure risk but potential for deterioration in long-term (20 years plus). Only minor work required (if any).
Grade 3	Fair	Moderate to significant deterioration evident; Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity.	Moderate loss of hydraulic performance but asset still functions safely at adequate level of service. Failure unlikely within next 10 years but further deterioration likely and major replacement likely within next 10 to 20 years. Work required but asset is still serviceable.
Grade 4	Poor	Serious deterioration and significant defects evident affecting structural integrity.	Significant loss of hydraulic performance. Substantial work required in short-term to keep asset serviceable. Failure likely in short to medium term. Likely need to replace most or all of asset within 10 years. No immediate risk to health or safety but works required within 10 years to ensure asset remains safe.
Grade 5	Very Poor (Bad)	Failed or failure imminent. Immediate need to replace most or all of asset.	Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced / operated without risk to personnel. Major work or replacement required urgently.

Pipe condition broken down by pipe diameter is presented in table 3.5. The results in the table show that the majority of pipes are in condition 1, 2 and 3. 4% of pipe lengths are in condition 4 and 2% in condition 5.

Table 3.5: Pipe Condition Rating Data

Pipe Diameter (mm)	Pipe Length (m)	Condition % total pipe length				
		1	2	3	4	5
100	693	0%	34%	66%	0%	0%
150	2,604	0%	26%	74%	0%	0%
225	6,731	6%	28%	66%	0%	0%
300	46,338	16%	1%	68%	9%	7%
375	211,810	6%	19%	69%	5%	1%
450	87,955	17%	19%	58%	3%	3%
525	27,283	22%	52%	18%	7%	1%
600	40,534	14%	31%	39%	10%	7%
675	13,661	13%	55%	31%	0%	1%
750	20,200	48%	31%	19%	2%	0%
825	4,536	30%	32%	35%	0%	3%
900	20,009	18%	62%	18%	0%	1%
1000	1,440	0%	0%	100%	0%	0%
1050	15,387	33%	57%	9%	1%	0%
1200	16,140	36%	51%	13%	0%	0%
1350	6,032	15%	29%	52%	3%	0%
1500	7,662	24%	71%	5%	0%	0%
1650	943	8%	89%	3%	0%	0%
1800	3,200	15%	59%	25%	0%	0%
1950	1,189	34%	66%	0%	0%	0%
2100	3,596	10%	78%	12%	0%	0%
2400	1613	0%	79%	21%	0%	0%
2700	872	0%	22%	78%	0%	0%
3000	296	0%	45%	55%	0%	0%
3300	34	0%	6%	94%	0%	0%
3600	961	13%	10%	77%	0%	0%
3900	54	0%	100%	0%	0%	0%
4000	697	0%	0%	100%	0%	0%

4500	188	0%	43%	57%	0%	0%
5000	128	0%	0%	100%	0%	0%
5100	43	0%	100%	0%	0%	0%
5400	8	0%	100%	0%	0%	0%
6000	560	0%	0%	100%	0%	0%
7000	2	0%	0%	100%	0%	0%
9000	42	0%	0%	100%	0%	0%
15000	14	0%	0%	100%	0%	0%
Total (%)		14%	27%	52%	4%	2%
Total (m)	543,455m	77,773m	147,711m	283,066m	23,885m	11,020m

3.1.2 Catchment criticality and priority

Catchment criticality and priority is used to guide inspection, maintenance and capital project decisions. Council's CCTV inspection program has been prioritised based on an assessment as to whether the sub-catchment area is considered 'critical' or 'non critical' and further assessed based on its priority. In turn, most maintenance and capital works will be prioritised through this program of inspection due to the visual limitations of most stormwater assets.

Critical Catchment Areas are areas containing any of the following elements:

- Local Commercial Areas. These include Parramatta CBD, Epping CBD and other local business areas.
- Future Growth Areas – These have been previously identified by Council's Strategic Planners for the Parramatta River Flood Study and include:
 - Parramatta CBD
 - North Parramatta Urban Renewal Precinct
 - Westmead Biomedical Precinct
 - Rydalmere Knowledge Precinct
 - Camellia Precinct

New areas from Council amalgamations.

Catchment Priority is defined as 'high', 'medium' and 'low' and assessed based on whether it is likely to contain areas planned for major growth and redevelopment in the short, medium or long term. Catchment Priority also factors in impacts on property and existing flood affected areas.

Table 3.6: City of Parramatta Catchments Priority and Criticality

Catchment ID	Catchment Priority	Catchment Criticality	Catchment Name	Pipe Length (m) (Approx)	No. of Structures (Approx)
1	Low	Non Critical	Model Farms Creek	5284	188
2	Low	Non Critical	Quarry Branch Creek/Northmead Gully	16943	723
3	High	Critical	Toongabbie Creek	44136	1767
4	Low	Non Critical	Girraween Creek & Blacktown	1856	60
5	High	Critical	Pendle Hill Creek	14214	475
6	Medium	Non Critical	Bogalara Creek	13427	500
7	Low	Non Critical	Coopers Creek	11951	430
8	Low	Non Critical	Finlaysons Creek	3401	136
9	High	Critical	Milsons Creek	3073	125
10	Low	Non Critical	Domain Creek	9765	375
11	Low	Non Critical	Darling Mills Creek	21286	919
12	Medium	Non Critical	Hunts Creek	39643	1778
13	Medium	Critical	Brickfield Creek	26414	1041
14	High	Critical	Upper Parramatta River	17844	835
15	High	Critical	Clay Cliff Creek	28814	1212
16	Medium	Critical	Vineyard Creek	27807	1154
17	Low	Non Critical	Ponds Creek	30930	1341
18	High	Critical	Devlins Creek	59627	2596
19	Medium	Critical	Terrys Creek	25589	1239
20	Medium	Critical	Subiaco Creek	22749	976
21	High	Critical	Parramatta River	31484	1227
22	Medium	Non Critical	A'Becketts Creek	30881	1306
23	High	Critical	Duck Creek	37684	1459
25	High	Critical	Duck River	30770	1365

28	Medium	Critical	Blue Gum Creek – New	13611	548
29	High	Critical	Haslams Creek – New	24793	1118
30	Low	Non Critical	Rifle Range Creek – New	6211	244
31	Low	Non Critical	Stevensons Creek – New	79	9

3.2 Level of Service Hierarchy

The levels of service decision-making hierarchy at Council flows from:

- legislative requirements, to
- community expectation, to
- Council strategies.

Council uses the levels of service to measure its performance and establish forward works programs, maintenance schedules and delivery programs for short- and long-term planning.

3.3 Customer Research and Expectations

This AM plan is prepared to facilitate consultation initially through feedback on draft AM Plans prior to adoption by the Council. The AM Plan incorporates community consultation on service levels and costs of providing the service. This assists the Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Council conducts regular Community Surveys to measure satisfaction with services and to identify priorities. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. The most recent customer satisfaction survey that was conducted during 2020 reported performance gaps and priority rankings for the following services.

Fig 3.7: Services and Facilities –Comparison to Benchmarks⁵

Service/facility	Satisfaction	Benchmark variance
Maintenance of local suburban roads	3.64	0.70
Provision of cycle ways and facilities	3.80	0.63
Condition of Council's car parks	3.48	0.54
Maintenance of footpaths	3.56	0.49
The opportunity to have your say on key issues affecting the community	3.42	0.46
Local traffic management and signs	3.46	0.43
Parramatta Heritage & Visitor Information Centre	3.85	0.38
Public spaces	3.87	0.38
Cleanliness of streets	3.89	0.36
Effectiveness of Council's stormwater drainage	3.77	0.34
Planting of trees in your local area	3.60	0.30
Council-run events & festivals	4.07	0.30
Riverside Theatres	4.00	0.28
Cleanliness of parks	3.98	0.28
Quality of children's playgrounds & equipment	3.98	0.28
Promoting sustainable transport options	3.64	0.26
Maintenance of parks and gardens	3.95	0.25
The provision of information on community issues, developments and initiatives	3.47	0.20
Maintenance of community halls & centres	3.81	0.18

⁵ Micromex Research, 2020, Community Satisfaction – 2020 Wave

It is important that our community have a say. Obtaining community feedback on the condition of our assets is important for council to understand as it impacts how we prioritise work, allocate Council budget, make recommendations to Councillors on future budget decisions, including the level of rates required to fund important infrastructure and improve safety and quality of life for our community.

Council must maintain community infrastructure to acceptable standards for safety and functional usage. However, when determining the community levels of service, we look beyond the minimum standards and work with the community to define acceptable standards for a range of assets, so we can better align resources with community priorities.

Council undertook a comprehensive community consultation exercise in February 2018 on the condition of its infrastructure assets as part of the development of the Community Strategic Plan and Resourcing Strategy.

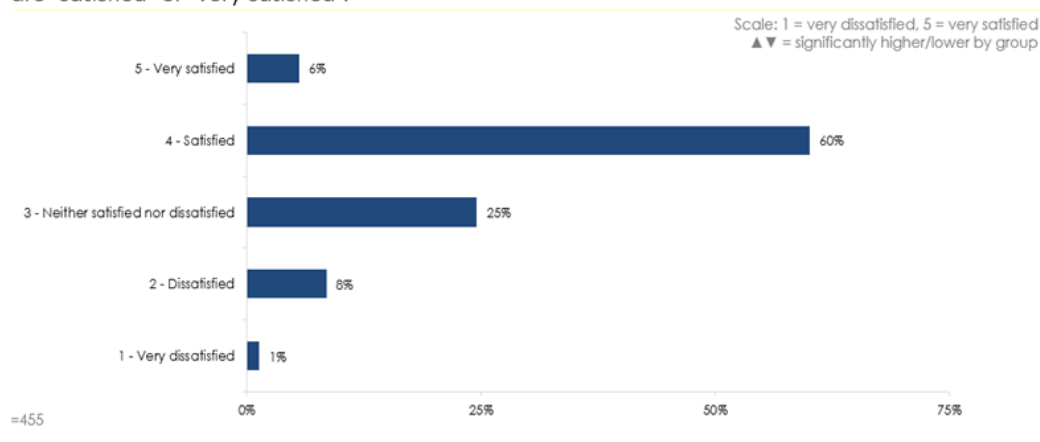
Community Survey results

Council conducted a two-stage quantitative and qualitative community engagement program:

- Quantitative engagement: Telephone survey with an initial 455 residents, followed by 300 re-contact interviews after participants had received and reviewed an asset information pack.
- Qualitative engagement: Five workshops/focus groups:
 - 1 x internal stakeholders workshop
 - 1 x external stakeholders workshop
 - 3 x community focus groups.








Satisfaction with current community assets

Overall, residents are satisfied with the quality of community assets, with two-thirds stating they are "satisfied" or "very satisfied".



Usage, acceptable standards and investment

The table below presents the results of the community consultation exercise. It plots the major asset classes against community usage of assets, the minimum acceptable standard of assets, and Council assets identified as requiring more investment. An interesting result worth noting is that while footpaths and local urban roads are the most used assets, they have the highest percentage of the community accepting a fair conditioned asset standard over a good standard asset.

Asset	Usage % used regularly/ occasionally	Acceptable Standard % good condition	Investment % more investment	
			Pre-info pack (N=300)	Post-info pack (N=300)
Park amenities (toilets) 	37%	48%	44%	64%
Community facilities and buildings 	42%	44%	28%	57%
Footpaths 	91%	39%	48%	56%
Major town centres 	64%	61%	35%	56%
Local suburban roads 	95%	37%	50%	55%
Parks infrastructure and sporting fields 	72%	58%	55%	55%
Parramatta CBD 	52%	65%	30%	53%

Community Consultation is undertaken by Parramatta City Council annually by Micromex. The latest consultation and research were carried out throughout June 2020 - via telephone (600) & online (622) questionnaires. The research provides Council with findings that we can confidently say reflect the attitudes of the broader community including residents, business owners, workers and visitors.

The 2020 consultation identified areas where small improvements will have the greatest positive impact upon overall community satisfaction. Providing value for money, including the delivery of efficient services and facilities from assets, is very important to the community. The following scale details the performance gaps develop by Micromex Research to identify gaps in Residents' Expectations.

This Community Voice Consultation assists the Asset Manager to identifying services, facilities and assets which the community feel should be of highest priority as well as the services areas with lower levels of satisfaction. This information assists the Asset Manager in decision making, in particular fund allocation (new, renewal and upgrade) and the appropriateness of the current Levels of Services.

The table below are the specific questions asked to the Community regarding Stormwater Assets Level of Service.

Table 3.8: Community Consultation – Performance Gaps

Performance Gap	Difference between Councils Performance and Residents' Expectations	Actions
Level 1	High Gap	Requires immediate investigation of the Level of Services as the Community has identified these assets/services as providing the best opportunity for improving overall community satisfaction.
Level 2	Moderate Gap	Monitor the performance of the current Level of Services from these assets/services
Level 3	Performing beyond Community Expectation	Reconsider the current Level of Service as the assets/services are performing beyond the community expectations

Fig 3.9: Community Consultation – Performance Gaps (Stormwater assets)

Drainage Assets	Level	Comments
Cleanliness of Waterways	1	<p>Council has a large number of water quality control devices that are strategically placed within its catchments areas to intercept pollutants before they enter the waterways. These devices comprise of pit inserts, trash racks, Gross Pollutant Traps (GPTs), end of pipe nets and floating booms that capture litter and fine sediments.</p> <p>These devices require a high degree of effort to keep clean and operating to ensure that materials captured are removed and disposed of effectively before they have a chance to re-enter the system and are checked and cleaned on a regular programmed basis and after moderate rain events.</p>
Council efforts to improve your local environment e.g. waterways, bushland	2	<p>Council's Open Space and Natural Resources section has an annual program which includes the management and clearing of vegetation and litter and other materials that collect within the reserves adjacent to natural waterways.</p> <p>Council also has an annual Water Quality Program which identifies new areas for installation of water quality devices to expand its network further into its catchment areas and will assist to further improve the cleanliness of its waterways moving into the future.</p>
Effectiveness of Council's stormwater drainage	2	<p>Council has an ageing stormwater drainage system which can also be affected by material blockage during heavy rain events leading to local flooding problems.</p> <p>Council through its Service Request system records complaints received from the community, investigates the complaint and responds</p>

Drainage Assets	Level	Comments
		<p>accordingly tracking and recording actions taken to rectify the problem and when work has been completed and problem resolved.</p> <p>On complaints relating to stormwater capacity issues Council investigates the matter determines the nature and extent of works required and includes this for detail investigation, design documentation and construction in its annual Works Program.</p>

3.4 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the City of Parramatta's vision, mission, goals and objectives.

Our vision is: *Sydney's central city, sustainable, liveable and productive – inspired by our communities.*

Underpinning the City of Parramatta Vision are 6 Key Result Areas (KRAs) that provide the big picture results, which the community would like Council and its many partners to focus on achieving. These KRAs are as follows.

- Fair - We can all benefit from the opportunities our City offers
- Accessible - We can all get to where we want to go
- Green - We care for and enjoy our environment
- Welcoming - We celebrate culture and diversity - past, present and future
- Thriving - We benefit from having a thriving CBD and local centres
- Innovative - We collaborate and champion new ideas to create a better future



Fig 3.7: City of Parramatta Vision and Priorities Framework



Relevant goals and objectives and how these are addressed in this asset management plan are:

Table 3.8: Priorities and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Building a stronger, more innovative council for our community's future	<p>Ensuring we provide high quality services and projects that meet the needs of our community whilst being open and transparent and financially prudent.</p> <p>We will engage and communicate with our community about our plans and progress and ensure that we continue to provide inspirational leadership and good governance.</p> <p>We will provide responsive regulatory functions that address community issues.</p> <p>Be at the forefront of innovation by harnessing leading-edge technology.</p>	<p>City of Parramatta plan for the total cost of ownership of Council assets and services.</p> <p>Asset management governance supports evidence based decision making.</p> <p>Council will utilise predictive modelling in order to model the performance of council's assets</p>
Managing Growth and Transport	<p>Work with government partners to improve connections and traffic flow within and through the City of Parramatta to connect people to jobs and the rest of the region.</p>	<p>Council will maintain community infrastructure as per our asset management policy and strategies and seek to meet and</p>

	<p>Managing the parking and transport needs of residents, visitors and workers.</p> <p>Create truly great spaces and places for the community through well managed development.</p> <p>Ensure that green and open spaces are created, protected and maintained in line with population growth.</p> <p>Advocate to State and Federal agencies and business to ensure that there is the right infrastructure at the right time including traffic and transport solutions, schools and open space planning.</p> <p>Harnessing the benefits of growth for all.</p>	management community expectations around safety, amenity and access.
Promoting green spaces and the environment	<p>To create a green city by creating and maintaining green spaces, bushland and waterways for residents and visitors to enjoy.</p> <p>To create an eco-efficient city that through good planning uses less energy and water whilst recycling more waste efficiently as the City grows – doing more with less.</p> <p>Protect and enhance our natural bushland.</p>	Council will ensure natural areas and bushland is sustainably funded to ensure environment protection outcomes are met.
Providing opportunities for recreation and leisure	<p>Create more active travel options and maintain accessible and high quality facilities to promote healthy and active lifestyles amongst our growing local government area.</p> <p>Maintain the City's reputation as a premier sporting destination.</p>	Council will ensure the provision of open space and recreational areas that our community and residents can utilise to facilitate healthy and active lifestyles.
Creating a strong economy with a strong city centre	<p>Create a centre that can generate jobs for everyone, attract business and investment and provide better services in order to meet the demands of population growth.</p> <p>Create a well-connected, efficient city and neighbourhoods, attract high skill knowledge intensive jobs and promote Parramatta as a knowledge hub and a centre for ideas and excellence.</p> <p>Ensure that Parramatta Square Development becomes a key economic driver to deliver world-class office, retail, residential and public space to accommodate growth and stimulate employment.</p> <p>Work with key partners to create a city centre that is a high value-adding, employment hub and driving force behind the generation of new wealth in Western Sydney.</p>	Council will plan for the delivery of major developments to ensure world class public domain areas are maintained to an agreed level of service and contributes to the value adding force behind new growth in employment and residential populations
Having a community	Foster and celebrate a sense of community that is friendly, welcoming and embraces diversity.	Council will maintain and plan for public artworks and

focus	<p>Respect, protect and celebrate the Aboriginal and European heritage, songlines, stories and history of our city.</p> <p>Create a place that encourages social connectivity and is inclusive and accessible for all.</p> <p>Understand the needs of the community and ensure the provision of relevant, accessible and exceptional services.</p>	heritage interpretation assets within the LGA. This includes ensure maintenance plans and adequate funding is secured to manage these asset types.
Supporting arts and culture celebrations and destinations	<p>Celebrate our cultural life and build positive perceptions of Parramatta by delivering a program of high quality festivals, local and major events and street activities.</p> <p>Provide a variety of cultural experiences and attractions unique to Parramatta which make it a destination of choice for residents and visitors.</p>	No asset related outcome
Creating vibrant neighbourhood and precincts	<p>Drive renewal in key precincts in order to increase jobs, housing, development and transport options including in Epping, Camellia, Westmead, Wentworth Point, the Greater Parramatta to Olympic Park (GPOP).</p> <p>Create welcoming and distinctive local neighbourhoods, that foster a sense of community and local identity for residents right across the Local Government area.</p>	Council will continue to invest in the assets within key precincts including the upgrade of existing assets, planning for new assets, and maintaining/ renewing assets when they underperform

The City of Parramatta will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 7.

3.5 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Table 3.9: Legislative Requirements

Legislation	Requirement
Local Government Act	<p>Sets out role, purpose, responsibilities and powers of local governments. Draft Bill 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.</p> <p>The purposes of this Act are as follows:</p> <p>(a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales,</p> <p>(b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales,</p> <p>(c) to encourage and assist the effective participation of local communities in the affairs of local government,</p> <p>(d) to give councils:</p> <ul style="list-style-type: none"> the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public the responsibility for administering some regulatory systems under this Act

	<ul style="list-style-type: none"> a role in the management, improvement and development of the resources of their areas, <p>(e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.</p>
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Building Code of Australia (BCA)	<p>The objectives of the BCA are to enable the achievement and maintenance of acceptable standards of structural sufficiency, safety (including safety from fire), health and amenity for the benefit of the community now and in the future. These goals are applied so that the BCA extends no further than is necessary in the public interest, are cost effective, easily understood, and are not needlessly onerous in its application.</p> <p>The BCA contains technical provisions for the design and construction of buildings and other structures, covering such matters as structure, fire resistance, access and egress, services and equipment, and certain aspects of health and amenity.</p>
Australian Standards & Codes of Practice	Various AS relevant to the asset class. Referenced in the Building Code of Australia. Governs a vast range of building construction and management
Crown Lands Act	<p>An Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW</p> <p>Council has large holdings of Crown land under its care, control and management.</p>
Road Transport (Safety and Traffic Management) Act 1999	Facilitates the adoption of nationally consistent road rules in NSW, the Australian Road Rules. It also makes provision for safety and traffic management on roads and road related areas including alcohol and other drug use, speeding and other dangerous driving, traffic control devices and vehicle safety accidents.
Road Transport (General) Act 2005 Road Transport (General) Amendment Regulation 2008	Provides for the administration and enforcement of road transport legislation. It provides for the review of decisions made under road transport legislation. It makes provision for the use of vehicles on roads and road related areas and also with respect to written off and wrecked vehicles.
Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.
Australian Accounting Standards	Prescribes requirements for recognition and depreciation of property, plant and equipment assets.

3.6 Current Level of Services

3.6.1 Level of Service Description

The 'level of service' is the defined service quality for a particular activity or service area against which service performance can be measured. They provide the basis for the life-cycle management strategies and works programme identified within the AM Plan.

Levels of service support the Organisation's strategic goals and are based on customer expectations and statutory requirements.

Levels of service can be broken down into three basic aspects:

- Function – its purpose for the community.
- Design Parameters – what is required of and from the asset itself.
- Performance & Presentation - the effectiveness of the service and ensuring it is safe, clean and appropriate for use.

The objective of asset management is to enable assets to be managed so that agreed Levels of Service are consistently delivered in the most cost-effective way. There are two types of Level of Service:

- 'Community' Levels of Service are related to the service that the customer receives. The community expectations about levels of service are communicated to Council via consultation. These levels of service are also established by Council taking the communities expectations, legislative requirements and available funding into account.
- 'Technical' Levels of Service are operational in nature and are the means by which Council officers establish and manage the operation and maintenance required to ensure that the Customer Levels of Service are being achieved.

By setting community and technical levels of service, Council can assess and monitor its assets performance. Council can then be held accountable and is able to report to the community on the asset performance. In the long term this will ensure that Council funds are spent where the community want them to be spent and assets are maintained in the most cost-effective manner.

As Council's current asset management systems do not allow for detailed reporting on levels of service targets and performance, Council is further developing its ability to manage and report on the levels of service within its Improvement Actions Plan as well as future versions of this AM Plan.

3.6.2 Strategic Level of Services

Community (Strategic) Levels of Service, communicate the philosophies of Council in relation to the management of the stormwater assets portfolio including the rehabilitation and renewal of these assets as they deteriorate due to age and use.

These are strategic Levels of Service and relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. They have the aim of setting performance standards at the strategic level to guide the management of Council's stormwater assets. The performance standard for this section of the is simply based on the number of complaints or Service Requests received by the community. The performance targets identified with in the customer service and technical LOS allows Council adequately to maintain the assets and deliver services.

3.7 Customer Level of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Council's drainage infrastructure is maintained sustainably now and over the Long Term Financial Plan. More specifically, Council seeks to deliver services by;

- Managing the ageing materials of the drainage network to be optimally replaced as required
- Ensuring the capital works and maintenance programs are planned and programmed with adequate funding
- Responding to community expectations as measured through Community Voice Customer Research surveys. Whilst the market research is not specific enough to generate actions, it can highlight when waterways have a performance gap.

The Floodplain Risk Management Plans are an ongoing development and consultation process. City Strategy develop these plans collaboratively including customer consultation. This could be a mixture of new, renewal and upgrade funding. The key points of these plans are:

- Protect resident from the impacts of flooding by reducing flood risk and losses after a flood event.
- Address and identify high hydraulic flood areas and
- Develop flood mitigation strategies to reduce flood impacts through non- structural measures of improved planning and development controls, community education and structural measures such as flood mitigation structures, detention basins and levees, improved drainage pit and pipe infrastructure.

Council's philosophies in relation to rehabilitation and renewal of drainage assets is that it has developed a hierarchy of determining the relative priority of drainage assets located in various areas where risk and consequences of failure of the drainage system has been considered. For example, some of the factors considered are:

- The position of the asset in relation to building structures
- Possible disruption from failure to the community.
- Environmental considerations e.g. pipe runs through highly contaminated land.
- Disruption to road access etc.

Consideration as to the means and type of rehabilitation is made to ensure appropriate cost effective measures are chosen. The Community Strategic Plan 2038 aims to improve the resilience of the LGA to adverse environmental events e.g. flooding and to substantially improve the water quality in our waterways.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in the AM Plan are:

Quality	How good is the service. <i>What is the condition of the road surface?</i>
Function	Is it suitable for its intended purpose. <i>Is it the right sized footpath to provide the access required?</i>
Capacity/Use	Is the service over or under used. <i>Do we need more or less of these assets? How effectively is the footpath being used?</i>

The current and expected customer service levels are detailed in Tables 3.10 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome. e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These provide a balance compared to customer perception that can be more subjective.

Table 3.10: Customer Level of Service

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Quality	Provide well maintained assets that are affordable to the Community.	% of Council assets which are poor/very poor condition	2% of Council's assets are currently very poor (Condition 5) condition	2% of Council's drainage assets to be in very poor condition.
	To respond to the communities need in relation to the effective collection and disposal of stormwater	Letters received from community. Level of satisfaction from Council's annual customer survey Community Voice Customer Research	Provide an acknowledgement to any community request within 14 days.	Expect to maintain current level of satisfaction
Function and Capacity	Provide stormwater systems which have suitable capacity and in condition to convey stormwater	Response to reports in Council's Pathway Service Request System Letters received from community	Appropriately respond to all flood complaints with the aim to have all new drainage systems: Designed and construct to adequately drain 1 in 20 year ARI design flows wherever possible. Ensure overland flow paths are protected and maintained free of obstructions wherever possible to drain 1 in 100 year ARI design flows.	A series of condition and function audits are planned for next 10 years Update of existing mainstream flood studies every 10 years. Undertake local overland flood modelling. Design, document and construct flood and drainage mitigating works.
Safety	Drainage infrastructure is designed and maintained safe to community.	Number of reported injuries attributed to drainage asset condition.	Less than 2 incidents per year where Council accepts liability	Less than 2 incidents per year where Council accepts liability
Environmental	Improve quality of stormwater entering waterways.	Provide and maintain pollution control devices.	Record and maintain regular frequent cleaning of pollution capture devices in accordance with agreed service levels.	Record and maintain regular frequent cleaning of pollution capture devices in accordance with agreed service levels.
Responsiveness	Timely response to customer requests.	Time taken to appropriately respond and finalise requests.	Start initial investigation within 30 days. Delivering works program on time and within budget subject to the completion of design.	Start initial investigation within 30 days. Delivering works program on time and within budget subject to the completion of design.

The above performance targets indicated are not always met due to existing resource levels. Work is continuing to improve resourcing issues.

3.8 Technical Level of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. Detailed Technical Levels of Service are required to assess performance on a day-to-day basis to guide decision making and workflows. The prime objective in setting the Technical or operational Levels of Service is to set targets that will lead to achieving the desired Community-based Service Levels. These include response times, work standards and condition ratings.

These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service Managers, Finance and Asset Managers collaboratively plan, implement and control technical service levels to influence the customer service levels.

Table 3.11 shows the technical levels of service expected to be provided under this AM Plan. The "Desired" position in the table documents the position being recommended in this AM Plan.

Table 3.11: Operational/ Technical Level of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
Operations	Stormwater inlet pits are free of sediment and debris	Review of performance of inlet pit cleaning program reports	Not currently measured	Stormwater pits that are critical or of high priority are free of sediment and debris
	Gross Pollutant traps are emptied at optimum frequencies	Reported cleaning frequency and mass of material removed	Cleaning frequency adequate and meeting scheduled maintenance program frequency	Cleaning frequency adequate and meeting scheduled maintenance program frequency
Maintenance	Inspection and maintenance of stormwater infrastructure assets is undertaken as per maintenance plan	Review of performance stormwater infrastructure inspection and maintenance program reports	Expect to maintain current level of service	Expect to maintain current level of service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
	Lake Parramatta is managed to meet adequate water quality and water levels, minimise sediment and pollutants to preserve flora and fauna, and suitability for recreational uses	Lake Parramatta Dam bi-daily, weekly, monthly and quarterly inspection and maintenance is carried out Lake Parramatta water quality levels are suitable for recreational swimming and activities	Lake Parramatta inspection program is carried out Lake Parramatta water quality currently meets minimum standards to allow for recreational activities	Lake Parramatta inspection program is carried out Lake Parramatta water quality currently meets minimum standards to allow for recreational activities
Renewal	Renewal of assets is undertaken at the optimal time in lifecycle	Assets are renewed when required under LTFP	90% completion of annual capital renewal programs relating to Council's Stormwater programs	100% completion of annual programs
	Renewal assets are delivered efficiently and fit for purpose	Completion of Council's renewal program, including Major Projects	On-going implementation of capital renewal programs including Major Projects	Assessment has not been carried out
Upgrade/ New	New assets are delivered efficiently and fit for purpose	Completion of Council's upgrade & new assets program, including Major Projects	On-going implementation of capital upgrade programs including Major Projects	Completion of Major Projects

Note: * Current activities and costs (currently funded).

** Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded)

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

Table 3.12: Technical Level of Service – Drainage Asset (Pits and Pipes)

Asset Category	Key Performance	Measures Level of Service	Performance Measure Process	Performance Target
Conduits	Quality	Well-maintained and suitable structures for its intended use.	Measure the conditions every 5 years on a sampling basis and extrapolate to whole system (current practice). Number of customer request.	Aim to maintain 94% of the conduits at condition rating of 3. Reduced number of request/complaints per annum., <100pa.

Asset Category	Key Performance	Measures Level of Service	Performance Measure Process	Performance Target
	Capacity	Council design practice to provide 5% AEP capacity of its conduits. Asset capacity is sufficient, without any obstruction, and efficiency/output is >80%. Asset meets service demand/growth	Detailed hydraulic analysis every 5 to 10 years. Annual audits of stormwater assets Insurance claims/incidents reports. Inspections/compliance with specifications.	Maintain 5% AEP capacity throughout LGA, where possible. Meet current Australian Standards.
	Safety	Reduces insurance claims annually related to the particular asset type. Asset kept at the safe operating level.	Number of reported incidents eg. sinkholes, causing damage to road payments and private property. Annual audits	Asset meets current WHS standards, design guidelines and environmental compliance. Insurance claim <20pa.
	Function	Asset functioning well, appropriate for its intended use.	Audit asset is fit for purpose. Regulation/design changes.	Asset meets technical/industry standard >90%.
Structures	Quality	Well-maintained and suitable structures for its intended use.	Measure the conditions every 5 years on a sampling basis and extrapolate to whole system. (current practice) Number of customer request.	Aim to maintain 94% of the conduits at condition rating of 3. Reduced number of request/complaints per annum., <50pa.
	Capacity	Council design practice to provide 5% AEP capacity of its structures. Asset capacity is sufficient, without any obstruction, and efficiency/output is >80%. Asset meets service demand/growth	Detailed hydraulic analysis every 5 to 10 years. Annual audits of stormwater structures. Insurance claims/incidents reports. Inspections/compliance with specifications.	Maintain 5% AEP capacity throughout LGA, where possible. Meet current Australian Standards.
	Safety	Reduces insurance claims annually related to the particular asset type. Asset kept at the safe operating level.	Number of reported incidents eg. causing damage to road payments, vehicle, pedestrians and private property. Annual safety audits	Asset meets current WHS standards, design guidelines and environmental compliance. Insurance claim <20pa.
	Function	Asset functioning well, appropriate for its intended use.	Audit asset is fit for purpose. Regulation/design changes.	Asset meets technical/industry standard >90%.

The above performance targets indicated are not always met due to existing resource levels.

3.9 Desired Level of Service

An initial Community (Strategic) and Technical (Operational) Levels of Service document to guide and assist Council has been developed regarding ongoing management of its stormwater Assets portfolio. This document is contained within the Business Rules annexed to this report. Any changes

in the future to the Levels of Service for any of Council's transport assets will be in accordance with this document.

The desired levels of service with respect to delivery of stormwater drainage moving into the future is to build and improve on existing levels of service under the areas of Community and Technical, as summarised below:

Community Level of Service

- Provide a well maintained stormwater drainage system in suitable condition
- Effective collection and disposal of stormwater
- Response time to customer requests
- Designed and maintained safe for the Community
- Improve Water Quality in waterways
- Planning for increased development within CBD and other growth areas.

Technical Level of Service

- Drainage assets in a serviceable condition in accordance with intervention condition (as per Asset Management Plan)
- Improvements to pipe drainage system to achieve 1 in 20 year ARI capacity where possible
- Maintain drainage assets by undertaking preventative maintenance as required. (This includes cleaning, CCTV inspections and condition rating)
- Drainage assets constructed and maintain in accordance with Asset Management Plan and to meet with Council's Work Health and Safety requirements

To enable improvements to Council's drainage asset management systems the additional improvements listed below will also need to be addressed.

Improved Staffing levels - Currently asset management of Council's drainage system has been predominantly based on reactive treatment to reported and known problems. This has been mainly due to limited staffing resources available to undertake planned investigations that go beyond annual works programs.

The aim in future is to progressively move from the predominantly reactive approach to a more planned proactive asset management system. It is proposed to fill this staff shortage by the creation of a dedicated Senior Asset Management Engineer position which will enable the employment of an experienced Drainage Asset Engineer dedicated to respond to Council's asset management needs in this area.

Historic Inhibitors to Change - Historically drainage asset management team did not have the same profile as other asset classes such as road, footpaths, libraries, community buildings, open space and recreational facilities.

This is not uncommon as drainage assets are predominantly structures underground, unseen by the general community and their technical function and performance not commonly understood or appreciated until after the impact of a major flood where any limitations to the drainage system that results in flood damage and large recovery costs are clearly visible. It is therefore important that funding is continued in the areas of:

- Flood Studies;
- Floodplain Risk Management Study and Plans
- Implementation of Flood Mitigating Works
- Funding for the Continued Maintenance of New and Existing Infrastructure

Ongoing Community Consultation – Community Consultation that educates residents and property owners of flood risk is essential. It is strongly recommended that a formal community education program be set up and a regular campaign to remind everyone the importance of floodplain risk management and the continued supporting funding to maintain existing drainage infrastructure and to fund new flood mitigating infrastructure is critical.

Further development of the levels of service will be undertaken in consultation with the various business units within Council. These will be documented in future revisions of this AM Plan.

The asset management planning process includes the development of three scenarios to develop Levels of Service that are financially sustainable.

Scenario 1 – What we need to do (spend) in the next 10 years to sustain current service levels plus planned upgrade new / new assets / services aligned with the Long Term Financial Plan, Delivery Program, Operational Plan, and Asset Strategy.

Scenario 2 – What we need to do (spend) in the next 10 years to sustain current service levels plus planned upgrade new / new assets / services using Method 2 (Condition Modelling) or Method 3 (Network Renewals / Defect Repairs).

Scenario 3 – What we can do and be financially sustainable with AM Plans matching Long Term Financial Plan (LTFP), identifying major capital renewal and upgrade/new proposals that cannot be done in the next 10 years, determining the service consequences (service levels below desired levels) and service risks associated with the deferral of these proposals.

What options do we have?

Resolving the funding shortfall involves several steps:

- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing, and when assets are not able to provide the required service levels;
- Improving our efficiency in operating, maintaining, renewing, and replacing existing assets to optimise lifecycle costs;
- Identifying and managing risks associated with providing services from infrastructure;
- Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure;
- Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs;
- Consulting with the community to ensure that water infrastructure services and costs meet community needs and are affordable;
- Developing partnership with other bodies, where available to provide services; and
- Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

What happens if we don't manage the shortfall?

It is likely that we will have to reduce service levels in some areas unless new sources of revenue are found. For water infrastructure, the service level reduction may include reduction of the frequency of emptying gross pollutant traps, and delay on delivery of water sensitive urban design facilities which provide a lower level of service (environmental sustainability) at a lower operating and maintenance cost. Reduction in maintenance in other areas may accelerate the consumption of some asset groups.

What can we do?

We can develop options, costs, and priorities for future civil infrastructure services, consult with the community to plan future services to match the community service needs with ability to pay for services, and maximise community benefits against costs. Seek funding from State Government for delivery of planned works.

4. FUTURE DEMAND

4.1 Demand Drivers

Demand Drivers predominately affecting the stormwater portfolio include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

Demand for new services is being managed through a combination of managing existing assets, where appropriate upgrading existing assets and providing new assets to meet demand through a variety of delivery mechanisms mentioned within Section 5 of this report.

Council can currently sustainably fund and maintain its existing stormwater portfolio to a satisfactory condition, which will allow it to meet existing community and operational demands. Almost 97% of stormwater assets (by GRC) currently score a condition rating of 3 or better (Satisfactory). Further in-depth long term planning is still required to identify if Council has the required asset in the required place to perform the required function.

The stormwater network is being managed to ensure continued service provision as well as allowing for the future growth. Given Parramatta's geographical significance, planning for both the current and future communities is required and will need to include services for groups outside of the Parramatta LGA, being the wider Sydney region.

Additional in-depth and long term planning is required to identify if Council has the required asset in the required place to perform the required function. To assist in addressing the demand into the future Council is currently undergoing numerous detailed planning studies to ensure that the future growth of the LGA is accounted for. These studies take into consideration the meeting of demand from Council's existing stock, future programmed assets via a range of delivery mechanisms, as well as service delivery via assets owned by other organisations.

Demographic analysis for the Parramatta LGA demonstrates that the population is extremely diverse which results in a need for access to a full range of social infrastructure. Current trends also identify a need for flexible, multi-purpose facilities that cater to a broad range of interests and that can adapt as needs change.

The CBD of Parramatta is undergoing a substantial planning review by Council to facilitate the significant growth for the LGA and region. This will have a substantial increase and further concentrate worker and residential population numbers. To address this, Council is also undergoing its own significant property redevelopment program of its CBD assets to facilitate growth of the organisation, community and region. Council's flagship development within its Parramatta CBD projects was the Parramatta Square project which is revitalising 3 Ha of prime CBD land.

Future versions of this AM Plan will take into consideration the numerous Strategies and Programs currently under development by Council, including the financial considerations for each being Capital New, Renewal, Maintenance and Operational requirements. These Strategies and Programs include but are not limited to:

1. Lennox Bridge Car Park Redevelopment
2. Riverside Theatre
3. Parramatta Riverbank
4. Multi Storey Car Park Redevelopment Projects
5. North Parramatta Urban Growth Release
6. Parramatta Square (PS) Redevelopment – Project recently completed.

As stated above, Council is undertaking planning studies forecasting the growth and demand into the future and considering the delivery mechanisms to meet future service delivery targets.

It is envisaged that demand identification and management will be further and continually identified through stakeholder engagement within this AM Plan and then delivered through an annual and four year Program consisting of:

- Acquisition and Development
- Capital New and Renewal
- Maintenance and operation

Future strategic levels of service for the drainage network

Improving the resilience of the Parramatta Council Area to any future disruptions or disasters is a key task of local government, in cooperation with the State Government. This is reflected in Parramatta's Community Strategic Plan (CSP), which states Council should:

- Minimise and manage environmental risks;
- increase resilience;
- improve recovery times

and focus on:

- preparation for extreme weather events and/or other extreme events that disrupt food, water, energy or other resource supply
- identification of risk and putting plans in place to better deal with events when they happen
- flooding risk

In addition, the CSP states that "bringing back swimming to the Parramatta River" is a Council priority. To achieve this vision a key Council task will be to improve the water quality entering waterways via improvements in the drainage network.

In response to these CSP requirements, and other Council Policies such as the Council Floodplain Risk Management Policy, various long term enhancements to the stormwater drainage network are required, and are described below.

Enhancement of the drainage network to meet a universal 5% AEP flow capacity

Council's network of pits, pipes and gutters extends across the whole of the Local Government Area (LGA) with a total pipe length of 543km and 24,140 stormwater pit structures with a

combined total Written Down Value (WDV) value \$539,906,935. This network has been built up over many decades to a variety of standards. Some parts of the network can cope with storms of 5% AEP intensity (the largest storm that, on average, would be expected to occur every 20 years), whilst others can only cope with storms of 20% AEP intensity.

It is proposed exploring in the future to retrofit those parts of the network with lower standards of service to be able to cope with a 5% AEP storm. A prioritisation program will be developed, with those areas deemed to be most critical (e.g. areas of high density, important public assets like hospitals) upgraded first and then other areas upgraded as funds become available.

Making the Parramatta CBD more flood resistant

The Parramatta CBD is currently the most important economic, social, and cultural centre for the Sydney metropolitan area, outside of the Sydney CBD. It is the 6th largest CBD in the nation, with tens of thousands of workers commuting daily to the CBD and with an annual economic output of billions of dollars. In addition, a major rezoning of the CBD is currently being planned which is likely to increase the working and residential population of the CBD as well as the value of public and private assets and the overall importance of the CBD very substantially to the national economy.

The Parramatta River runs through the CBD, providing vital open space and recreational activities. However, as with all Rivers, the Parramatta River occasionally floods. In a larger flood it has been estimated that hundreds of millions of dollars of direct and indirect damages could occur in the CBD, along with potential loss of life. This is despite some very effective flood mitigation projects that were installed in the 1990s after extensive flooding that occurred in 1986 and 1988.

A new project is starting in 2015 to create a comprehensive and accurate flood model for the whole of the Parramatta River, including the CBD. After the flood model is completed in 2017 an extensive review program will investigate the methods by which damages and risk to life from flooding could be substantially reduced from its current levels. This review is likely to recommend substantial flood mitigation projects that will need cooperative funding mechanisms to be developed between local, state and federal governments.

Water sensitive urban design

In the rain event the runoff enters the underground drainage network and picks up any pollutants that are present in the environment such as heavy metals, pesticides, herbicides and potentially dangerous bacteria. These pollutants are then rapidly transported to any nearby creek or river, where they can cause significant environmental damage. One way to reduce the effects of pollution is to install features such as raingardens and grassed areas ("water sensitive urban design, WSUD") in the drainage system that intercept the water and clean it up before releasing the water into the local waterway. In addition to the water cleansing capabilities of WSUD these areas of vegetation create natural environments providing environmentally friendly local area's on hot days and habitats for the native species.

Currently, only a relatively small area of the LGA have WSUD installed. Council plans to increase WSUD to such a level that the water quality in the Parramatta River will improve enough to allow swimming at selected locations such as the CBD, Little Coogee in Parramatta Park or at Ermington Bay. It has been estimated that about 1% of the total surface area of the LGA would need to have WSUD retrofitted to achieve the aim of returning swimming to the Parramatta River.

In response, all future civic upgrade projects should have at least 1% of the upgrade area dedicated to WSUD.

Management of High Hazard Flood Flows

During storm event, the raising water level impacts in many ways. Council has identified the hotspot areas that are classified as high hazard flood zones. Council has a rolling program of updating its flood studies and Floodplain Risk Management Study and plans. As part of this process a review of all high hazard flood zones and high-risk properties within the floodplain will be identified and appropriate actions associated with managing flood risks will be undertaken. In subsequent years we will be developing site specific approaches to minimise the risks to those living in the problem areas, which will include drainage system improvements and modifications.

Parramatta Central City Growth

The increase in FSR over the City Centre area. This will have a significant impact on the drainage network. The predicated change in zoning and expansion of the CBD will affect the network and overland flows. This will be mitigated by evaluating the effects of the expansion on the drainage network and floodplain emergency evacuation.

Proposed Light Rail through Parramatta

The NSW Government has delivered the Parramatta Light Rail Stage 1 project. As part of this project adjustments to existing drainage infrastructure and improvements to the drainage systems at locations around the light rail corridor have been completed and those new stormwater assets that are gifted to council will be included in council's Asset Management System.

Stage 2 of the Parramatta Light Rail system is currently being investigated and a similar process will occur with any handover new stormwater assets. Consideration of local and mainstream flood impacts will be incorporated in design of the light rail system to ensure disruption to service and damage to rail asset infrastructure is kept to a minimum.

Pollution control devices on stormwater pipes discharging to waterways

- Council has an existing network of stormwater pollution control devices that the improvement to water quality entering its natural waterways.
- These devices are a mixture of trash screen, CDS units, pit baskets and litter floating booms which are strategically placed within the catchment system to capture pollutants such as litter and sediments.
- Further devices will be planned as more growth and development occurs within the LGA.
- Future specific water quality targets specific to achieve projects such as the introduction to swimming in the Parramatta River will also result in the increase to the number of these devices.
- The growth in pollution control devices will require extending the existing cleaning and maintenance programs and budgets accordingly.

4.2 Changes in Environment

Climatic changing conditions is a continuous discussion, recent extreme weather event which are likely to become more frequent such as heat waves, large storms, increased rainfall, rising sea levels, fluctuations in wet/dry season.

This is likely to impact on condition of assets, place pressure on asset lifecycle costs and potentially reduce asset life, e.g. increased moisture in ground and road pavements. There is also potential for more frequent asset failure, e.g. failure in retaining walls in 2014 at Harris Park Train Station which collapsed causing infrastructure failure of the road above.

When Council is undertaking renewal the following changes in design and procurement practise are implemented to mitigate the impact of increased intensity and frequency of extreme weather events;

- Using higher grade binder in the asphalt which preforms for longer periods in areas with high temperatures.
- Increasing the capacity of drainage systems and installing more drainage pits to improve the removal of extreme rainwater flow
- Extreme rainwater travels faster and requires an extended kerb inlet
- Provision of subsoil drainage system to prevent the ingress of moisture into the pavement and formation.

The most likely changes expected is due to proposed increases in population within the LGA and the impacts leading from increased development. Such impact would require upgrade and modifications to existing pipe drainage and water quality infrastructure, as indicated above.

Other environmental changes could result due to predicted change to rainfall and sea level. This could result in future works being designed with greater capacity to account for increased weather extremes.

4.3 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets have been identified in a number of recent studies undertaken by Council, being the Community Infrastructure Strategy and the CBD Infrastructure Needs Study, which were undertaken in 2017 and 2019. The findings of the studies have been used to inform the draft Developer Contribution Plan. Further studies are underway, and demand forecast for civil and drainage infrastructure will be developed once the revised environmental, social, economic strategies are formally adopted by Council.

4.4 Parramatta CBD Planning Study and CBD Planning Proposal

A major Council objective that will impact the demand on stormwater assets within the CBD and surrounds is the current Parramatta CBD Planning Study. The objectives of this Strategy are:

1. To set the vision for the growth of the Parramatta CBD as Australia's next great city.
2. To establish principles and actions to guide a new planning framework for the Parramatta CBD.

3. To provide a clear implementation plan for delivery of the new planning framework for the Parramatta CBD.

The Planning Strategy, which was adopted by Council on 27 April 2015, is effectively a consolidation of the recommendations in the CBD and Auto Alley studies and also reflects previous Council resolutions.

The Parramatta CBD Planning Strategy sets the direction for the project and details the 'Actions' that will inform a future Planning Proposal to amend the planning controls for the CBD. Key actions in the strategy include the following:

1. Expansion of the CBD boundaries
2. Increase in FSRs to predominantly 10:1 and 6:1 across the CBD
3. Removal of any height controls, except in some key areas
4. Investigation of potential sun access controls to key public spaces
5. Expansion of the commercial core and potentially opening it up to some residential uses (subject to commercial also being provided)
6. Setting an employment growth target of 27,000 additional jobs and residential growth target of 7,500 additional dwellings by 2036 for the CBD
7. Investigation of infrastructure needs, including funding mechanisms. This investigation is to include a consideration of city culture, entertainment, events and arts spaces, and social services and community facilities.
8. Promotion of tower slenderness and design excellence

The work required to implement the identified actions and progress a formal Planning Proposal for the CBD are detailed in the Strategy's 'Implementation Plan'. This includes several technical studies, including an infrastructure needs analysis. Most asset classes will require Needs/Impact Studies that will inform the infrastructure needs analysis which Council is currently undertaking as part of the review of the Parramatta CBD Planning Framework.

4.4.1 Implications for the Asset Management Plan

In the 15/16 financial year City Strategy tested the implications of what increases in FSR with no height limits may have on the Parramatta CBD and surrounds (North Parramatta and Harris Park) in terms of required community facilities, traffic, transport, environment, storm water and heritage. This is being referred to as an Infrastructure Needs Assessment for Social Services, Education & Community Facilities.

The increase in FSR and the impacts upon existing assets will be further considered in detail, including whether the existing assets have appropriate capacity to receive new future additional network demands or if new assets are required to meet service delivery requirements.

As the new planning controls will also allow for the significant growth in workers and residents and in turn impact Council's building and infrastructure network, Council's review process is also identifying all the required infrastructure that the Parramatta City Centre needs over the next 10 - 20 years in this study area. In doing so, it will also identify the proportion of 7.11 funds that will be required to deliver the Needs Assessment. At the end of this review process there will be a new draft Civic Improvement Plan and 7.11 plan for Parramatta City Centre, with funds allocated to different areas of Council for delivery of the works, including Council's stormwater portfolio.

Future stormwater requirements in consultation with the aforementioned process will be identified and included within future versions of this AM Plan.

4.5 Demand Management

Demand Management into the future for Council will need to be considered:

- Maximising patronage within existing assets,
- Upgrading existing assets,
- Providing new assets to meet demands, and
- Managing the demand by non-asset solutions.

4.5.1 Demographics

CoP's population is estimated to be 256,729 in 2021(confirmed), 287,289 forecasted for 2022 and estimated forecast of 446,021 in 2041 resulting in an increase of 55.25 % from 2022-41.

Table 4.1 Demographic – CoP Census

SECTION	STATEMENT 2024	SOURCE 2024
POPULATION	256,729 in 2021 (3,056 people per km2)	Profile Id (2021 Census)
	446,021 forecast for 2041 (5,310 people per km2)	Forecast Id
	Median age = 35 years (NSW = 39 years)	ABS 2021 Census
	84% feel welcome living in our city	Our City My Life Survey 2023
DWELLINGS	92,109 occupied dwellings in 2021	ABS 2021 Census
	188,447 dwellings forecasted for 2041	Forecast Id
	40.5% residents live in a flat or apartment	ABS 2021 Census
DIVERSITY	53.3% of residents were born overseas	Profile Id (2021 Census)
	56.4% speak a language other than English at home	ABS 2021 Census
	o 12.4% Mandarin	
	o 6.4% Cantonese	
	o 5.5% Korean	
EDUCATION AND EMPLOYMENT	36.1% of residents hold a bachelor's degree or higher	ABS 2021 Census
	97.6% employment rate in June 2023	Economic Id
	23.6% of residents work within the LGA	Profile Id (2021 Census)
	Median household income = \$2,051 per week (NSW = \$1,829)	ABS 2021 Census
VULNERABLE COMMUNITIES	13.1% of households are 'low income', earning less than \$650 per week	ABS 2021 Census
	15.6% of households are in housing stress	Housing Id
	4.1% of people require assistance with daily living activities	ABS 2021 Census
	16.5% of residents reported that they do not speak English well or at all	Profile Id (2021 Census)
LOCATION	The City of Parramatta covers 84km2 at the centre of metropolitan Sydney, 24km west of Sydney CBD	
CONNECTION	Home to the Dharug peoples for more than 60,000 years	
	Australia's oldest inland European settlement	
HERITAGE	Parramatta Park is a World Heritage Listed site	

	More than 750 significant archaeological sites	
	More than 50 State significant heritage sites	
ENVIRONMENT	36.7% vegetation cover including 22.6% tree canopy cover	Urban Monitor methodology and data (2016)
	11 days in 2023 over 35°C	BOM (2024) - data over 2023 calendar year
ECONOMY	2.3 million people live within a 45-minute commute to the Parramatta CBD	PwC (2016)
	Gross Regional Product = \$28.21 billion	Economic Id (NIEIR 2022)
	168,019 people work in the City of Parramatta	Economic Id (June 2022)
	5,435 jobs created 2016-2021	Economic Id
	30,591 businesses call Parramatta home	Economic Id (ABS 2022)
	23.4% vacancy in Parramatta's commercial office buildings	Property Council of Australia (July 2023)

Council has a diverse demographic base which is constantly changing. As identified below, Council needs to consider numerous factors when planning for its transport assets into the future.

Parramatta's median age in 2016 was 34 and comparatively young when compared to 36 for Greater Sydney and 38 for NSW. Data from the 2016 Census indicated that approximately 74 per cent of Parramatta's residents worked outside the Parramatta local government area; the majority working in the Sydney CBD. Local residents made up less than 20 per cent of our total Parramatta workers. Around 120,000 people are employed in Parramatta, of which more than 43,000 work in the Parramatta city centre, with many coming from Blacktown, The Hills Shire, Holroyd, Penrith, Hornsby and other areas.

4.5.3 Planning

To understand Demand in more detail into the future, Council is also both internally and through the procurement of various external consultants reviewing and identifying specific community needs. Infrastructure team is collaboratively working with Corporate Strategy team to develop planning tool for infrastructure group factor demand forecast in treatment proposal for new assets and renewal programs.

Council has also created through its Social Outcomes, City Strategy team a set of Social Infrastructure Guides as a series of high level social infrastructure needs for major development hotspots across the Parramatta LGA, including Parramatta CBD, Granville, Westmead and Epping. The Guides identify the current capacity of social infrastructure within these areas as well as highlighting broad trends and challenges in social infrastructure provision. It is envisaged that this current study will be expanded to other parts of the LGA to assist in asset planning into the future for both the RI, land, stormwater, parks, and building portfolio.

4.6 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.2 & 4.3.

The objective of demand management is to actively seek to modify customer demands for services to:

- optimise the utilisation and performance of existing assets;
- reduce or defer the need for new assets;
- meet the organisations strategic objectives;
- deliver a more sustainable service;
- respond to customer needs.

It is vital to the success of the AM Plan that demand factors be analysed comprehensively, and their impact quantified in terms of the following:

- the effect of the growth of the asset network;
- any possible future need to increase or decrease infrastructure;
- the implementation of non-asset solutions, such as managing demand.

In addition to the factors mentioned above, risk affects demand for services and consequently the following must be taken into account:

- the methodology and accuracy of forecasts;
- the uncertainty of forecasts
- any unforeseen natural factors

Opportunities identified to date for demand management are shown in Table 4.2& 4.3. Further opportunities will be developed in future revisions of this asset management plan.

As shown in future sections of this plan, acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

City of Parramatta Council conducted a sensitivity analysis in 2022 to determine the impact changes in asset values and financial attributes have on assets, and subsequently the ability to maintain current service levels and meet new demand for additional open space assets using current predicted funding. Variables reviewed include fair value, residual values, useful life, asset componentisation and hierarchy, and depreciation method. The sensitivity analysis is a way to predict the outcome of a change if a situation or variable turns out to be different compared to key prediction(s).

Future plan revisions will consider the costs of climate change, water restrictions, technology, urban consolidation, and other possible variables.

Table 4.2: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Demographics	Changing service needs and hence changing building requirements, particularly relating to accessibility	On-going delivery of Council's Community Facilities Deferred Maintenance and Upgrade works to provide more inclusive and accessible facilities.
Population	General increase in demand for services provided by Council's buildings	New Developer Contributions Plan has been drafted to take into account the potential future demand for services/assets and these are considered in this AM Plan.
Population – new DCP	Will require initial capital funding from Council to match s94 funding, also results in a projected increase in recurrent operational & maintenance	Adoption of new DCP. Explore opportunities to provide additional services/ assets through VPA's or joint ventures. An overarching Property Strategy to be developed.

	costs and annual asset depreciation costs.	
Regulation	Will add further to the cost of providing, operating, maintaining and renewing buildings	On going assessment of building portfolio as regulations change to determine additional cost.
Construction Costs	The shortage of skilled labour, high labour costs and increasing building costs will impact on the future management of drainage	On-going internal productivity reviews to ensure value for money. Undertake regular testing of the market through standard tendering and procurement processes for external service provisions.

Action from the demand management plan is being finalised and update will be included in the further revision.

Table 4.3 Demand Management Plan

Demand factor	Impact on service	Demand Management Plan	Action
Changing Demographics and increased population	Increased traffic volume on existing roads, additional road maintenance, renewal funding demand, road upgrades and requirement for traffic calming devices. Demand for major extensions in road network. Service interruptions and time delays for road users due to increased traffic and works. Increased population densities will require upgrades of existing assets and services as well as new assets and services. Capacity increase, additional facilities in public domain space.	On-going delivery of Council's Capital Project identified in program level. Deferred Maintenance and Upgrade works to provide more inclusive and accessible facilities. Service levels will need to be reviewed to meet the demand shift. Consideration will need to be given to user pays/ capacity to pay. Establish use of sustainable transport devices. Maintain up-to- date asset management systems and undertake regular reviews of Asset Management Plans.	Promote public transport around residential & commercial areas. Awareness programs to encourage public transport. Introduce new or modified traffic control system at congested locations. Renewal of roads according to the standards to cater for increased traffic loads. Encourage the use of sustainable transport modes i.e. cycling. Monitor changes in traffic to ensure roads meet the users' needs.
Land use changes and additional dwellings	Increase in gifted roads to Council (local access roads) from new subdivisions which will increase renewal and maintenance costs towards roads. Needs comparatively higher structural strength pavement to support increase traffic load. Increase in AADT, causing accelerated deterioration due to heavy vehicles	Identified heavy traffic routes needed to be upgraded to withstand higher axle loads. Restrictions for heavy vehicles. Consider delivery though additional, consolidated or more efficiently used assets. Consider assets delivered through alternate means e.g. VPAs	Assess the correct road renewal treatments to cater for vehicle use patterns. Increase in maintenance budget in line with road network expansion. Ensure adequate capital asset renewal funding in long term financial budget plans. Maximise funding obtained from external grant sources for road rehabilitation.
Increase costs for materials and contracts	Inflation of construction prices exceeds annual increases in civil construction expenditure. Increased costs to maintain infrastructure assets. Reduction in maintenance and operation expenditure will delay maintenance reduce the life cycle of the asset.	Continually review renewal modelling ensuring forecasting is accurate. Appropriate procurement processes to ensure competitive pricing.	Seek state government funding for better management of heavy vehicle routes. Controls in place for industry areas and restrictions for heavy vehicle use on the local road network. Support alternative delivery and access arrangement for local business activities.
Rising Community expectations	Community expectation for standard of services is rising. Desired service level provision increased over time.	Desired service level provision increased over time. Identify service gap, increase resources and funding to fill the gaps. If necessary, outsource to improve service delivery.	Analyse customer requests to optimise the use and performance of existing road services and look for non-asset based solutions to meet demand for services.
Increasing Environmental and Design Standards	Higher standards for new and renewed infrastructure causing higher costs to build, maintain and operate assets.	Ensure appropriate design standards for assets. Ensure whole of life costs are identified within any project prior to approval.	

5. LIFECYCLE MANAGEMENT PLAN

5.1 Life-Cycle Management Principles

The lifecycle management plan details how the City of Parramatta Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

Life-cycle Management is recognised by Council as an essential component of this AM Plan. This section of the Plan provides details of the data and processes required to effectively manage, renew and upgrade Council's asset portfolio. It also documents the analysis that Council undertakes regularly to predict and monitor expected future expenditures required to effectively manage the portfolio.

Undertaking life-cycle asset management means considering all management options and strategies as part of the asset life-cycle, starting with the planning phase and ending with disposal. The objective of managing the assets in this manner is to look at long-term cost impacts (or savings) when making asset management decisions. **Error! Reference source not found. Error! Reference source not found.** provides a graphical representation of the asset life-cycle including each of the stages an asset passes through during its life.

Figure 5.1: Life Stages of Infrastructure Assets



5.1.1 Delivery of Council's 10 year Asset Management Plan

The development of Council's Stormwater AMP in line with the Asset Management Policy and Strategy allows Council to plan, identify and implement an annual and four year delivery program for Council's stormwater assets in line with a lifecycle management strategy consisting of:

- Acquisition or Development;
- Operating;
- Maintenance; and
- Capital Renewal; or Disposal

Delivery mechanisms of the above and the new asset creation process vary from internal to external resources and includes commissioning through various business units within

Council. Future iterations of this AM Plan will further consolidate and refine the various delivery programs.

5.2 Background Data

5.2.1 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Table 5.1: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Parramatta Dam water levels	Retain static water level at a to be determined level at all times
Surface flow paths for drainage network	Ensure all surface flow paths in city road reserves, easements and Park Lands are retained and unobstructed and provide maximum flood protection to properties.
Stormwater drainage main drainage	Ensure all stormwater main drainage are operating at greater than 80% capacity to minimise flooding to properties and obstruction to road users
Reserves and parks watercourses	Minimise the occurrence of obstructions in water courses which divert creek flows onto adjacent roadways and open space
Stormwater detention basins	Ensure Council's stormwater detention basins remain fully operational at all times
Stormwater drainage network major catchment low points	Operate pipes, inlets and manholes at minimum 80% capacity to minimise flooding of roads and provide maximum protection to properties adjacent low points with significant upstream catchment area
Stormwater drainage network park paths and access roads	Minimise pedestrian and cycling obstructions due to flooding caused by failed stormwater drainage infrastructure
Pollutant management	Operate Council's suite of gross pollutant traps to maximise the interception of litter and organic material from receiving watercourses.

5.2.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.

Table 5.2: Known Service Performance Deficiencies

Location	Service Deficiency
All drainage assets	Some sections of the network have less than one in 10 year ARI capacity causing excessive ponding on the roadway surface during minor rainfall events.

5.2.3 Asset Condition

Council engaged the services of OPUS International Consultants in 2015 and Total Drain Clean in 2019 to undertake a condition inspection sample survey of Council's stormwater drainage system. The survey comprised of a representative sample of approximately 5% of Council's drainage pits & pipes network.

The inspection methodology included data collection and records of pit condition and pipe condition using Quickview camera video and photographs of the internal drainage system. This information was used to undertake a condition rating of the stormwater drainage pipes using the IPWEA – NAMS.AU Practice Note No.5 Stormwater Drainage assessment framework.

Council currently does not have a formal Assessment Methodology document, however the methodology used to assess the asset condition of its stormwater drainage infrastructure is summarised as follows:

- Typically, all above ground drainage structures such as pits, basins etc. are assessed by visual inspection on site. Record of their condition is by photograph of the structure.
- Below ground structures such as pipes, pits (internal component) and culverts are inspected by CCTV, results recorded in a report and video footage and an assessment of the condition of the asset is undertaken on the review of the report and video.

5.2.4 Condition Scores – Stormwater Asset Condition

The Stormwater portfolio's physical componentised condition rating as a percentage of gross replacement cost, being:

Table 5.3: Drainage Asset Condition

Asset	Condition Rating	Scores Description	Condition (%)
Stormwater (Conduits)	1	As new, no maintenance required	12.92
	2	Good condition, requires routine maintenance	24.99
	3	Acceptable condition, requires minor maintenance	55.22
	4	In poor condition, requires replacement/repair	4.52
	5	Very poor condition, unserviceable or unusable. Requires renewal.	2.34
Stormwater (Structures)	1	As new, no maintenance required	0.37
	2	Good condition, requires routine maintenance	18.59
	3	Acceptable condition, requires minor maintenance	80.92
	4	In poor condition, requires replacement/repair	0.12
	5	Very poor condition, unserviceable or unusable. Requires renewal.	0.04
Stormwater (Other Assets)	1	As new, no maintenance required	3.96
	2	Good condition, requires routine maintenance	36.63
	3	Acceptable condition, requires minor maintenance	50.5
	4	In poor condition, requires replacement/repair	6.93
	5	Very poor condition, unserviceable or unusable. Requires renewal.	1.98

There is a broad range of asset condition. Condition "0" indicates that no condition data is held in the asset register.

Condition is measured using a 1 – 5 grading system⁶ as detailed in Table 5.2.

Table 5.4: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: A near new asset with no visible signs of deterioration. only planned maintenance required.
2	Good: An asset in a very good overall condition but with some early stages of deterioration evident. Minor maintenance required plus planned maintenance
3	Fair: An asset in fair overall condition. Deterioration in condition would be obvious and there would be some serviceability loss. Significant maintenance required
4	Poor: An asset in poor overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high and significant renewal/rehabilitation is required
5	Very Poor: An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. There would be an extreme risk in leaving the asset in service. Physically unsound and/or beyond rehabilitation

⁶ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

5.3 Measuring the Condition of Council's Assets

5.3.1 Asset Condition Assessment Methodology

Council's drainage network is located within road reserves, open space and through private property.

In addition to the above, within Council's Local Government Area exists approximately 62.6 km of stormwater drainage conduits and 2,390 stormwater pit structures that are owned and managed by the Roads and Maritime Service (RMS) and are located predominantly on RMS roads and reserves.

Of the 336.7kms of stormwater drainage asset stock maintained by Parramatta City Council, the most predominant material type is concrete.

Table 5.5: Stormwater Drainage Pipe and Pit Quantities by Hierarchy as at 2020

Stormwater Drainage Hierarchy and Responsibility	Pipe Lengths (m)	Pit Structure Quantity (each)
Commercial	25,978	948
Council Reserve	29,303	1,504
Industrial	22,464	685
Pollution Control Devices	883	20
Private Land	84,708	553
Residential & Minor Rd	173,422	10,228

Figure 5.6 - Percentage Distribution of Stormwater Drainage Pipe Network by Hierarchy as at 2020.

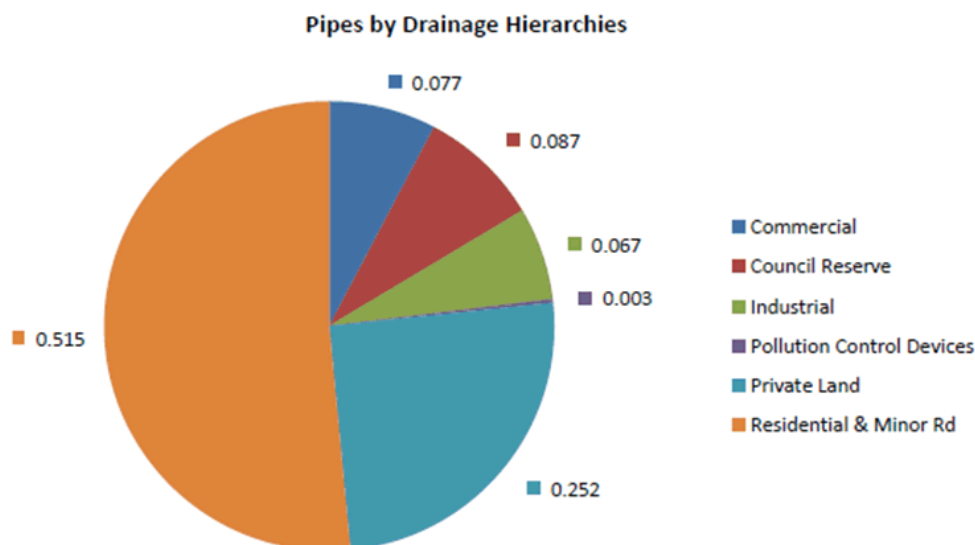
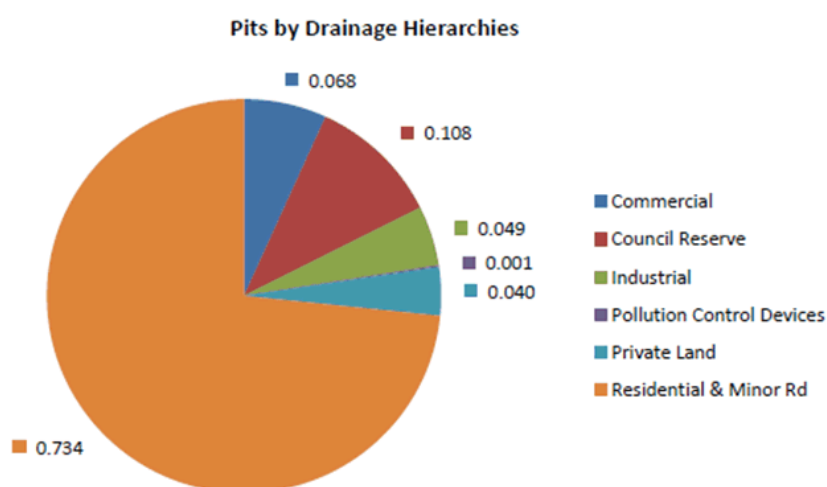


Figure 5.7: Percentage Distribution of Stormwater Drainage Pit Network by Hierarchy as at 2020.



Material Type

The majority of council's stormwater drainage pipe system is constructed in concrete. This accounts for approximately 97% of the network. Other material types are PVC, vitrified clay, stone and brick.

The majority of council's pits, approximately 99%, are constructed in concrete.

5.4 Operation and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. save road environment, cleaning, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.4.1 Operation and Maintenance Plan

Operations activities affect service levels including quality and function through the types and timing of activities, and the design of the infrastructure. Examples of these include street sweeping and grass mowing frequency, intensity and spacing of streetlights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. E.g. road patching but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Actual past maintenance expenditure is shown in Table 5.8.

Table 5.8: Maintenance Expenditure Trends

Year (Financial Year ending)	Maintenance budget
2025	\$2,066,150
2026	\$2,116,690
2027	\$ 2,168,491

Planned maintenance work as a % of total maintenance expenditure is not identified. Information on this will be developed for the next revision of this asset management plan, as higher proportions of planned maintenance expenditure to reactive maintenance will provide better value.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

5.4.2 Operation and Maintenance Strategies

City of Parramatta Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset use to identify under used assets and appropriate remedies, and over used assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure best value for the resources used.

5.5 Routine Maintenance Plan

Maintenance are those minor works necessary to keep assets on their expected life-cycle path. Failing to carry out necessary maintenance when it is required will result in assets deteriorating faster than expected.

Not achieving the expected life from assets costs an organisation in the long run as it will be forced to renew its assets earlier resulting in higher annual capital renewal expenditures. In addition, as the overall condition of the assets deteriorates the annual maintenance cost will rise as assets in poorer condition require more maintenance.

5.5.1 Operational Practices

When determining the required maintenance in year 2022 based on the distribution of the Roads and kerbs asset stock, Council has adopted an 'As a percentage of Replacement Cost' approach to determine the Required Annual Maintenance. This is consistent with the International Infrastructure Management Manual and other industry standards. The percentage of the Replacement Cost adopted for Roads and kerbs assets is as follows.

5.6.2 Maintenance plan

Maintenance Activities

The extent of maintenance activities undertaken for stormwater drainage network assets is significant and consists of

- Clean drains/ culverts/Pits

- Repair pipes and culverts
- Repair pits and stormwater drainage structures
- Storm and flood
- Subsoil drainage
- Cleaning and repairing open drains

When determining the required maintenance in year 2022 based on the distribution of the Stormwater asset stock, Council has adopted an 'As a percentage of Replacement Cost' approach to determine the Required Annual Maintenance. This is consistent with the International Infrastructure Management Manual and other industry standards. The percentage of the Replacement Cost adopted for Stormwater assets is as follows.

Council's current 10 Year LTFP allocation of funding to Stormwater Maintenance and Operating is broken down in the following table:

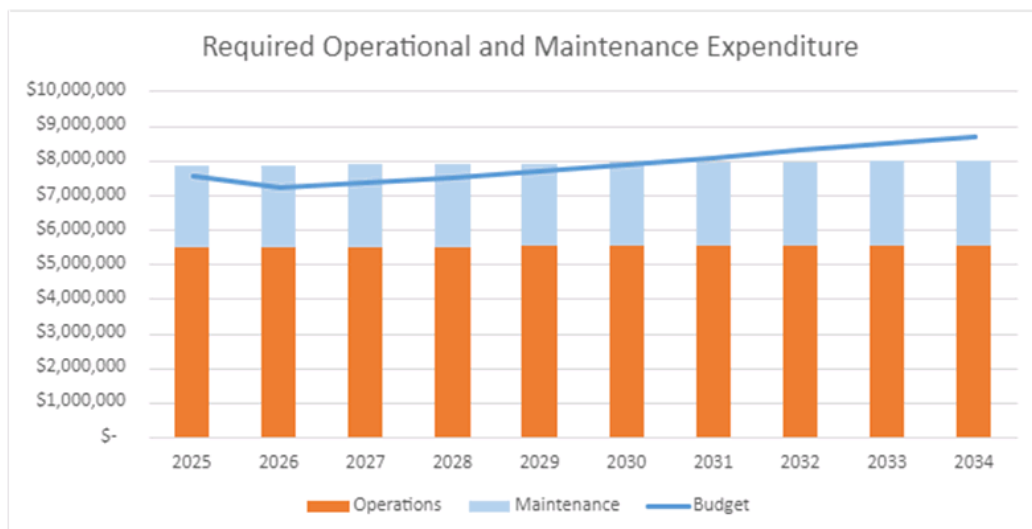
Table 5.9: LTFP - Maintenance and Operating Funding

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Maintenance	2,066,150	2,116,690	2,168,491	2,221,590	2,276,017	2,331,803	2,388,984	2,447,596	2,507,672	2,569,248
Operations	5,474,967	5,126,950	5,188,425	5,314,792	5,444,316	5,577,079	5,713,161	5,852,639	5,995,607	6,142,152

5.6.3 Summary of future operation and maintenance expenditure

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.10 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.10: Projected Operations and Maintenance Expenditure



Deferred maintenance, i.e., works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.6 Renewal /Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade or new works expenditure resulting in additional future operations and maintenance costs.

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a less cost than actual replacement costs. Typical Stormwater renewal works include the treatments of existing assets: -

- Drainage
- Pits and structures
- Gross Pollutant traps
- Dam components

With infrastructure assets, the lowest total cost of ownership is achieved through developing a Renewal and Replacement Plan around the practice of replacing assets when they are at the end of the life as determined by their condition.

Budgeting for the future based on historical spending has been shown to be unreliable as it does not consider any growth areas within the municipality. Growth means an increasing asset portfolio and this eventually results in increased asset renewal expenditure demands. While the growth has also resulted in an increasing rate base, the demand for increased expenditure lags at least a decade or two behind due to the long lives of infrastructure assets.

The lag in the need to grow the income can be challenging for both the Council and the community especially if the period of growth has passed. Hence it is vital that Council tracks the consumption of its assets and forecasts the asset renewal up to 10 years ahead.

5.6.1 Renewal Plan

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

It is common that the valuation registers used in Scenario 1 are not developed to a level of maturity where they are reliable for producing a realistic renewal forecast. Ideally when this asset register is sorted by remaining life from 1 to 10 years this should be consistent with the capital renewal program. For City of Parramatta Council the refinement of the asset register to achieve this situation should become an important part of the asset management improvement plan.

Scenario 2 is prepared using the technical estimates of what renewal is required to sustain the current levels of service, plus the known capital upgrade/new expenditures over the 10 year period. It is common that that this estimate will be beyond the current funding capacity of council.

Scenario 3 is a reflection of the actual funding available. The difference between Scenario 2 and Scenario 3 represents "what we can't do". The discussion about this "gap" will lead us into a much better informed community discussion about what are achievable and acceptable service levels, as well as giving a focus on managing risk.

The 2015 strategic modelling analysis predicts the deterioration of Council's stormwater drainage asset stock by calculating the results of three different funding options. The length of time predicted for each option was for a period of 10 years until the year 2025.

Council's Works Programs for stormwater drainage capital works is based on the following factors:

- Major Developments or subdivisions such as North Parramatta (UrbanGrowth) and DHA Brownfield development in Ermington.
- Growth in population
- Changes in public transport infrastructure i.e. light rail
- Changes in state infrastructure i.e. Westconnex and urban growth in North Parramatta
- Changes in local infrastructure i.e. Parramatta Square (closure of three roads)
- City Centre Street Scape CIP 10008 (\$2m p.a.)

5.6.2 Renewal and Replacement Strategies

City of Parramatta Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,

- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - The specific requirements of the service provider
 - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
 - the project objectives to rectify the deficiency,
 - the range of options, estimated capital and life cycle costs for options that could address the service deficiency,
 - and evaluate the options against adopted evaluation criteria, and
 - select the best option to be included in capital renewal programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required,
- Review management of capital renewal and replacement activities to ensure the best value for resources used is obtained.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road or accessibility of facilities).⁷

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.⁸

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5.3.2.

Table 5.11: Renewal and Replacement Priority Ranking Criteria

Criteria	Weighting
Asset condition	40%
Asset capacity	20%
Flood risk	20%
Joint project – i.e. road renewal in same area	20%
Total	100%

Renewal and replacement standards

Renewal work is carried out in accordance with the following Standards and Specifications.

- AUS SPEC Road standards
- Australian Standards
- Project Specific Technical Specifications (e.g. NATSPEC)
- Council Planning Regulations and DCP's
- Other Council Policies & Objectives

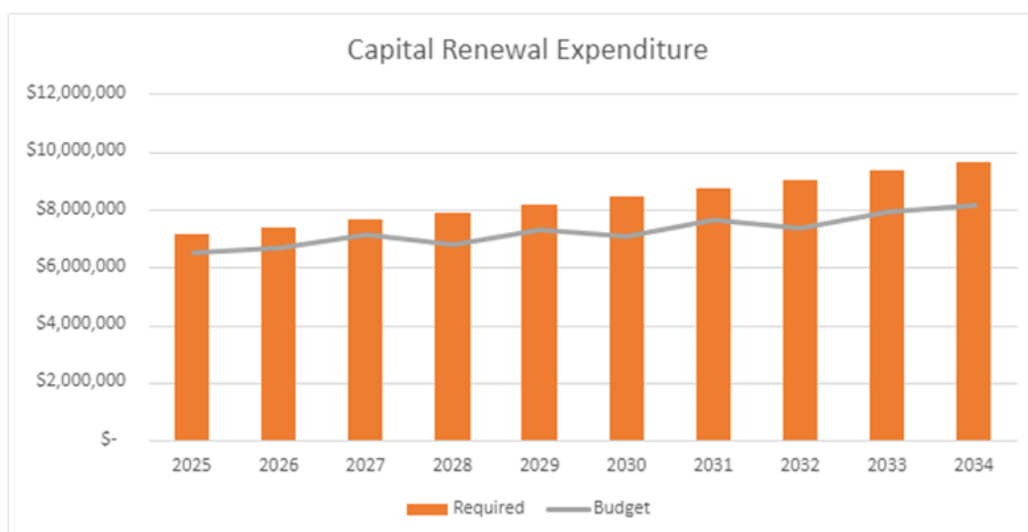
5.6.3 Summary of future renewal and replacement capital expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure required is shown in Fig 5.12. Note that all amounts are shown in real values.

The projected capital renewal and replacement program is shown in Appendix B.

⁷ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁸ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Fig 5.12: Projected Capital Renewal and Replacement Expenditure

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

The renewal projection (forecast) in Scenario 1 (Using the asset/valuation register) generates a highly variable renewal profile. Whilst the long term averages and total values from this register are sound, the shorter term renewal forecast are not, and are inconsistent with the known capital renewal plans. This indicates that further refinement of the asset register is required before it is valuable as a capital renewal planning tool. This should be given a high priority in the asset management improvement plan.

5.7 Creation/Acquisition/Upgrade

New works are those works that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

Council has already identified and resolved to undertake a number of upgrade or new asset projects to support existing services. These upgrade/new works are discussed in the following Sections.

5.7.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works

programmes.

Table 5.13: New Assets Priority Ranking Criteria

Criteria	Weighting
Public safety	45%
Legislative requirement	15%
External partnership – i.e. state government	15%
Community demand	25%
Total	100%

5.7.2 Capital investment strategies

Capital upgrade and new projects will be planned to meet level of service objectives by:

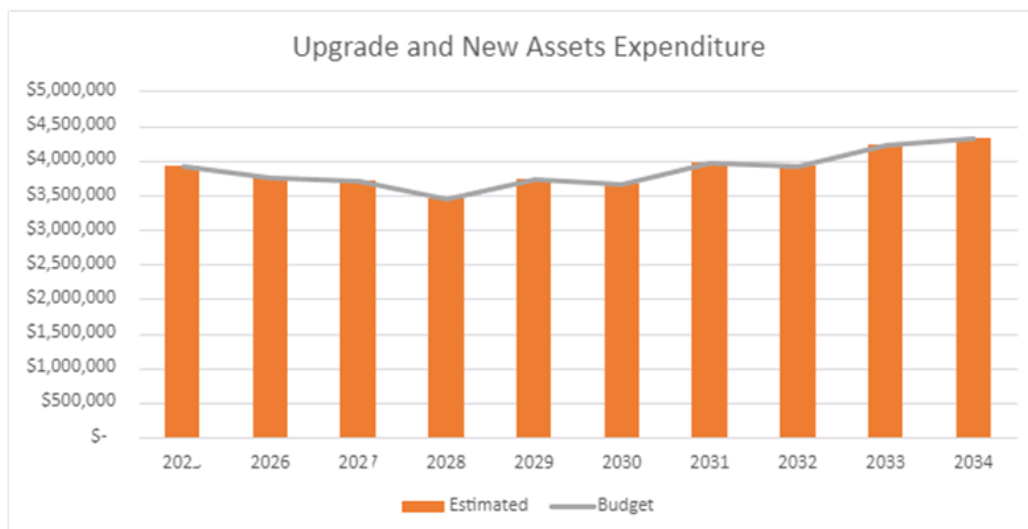
- Continuing to implement Council's major projects
- Finalising a new Developer Contributions Plan
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,
 - the project objectives to rectify the deficiency including value management for major projects,
 - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
 - management of risks associated with alternative options,
 - and evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.6.2.

5.7.3 Summary of future upgrade

Projected upgrade/new asset expenditures are summarised in Fig 5.14. The projected upgrade/new capital works program is shown in Appendix B. All amounts are shown in real values.

Fig 5.14: Projected Capital Upgrade/New Asset Expenditure



Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.2.

5.8 Disposal Plan

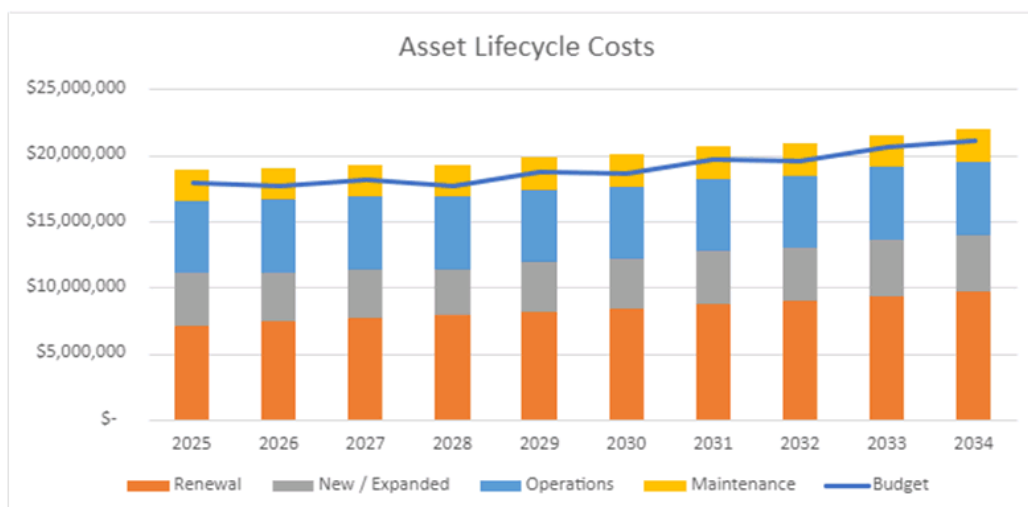
Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets have been identified for possible decommissioning and disposal together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

5.9 Summary of Asset Forecast Costs

The financial projections from this asset plan are shown in Figure 5.15. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.15: Lifecycle Summary

All figure values are shown in current day dollars.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: “coordinated activities to direct and control with regard to risk”⁹.

An assessment of risks¹⁰ associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, investigative activities, maintenance plans and capital expenditure plans can be targeted at the appropriate time.

Operations and maintenances activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical assets failure modes and required operations and maintenance activities are detailed in Table 6.1

⁹ ISO 31000:2009, p 2

Generally, the following stormwater drainage and related assets are regarded as 'critical';

- Systems and pipelines in flood prone areas and catchment low points
- Systems running through private property
- Major channels and culverts
- Flood mitigation facilities including detention basins, surcharge pits and relevant components e.g. spillways, fencing, signage
- Major environmental water quality facilities and devices
- Traffic facilities including facilities on arterial and sub-arterial roads and facilities in commercial/shopping centre and school zones
- Major retaining walls and embankments within the road reserve

Table 6.1: Critical Assets and Service Level Objectives

Critical Assets	Critical Failure Mode	Operations & Maintenance Activities
Lake Parramatta Dam and other major dam structures	Structural Failure	Ensure regular structural and condition inspections are undertaken on all dam structures and appropriate maintenance and renewal activities are carried out
Lake Parramatta Dam and other major dam structures	Failure of water release control system to maintain water level	Ensure Maintenance and Operations plans are executed and control system is operated in accordance with operational manual
Stormwater detention basins	Structures fail to restrict flow to downstream receiving networks	Ensure regular inspection and maintenance of Detention Basin structures and water control infrastructure
Stormwater drainage network major catchment low points	Blockage of low point outlet drains – flooding of adjacent properties and roadways	Increased inspections and cleaning of stormwater interception pits at major low points to minimise likelihood of blockage

The full details of Enterprise Risk Management are contained within the associated Policy and Procedures. This Asset Management Plan identifies risks, mitigations and insurance measures contained within this asset class.

To further identify and manage the risks associated with providing services from stormwater drainage assets Council has implemented many management practices and procedures. These include:

- Flood Protection Program (for bridges, roads, contaminated Land) is to be undertaken
- Heat and increased extreme weather events impact on assets
- Operating a reactive maintenance service for all assets and services and migrating to operating a planned maintenance system that reflects the Asset Hierarchy.
- Monitoring condition and remaining service life of assets nearing the end of their service life.
- Renewing and upgrading assets to maintain service delivery (CBD increase)
- Closing and disposing of assets that are not providing the required service level.
- Acquiring or constructing new assets to provide new and improved services.
- Inspections, prioritisation of reactive maintenance based on risk avoidance.

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Asset Management Plan - Stormwater

- Acknowledging that no drainage assets are insured therefore relying on maintenance, operating, new drains and upgrades are the only risk mitigations available in the drainage asset class.

6.1.1 Drainage Critical Assets

Critical Drainage and Flood Mitigation assets include:

- Systems and pipelines in flood prone areas and catchment low points
- Systems running through private property
- Major channels and culverts
- Flood mitigation facilities including detention basins, surcharge pits and relevant components e.g. spillways, fencing, signage
- Major environmental water quality facilities and devices

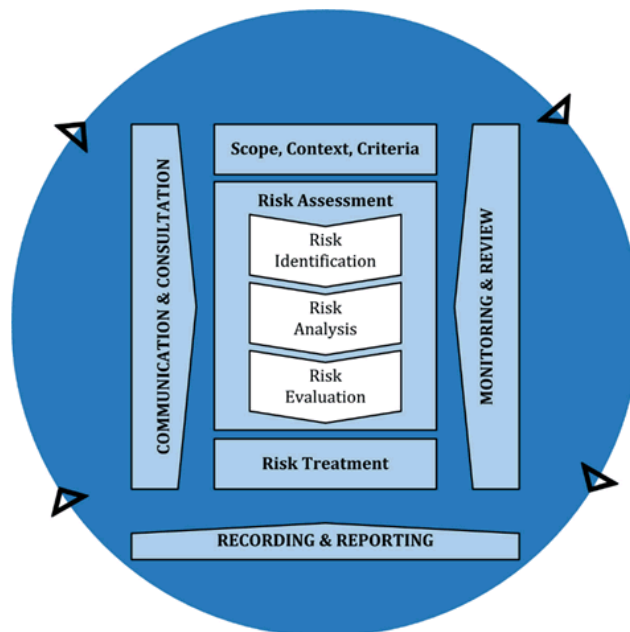
6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of ISO risk assessment standard ISO 31000:2009.

Fig 6.1 Risk Management Process – Abridged



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) rating identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is operational.

Reactive/safety Inspection - Works and services carry out reactive and safety inspections as a result of CRM requests or from observation or planned maintenance programs.

Incident inspections are carried out by the Design & Investigation Section to enable an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents.

Table 6.3: Risk Rating Matrix

Likelihood	Risk Rating				
	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

Ref: HB 436:2004, Risk Management Guidelines, Table 6.6, p 55.

6.2.1 Drainage and Flood Mitigation Asset Specific Risk Analysis

Although scientific evidence is limited at this stage, climate change may result in an increase in the frequency and/or intensity of rainfall in the future. This will place increased pressure on the drainage system. This means that drainage systems in some areas may need to be upgraded to accommodate the higher level of rainfall. A revised estimate of the likely impacts of increased frequency of extreme weather events is currently being prepared by industry specialists (e.g. Australian Rainfall and Runoff). When these new flood studies are available, Council will review and update all relevant standards and design procedures for its drainage network and systems.

Generally, the location of pipes below ground means that they are subject to fewer risks than other assets. The key risks are accidental damage as part of construction works, damage from natural causes (tree roots, drying soils) and damage or failure in extreme rainfall events. Accidental damage due to construction works can be best avoided through clear information on the location of Council's drainage assets. Generally, this is effective and there have been few significant incidences of damage in recent years.

Tree roots can cause significant damage to pipes, resulting in blockages, cracks and potentially breaks. Careful selection of tree species, particularly street trees, and use of root barrier and crack resistant pipe materials can reduce the incidence of this occurring. As many of Council's drainage

systems are old and made from potentially porous or brittle material, tree roots remain a problem.

Clay soils, which are present in parts of the City expand and contract in times of rain or drought. This can cause pipes to crack, particularly those made of older, more brittle materials. Drainage system failure generally means that the components of the drainage system do not contain the water generated by a particular rainfall event. This will result in water escaping the drainage system and flooding surrounding areas. This is not usually a significant problem where overland flow paths are available to transport the water to the next section in the drainage system. If overland flow paths are not in place or are not able to accommodate the volume of water, surrounding properties may flood.

Parramatta has a measurable number of older styled butt jointed pipes which are unable to respond to ground movements and can result in joint displacement. This displacement allows tree roots to enter the pipes and cause blockages to the drainage system, this is the main risk with drainage pipes. The current mitigation is to replace these butt joints with new 'spigot & socket' pipes with rubber ring joints whenever new works are undertaken. Identification of misaligned joints or joints infiltrated by tree roots identified in CCTV inspections are cleared by pipe lining.

This risk is best addressed by ensuring that drainage structures meet required standards, and that overland flow paths are in place. Council has established standards and DCP requirements for drainage infrastructure, and a Flood Mitigation strategy is in place and is being implemented.

The overall strategies for Council to manage risks are generally to either mitigate, avoid, transfer or accept. These will be further refined in future versions of this AM Plan. As it is envisaged that the strategies will be linked to ISO 31000 as it provides greater detail on how to deal with risk:

- Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk
- Accepting or increasing the risk in order to pursue an opportunity
- Removing the risk source
- Changing the likelihood
- Changing the consequences
- Sharing the risk with another party or parties (including contracts and risk financing)
- Retaining the risk by informed decision.

To further identify and manage the risks associated with providing services from transport assets, Council has implemented many management practices and procedures. These include:

- Land Accuracy Project
- Heat and increased extreme weather events impact on assets
- Operating a reactive maintenance service for all assets and services.
- Operating a planned maintenance system for key assets.
- Monitoring condition and remaining service life of assets nearing the end of their service life.
- Renewing and upgrading assets to maintain service delivery (CBD increase)
- Closing and disposing of assets that are not providing the required service level.
- Acquiring or constructing new assets to provide new and improved services.
- Inspections, prioritisation of reactive maintenance based on risk avoidance
- Insurance policy addresses the critical assets
- Building and Service Continuity Plans

Council can also attempt to limit the ongoing financial risks of managing the stormwater assets portfolio by:

- Simplifying the financial reporting and control structures
- Value engineering the materials they are constructed from
- Simplification and allowance for adaptability of future designs
- Updated plant and equipment (when required) with an environmental and cost efficient focus
- Integrate Business Information Modelling (BIM) and improved operating systems in new stormwater assets which will lead to performance efficiencies.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

To enhance our capacity to manage unforeseen or unexpected risk to the continuity of operations we take an infrastructure resilience approach using an 'all hazards' methodology.

The 'all-hazards' approach involves:

- An initial assessment of critical assets;
- A resilience assessment for these assets; and
- Identification of related improvements or interventions

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

As discussed in Section 5.4 the expenditure projection (forecast) in Scenario 1 (Using the asset/valuation register) is not consistent with the required works program or the long-term financial plan and is indicative of the continuing work required to improve the asset register.

Funding Sources available for the management of Stormwater within the AM Plan and Program are as follows:

1. General Revenue.
2. Special Rates
3. Grants and Contributions
4. Section 7.11 and 7.12
5. Other Reserves
6. Loans (LIRS)

Council is currently reviewing, qualifying and consolidating under the Asset Strategy Unit, all of its financial data and control of funds across all stormwater asset classes with regard to the following:

- Operations, Maintenance & Capital - Actuals, Budget, Benchmarks and Backlog
- Lifecycle Cost Analysis
- Confirming Sustainable Funding Sources
- Adopted Valuation and Depreciation amounts

The current Operational Plan under the 10 year Long Term Financial Plan (LTFP) allocates the following funding to the RI portfolio across the various programs in the Long Term Financial Plan (LTFP) within the Table below.

Table 7.1: City of Parramatta lifecycle budget expenditure for Stormwater assets

Lifecycle Expenditure	2025	2026	2027
\$'000	Budget	Budget	Budget
Operational	\$5,474,967	\$5,126,950	\$5,188,425
Maintenance	\$2,066,150	\$2,116,690	\$2,168,491
Capital renewal	\$6,539,603	\$6,712,640	\$7,131,376
Capital upgrade and new	\$3,926,009	\$3,758,346	\$3,716,758
Total	\$18,006,729	\$17,714,625	\$18,205,051

*Source: LTFP 2023/24 Delivery Plan

It should be noted that Parramatta is undergoing generational change and urban growth. The projected population growth is the highest in NSW and Western Sydney. Therefore, the resource allocation of this AM Plan reflects considerable investment in infrastructure to be constructed in the future.

7.1 Work Category Definitions

Operational: **Operational activities** keep the asset utilised but have little to no effect on condition. Typical operational activities include:

- Cleaning (High pressure)
- Street sweeping
- Utility costs
- Inspection
- Mowing grass
- Insurance
- Plant & Equipment (Heavy Machinery)

Public lighting (Electricity supply)

Maintenance: Maintenance activities are those routine works which keep assets operating to the required service levels. They fall broadly into two categories:

Planned Maintenance (Proactive) - Inspection and maintenance works planned to prevent asset failure; and

Unplanned Maintenance (Reactive) - Reactive action to correct asset faults and failures on an as required basis (i.e. emergency repairs).

Historically, expenditure on infrastructure assets has generally been considered to be Capital when the asset is being provided from new or is subject to some major change or Maintenance when the expenditure is minor during the life of the asset.

Strategic Asset Management requires more clarity about the effect any expenditure is having on an asset, especially its expected life-cycle. Consequently, infrastructure asset expenditure is better classified into one of five categories.

Table 7.2: Infrastructure Work Expenditure Categories

Expenditure Type	Description	Typical Work	Effect on Life-cycle
Capital - New	Provision of a new asset.	Construction of a new infrastructure asset such as new drainage line, installation of new GPT.	Commences the asset on its life-cycle path.
Capital - Renewal	Renews a degraded asset back to New or Near New condition.	Replacement of drainage line, drainage structure (pits, lintel, gates, dish drains etc.)	Resets the asset back to the start of its life-cycle path.
Capital - Upgrade	Improves the functionality of an asset.	Modify inlet, replace drainage connections to capture surface runoff in peak period, and installation of pollutant basket.	Resets the asset back to the start of its life-cycle path.
Capital - Expansion	Improves the capacity of an asset.	Replace existing drainage line with bigger size pipes to increase capacity.	Commences the expanded portion on its life-cycle path. Any effect on the original portion of the asset depends on any work done on that portion.
Maintenance	Minor repairs.	Replacement of lids, concrete surrounds, pipe joint repairs, replace collapse section of drain.	Keeps asset on its expected life-cycle path.

The Operational category is required to be clearly segregated from the capital and maintenance activities referenced above from an accounting perspective and can be defined as:

Operation	Recurring expenditure incurred from normal business operations	High pressure cleaning, street sweeping, inspection etc.	Activities which are necessary to keep the asset appropriately utilised, being running costs to service the asset
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Future versions of this AM Plan will take into consideration the numerous Strategies and Programs currently under development by Council, including the financial considerations for each being Capital New, Renewal, Maintenance and Operational requirements. These Strategies and Programs include but are not limited to:

1. Lennox Bridge Car Park Redevelopment
2. Riverside Theatre
3. Parramatta Riverbank
4. Multi Storey Car Park Redevelopment Projects
5. North Parramatta Urban Growth Release
6. Parramatta Square (PS) Redevelopment - recently completed project.

7.2 Financial Sustainability and Projections

7.2.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 3 years / forecast renewal costs for next 3 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹¹

	2025	2026	2027
Renewals Ratio	91%	91%	93%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 3 years we expect to have 92% of the funds required for the optimal renewal of assets.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input

¹¹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$16,268,680 average per year

The proposed (budget) operations, maintenance and renewal funding is \$15,169,012 on average per year giving a 10 year funding shortfall of \$1,099,668 per year. This indicates that 93.24% of the forecast costs ration is to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.2.2. Forecasts Cost (outlays) for the long-term financial plan

Table 7.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The 'gap' will be managed by developing this AMP to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2024-dollar values.

Table 7.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year (Financial Year ending)	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	\$3,926,009	\$5,474,967	\$2,066,150	\$6,539,603	\$0
2026	\$3,758,346	\$5,126,950	\$2,116,690	\$6,712,640	\$0
2027	\$3,716,758	\$5,188,425	\$2,168,491	\$7,131,376	\$0
2028	\$3,441,111	\$5,314,792	\$2,221,590	\$6,793,255	\$0
2029	\$3,728,495	\$5,444,316	\$2,276,017	\$7,339,167	\$0
2030	\$3,672,565	\$5,577,079	\$2,331,803	\$7,080,898	\$0
2031	\$3,976,285	\$5,713,161	\$2,388,984	\$7,658,617	\$0
2032	\$3,915,754	\$5,852,639	\$2,447,596	\$7,383,144	\$0
2033	\$4,223,657	\$5,995,607	\$2,507,672	\$7,963,994	\$0
2034	\$4,329,248	\$6,142,152	\$2,569,248	\$8,163,093	\$0
Total	\$38,688,228	\$55,830,088	\$23,094,241	\$72,765,787	\$0

7.3 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

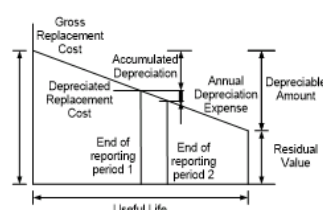
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.4 Valuation Forecasts

7.4.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at Fair Value as of 30 June 2020:

Replacement Cost (Current/Gross)	\$783,689,404
Depreciable Amount	\$783,689,404
Depreciated Replacement Cost ¹²	\$547,575,285
Depreciation	\$7,147,755



7.4.2 Valuation forecast

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4.3 Key Assumption made in AM Plan and Risk of Changes

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

Table 7.4: Key Assumptions made in AM Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
Use of the existing inventory data	Medium-High Risk
Use of existing valuations, useful lives and remaining lives determined from the condition rating	Medium-High Risk
Use of current expenditure information as best as this can be determined	Low-Medium Risk
That the current expenditures are not resulting in a significant decline in the service levels provided in the medium term	Low-Medium Risk

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the

¹² Also reported as Written Down Value, Carrying or Net Book Value.

information is current and accurate. Data confidence is classified on a A - E level scale¹³ in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.6.

Table 7.6: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B Reliable	Based on Recreation & Community Facilities Needs studies undertaken
Growth projections	A Highly reliable	Based on Census data
Operations expenditures	B Reliable	Expenditure information taken directly from Council's Power Budget system broken down into operations, maintenance, capital renewal and capital upgrade expenditures. This information is used to populate the LTFP.
Maintenance expenditures	B Reliable	Expenditure information taken directly from Council's Power Budget system broken down into operations, maintenance, capital renewal and capital upgrade expenditures. This information is used to populate the LTFP.
Projected Renewal expenditures.	B Reliable	Direct from budget, but breakdown into operations and maintenance and renewal is estimated and requires development
Asset values	C Uncertain	Based on 'Fair Value' valuations undertaken. New valuation due 2022. <i>Few RI asset valuation were completed in 2022.</i>
Asset useful lives	C Uncertain	Estimated using typical values. Further substantiation required for next revision of the AMP
Condition modelling	C Uncertain	Based on condition assessments, creation dates and useful/remaining lives, further substantiation required for next revision of the AMP

¹³ IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Network renewals	B Reliable	Based on corporate knowledge of asset and recent assessments, further substantiation included in the next revision of the AMP
Defect repairs	B Reliable	Based on a number of condition assessments. Also based on corporate knowledge of assets and recent visual assessments, further substantiation included in the next revision of the AMP
Upgrade/New expenditures	B Reliable	Based on findings of the Recreation & Community Facilities Needs studies undertaken, which is included in the draft s94 Plan
Disposal expenditures	A Highly Reliable	Based on actual Council Resolutions

Over all data sources the data confidence is assessed as medium-high confidence level for data used in the preparation of this AM Plan.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

Council's accounting and financial management system is Technology One.

All operational, maintenance and capital construction cost are recorded in this system.

Required changes to accounting financial systems arising from this AM Plan

- Develop reporting on expenditures, with separation of costs for operations as opposed to maintenance and improved reporting on capital expenditures as renewal or upgrade/new,
- Continued input and development of a single corporate asset register, in which financial calculations including calculation of annual depreciation can be undertaken by council.
- Linking of the customer service system/work orders to the corporate asset register to link requests to asset records,
- Improved project cost accounting to record costs against the asset component and develop valuation unit rates.

8.1.2 Asset management data sources

Asset registers

The key information flows into this Asset Management Plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work / material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models; Linkage from asset management to financial system

Linkage from asset management to financial system

The key information flows from this Asset Management Plan are:

- The assumed asset renewal profile and trends;

- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

Accountabilities for asset management system and data maintenance

- Asset Strategy
- Asset Managers

Required changes to asset management system arising from this AM Plan

- Review of accuracy and currency of asset data,
- Continued development of a single technical asset register as the corporate asset register, in which financial calculations including calculation of annual depreciation can be undertaken by council at an individual asset component level.
- Development of a works costing and maintenance management system to improve works planning and cost recording, in particular to identify expenditure type (operations, maintenance, capital renewal and capital new/upgrade)

Improved project cost accounting to record costs against the asset component and develop valuation unit rates.

8.1.3 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

Table 8.1: Improvement Plan

Ref No.	High Level Strategic Actions	Priority	Deliver by:
1.	Establish transparent and responsible asset management processes that align with best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, Technology One asset registers, levels of service for all asset classes, data collection, validation and reporting.	High	2023/24-2024-25
2.	Review and establish clear assumptions and a consistent approach to calculating depreciation and backlog. Apply this approach across all asset classes to obtain the most accurate backlog. Assess the backlog against Council's infrastructure priorities, financial budgets and Long Term Financial Planning.	High	2023/24
3.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance, and operational. Establish clear budgets and reporting lines for each category. Correctly	High	2023/24

	differentiate between maintenance and operation expenditure for each work activities.		
4.	Allocate and clarify roles, resources and responsibilities for asset management. This includes establishing a good understanding of asset data, finance and budgets. Establish clear communication protocols between finance and the wider organisation.	High	2023/24
5.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Medium	2023/24-2024-25
6.	Review and estimate the future lifecycle costs of all decisions relating to new service levels and new assets, donated or built.	Medium	2023/24
7.	Review the future lifecycle costs and effects of donated assets on financial sustainability and the level of service delivery to the community. Create a disposal and donated assets plan that feeds information into the Long Term Financial Plan.	Medium	2023/24
8.	Prioritise and plan asset renewals to meet agreed service levels based on site inspections, infrastructure priorities and community importance.	Medium	2023/24
9.	Identify and prioritise critical assets for Council and its community. Establish emergency response plans and asset ownership for critical assets.	Medium	2024/25
10.	Create an environment where Council employees take part in the overall management of Council assets by developing asset management awareness and capability throughout the organisation.	Medium	2024/25
11.	Regular proactive inspection scheduled, CCTV inspection data recorded and analysed in a format suitable for the preparation of both short and long-term maintenance, rehabilitation and renewal works programs.	Medium	2023/24-2024-25
12.	Implement a process to capture those assets received from external developers into Council's Asset Management Information System	Medium	2023/24

8.2 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset

values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within 1 year of each Council election.

8.3 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9. REFERENCES

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- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Community Strategic Plan
- Delivery Program
- Operational Plan

10. APPENDICES

Appendix A	Capital Renewal and Replacement Works Program 2023/24
Appendix B	LTFP Budgeted Expenditures Accommodated in AM Plan
Appendix C	Abbreviations
Appendix D	Glossary

Appendix A Capital Renewal and Replacement Works Program 2034/24

Programs/Project listed in 23/24 FY Techone Finance Module – Environmental Sustainability budget.

Projects/Programs	Budget
Stewart Street Reserve Upgrade	\$500,000
Walking Track Construction	\$70,000
Drainage Improvements In Growth Areas	\$350,000
Waterways Restoration	\$300,000
Flood Mitigation Program	\$1,500,000
Drainage Construction Program	\$2,030,000
Improving Water Quality In Parramatta Waterways	\$200,000
Nursery Management For Bushland Plants & Landscaping Works	\$170,000
Contaminated Land Management In Public Parks and Land	\$380,000
Protecting Dams Capital Works Program	\$320,000
Stormwater Drainage Renewal Program	\$1,600,000
Asbestos Remediation Works Program	\$1,000,000
Energy & Water Upgrades To Council Assets	\$300,000
Plr Tree Offsets	\$1,064,837
Places To Swim	\$270,000
Sustainable Water Program	\$100,000
Parks Stormwater Reuse Program	\$240,000
Installation Of Rooftop Solar Panels On City Assets Program	\$100,000
Major Drainage Construction At Lyndelle Place, Carlingford	\$850,000

Appendix B Budgeted Expenditures Accommodated in LTFP

Year (Financial Year ending)	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2025	\$3,926,009	\$5,474,967	\$2,066,150	\$6,539,603	\$0	\$18,006,729
2026	\$3,758,346	\$5,126,950	\$2,116,690	\$6,712,640	\$0	\$17,714,626
2027	\$3,716,758	\$5,188,425	\$2,168,491	\$7,131,376	\$0	\$18,205,050
2028	\$3,441,111	\$5,314,792	\$2,221,590	\$6,793,255	\$0	\$17,770,748
2029	\$3,728,495	\$5,444,316	\$2,276,017	\$7,339,167	\$0	\$18,787,995
2030	\$3,672,565	\$5,577,079	\$2,331,803	\$7,080,898	\$0	\$18,662,345
2031	\$3,976,285	\$5,713,161	\$2,388,984	\$7,658,617	\$0	\$19,737,047
2032	\$3,915,754	\$5,852,639	\$2,447,596	\$7,383,144	\$0	\$19,599,133
2033	\$4,223,657	\$5,995,607	\$2,507,672	\$7,963,994	\$0	\$20,690,930
2034	\$4,329,248	\$6,142,152	\$2,569,248	\$8,163,093	\$0	\$21,203,741
Total	\$38,688,228	\$55,830,088	\$23,094,241	\$72,765,787	\$0	\$190,378,344

Projected Capital Renewal and Replacement Expenditure

Year	Required	Budget
2025	\$7,147,755	\$6,539,603
2026	\$7,395,558	\$6,712,640
2027	\$7,649,371	\$7,131,376
2028	\$7,910,445	\$6,793,255
2029	\$8,177,007	\$7,339,167
2030	\$8,454,010	\$7,080,898
2031	\$8,738,847	\$7,658,617
2032	\$9,034,811	\$7,383,144
2033	\$9,339,139	\$7,963,994
2034	\$9,655,214	\$8,163,093
Total	\$83,502,157	\$72,765,787

Projected Capital Upgrade/New Asset Expenditure

Year	Estimated	Budget
2025	\$3,926,009	\$3,926,009
2026	\$3,758,346	\$3,758,346
2027	\$3,716,758	\$3,716,758
2028	\$3,441,111	\$3,441,111
2029	\$3,728,495	\$3,728,495
2030	\$3,672,565	\$3,672,565
2031	\$3,976,285	\$3,976,285
2032	\$3,915,754	\$3,915,754
2033	\$4,223,657	\$4,223,657
2034	\$4,329,248	\$4,329,248
Total	\$38,688,226	\$38,688,226

Appendix C Abbreviations

AAAC	Average annual asset consumption
AM	Asset management
AM Plan	Asset management plan
GRC	Gross replacement cost
DA	Depreciable amount
DRC	Depreciated replacement cost
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LTFP	Long term financial plan
MMS	Maintenance management system
RV	Residual value

Appendix D - Glossary

Annual Service Cost (ASC)

1) Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2) For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to

determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset renewal funding ratio (ARFR)

The ratio of the net present value of asset renewal funding accommodated over a 10-year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9].

Average annual asset consumption (AAAC)*

The amount of the asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Revenue received generally tied to the specific projects or purposes, which are often for upgrade and/or expansion or new investment proposals.

Capital investment expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months (See capital expenditure definition)

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recorded as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised in the balance sheet after deducting any accumulated depreciation / amortisation and accumulated impairment losses.

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and a long-term cash flow projection.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets

Those assets that are likely to result in a more significant financial, environment and social cost in terms of impact on organisational objectives.

Deferred maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The gross replacement cost (GRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses

Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Financing gap

A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap

means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Gross replacement cost (GRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The parameters or combination of parameters that reflect social, political, economic and environmental outcomes that the organisation delivers.

Levels of service statements describe the outputs or objectives an organisation or activity intends to deliver to customers.

Life Cycle

The cycle of activities that an asset (or facility) goes through while it remains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

Life Cycle Cost (LCC)

Total LCC The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Average LCC The life cycle cost is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure (LCE)

The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle

Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Maintenance may be classified as:

- **Planned maintenance**

Falls into three categories:

- a) Periodic – necessary to ensure the reliability or to sustain the design life of an asset.
- b) Predictive – condition monitoring activities used to predict failure.
- c) Preventive – maintenance that can be initiated without routine or continuous checking and is not condition based.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.

- **Specific maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated

schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques. The modern equivalent asset is evidenced by renewal strategies in asset management plans and financing in a long-term financial plan covering at least 10 years.

***Net present value (NPV)**

The value of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the

community that are not expected to generate any savings or revenue, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio

Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service

levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital expenditure - renewal.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life provides an estimate of useful life.

Renewal

See capital expenditure - renewal.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. Residual value reflects consideration receivable from an asset at the end of its useful life to the entity and accordingly would not include cost savings from the re-use of in-situ materials.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare facilities, sporting and recreation facilities, tourist information facilities, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Asset Management Plan

A plan that documents and specifies how the organizational objectives are to be converted into AM objectives, the approach for developing AM Plans and the role of the AM system in supporting the achievement of AM objectives.

Strategic Plan

A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long-term survival, value and growth of the organisation.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

(a) the period over which an asset is expected to be available for use by an entity, or

(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the entity.

Valuation

The process of determining the worth of an asset or liability. Assessed asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels, market value for lifecycle costing and optimised deprival value for tariff setting.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, IIMM & AIFMM 2015, Glossary

Additional and modified glossary items shown
*

Appendix E Life Cycle Degradation Profiles

Maintenance response is based on site judgement using the condition and risk associated with the defect and to the extent of the current budget.

Council has selected the following four degradation profiles to simulate the progressive deterioration of the various civil assets.

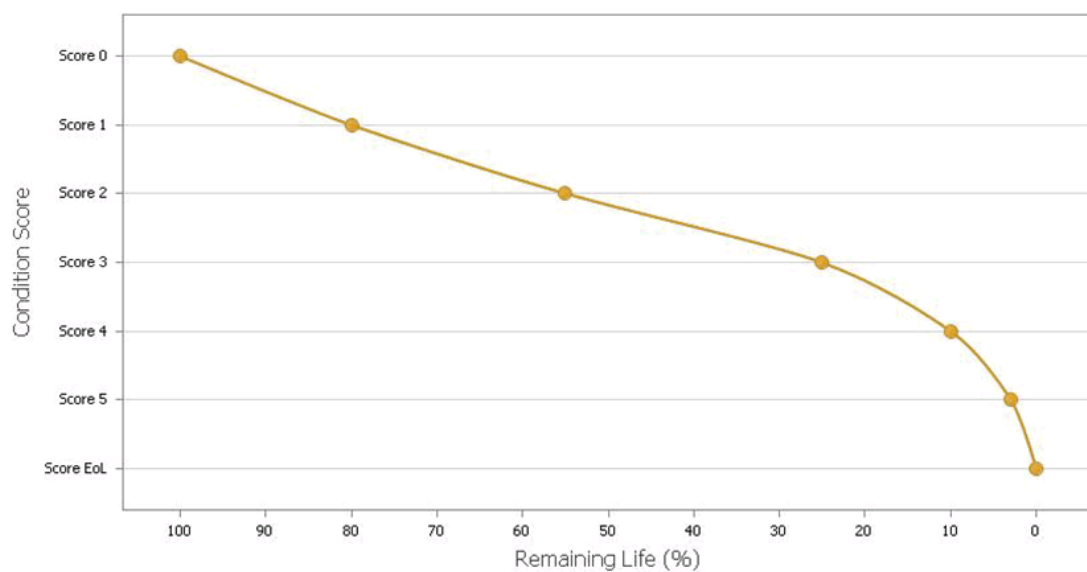


Figure 1 Simulation Curve Representing Overall Deterioration of Infrastructure asset

Appendix F Definition

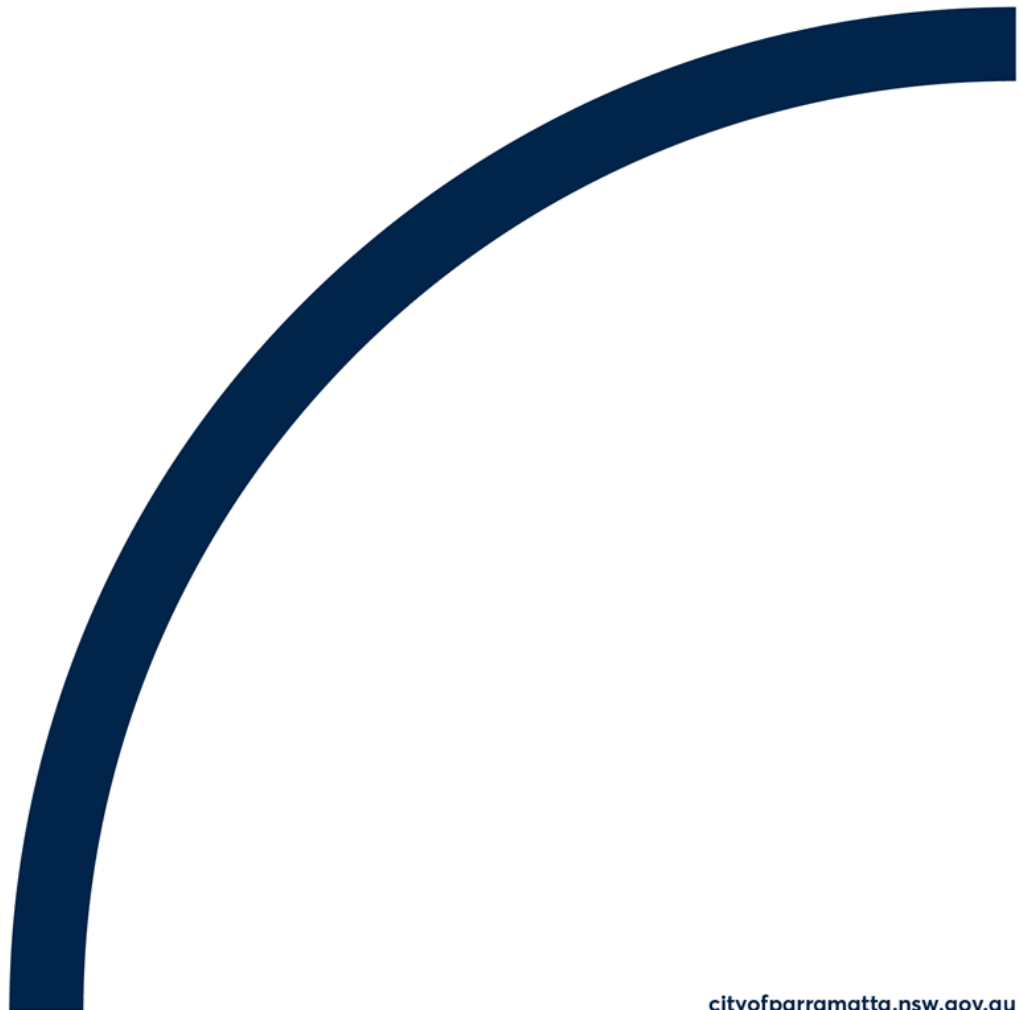
Explanation of definitions and acronyms used in this plan.

Term/Acronym	Definition
AASB	Australian Accounting Standards Board
AM Strategy	Asset Management Strategy
AMSC	Asset Management Steering Committee
Backlog	<p>The quantum of assets that meet the levels of service reflected in the modelling rule base and hence due for a capital treatment, however, funding is not enough to treat these assets.</p> <p>The current hypothetical cost of recouping this backlog (i.e. PDAMP funding required to bring every asset in condition state 5, Very Poor, back to a condition state 1, being Very Good) by immediate capital renewal</p>
CIS	Community Infrastructure Strategy 2018-2038
CSP	City of Parramatta Council Community Strategic Plan 2018-2038
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability of the asset in question to fulfill its function; where 1 is very good and 5 is very poor
ICT	Information and Communication Technology
IIMM	International Infrastructure Management Manual
ISO55000	55000 Series, International Suite of Asset Management Standards
LTFP	Long-Term Financial Plan (10 year)
Average Annual Lifecycle Cost	Total cost lifecycle scenario strategy. Calculation; Total Capital Cost over 10 Years + Total Maintenance & Operational Cost over 10 Years – Backlog Movement Over 10 Years.
Non-current assets	Physical and intangible infrastructure assets, including information and communication technology (ICT) assets, controlled by the organisation
SW AMP	Stormwater Asset Management Plan
SAM	Strategic Asset Management



Asset Management Plan

Road Infrastructure 2025-2034



cityofparramatta.nsw.gov.au



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1. EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This Asset Management Plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

1.2 Asset Description

Council provides essential infrastructure such as roads, paths, kerb and gutter, bridges, transport assets, and shared structures within its Local Government Area for the benefit of both the residents and visitors to the area.

City of Parramatta Council is responsible for the care and maintenance of the Road Infrastructure (RI) portfolio with a replacement value of \$1,930,128,663 (as at 31/01/2024, excluding Work in Progress 2023/2024).

1.3 Lifecycle Management Plan

1.3.1 What does it Cost

The projected outlays necessary to provide the services covered by this Road Infrastructure Asset Management Plan (RI AMP) include operations, maintenance, renewal, and upgrade of existing assets over the 10-year planning period is \$475,288,886 or \$47.5m on average per year excluding major new and upgrade assets. Council has several large projects in the next 3 years including the completion of several major road upgrades.

1.3.2 What we will do

Council plans to provide RI asset services for the following purposes:

- Operation, maintenance, renewal, and upgrade of RI Assets to meet service levels set out in annual budgets.
- Explore all avenues for grants and subsidies to increase expenditure on road, cycleway, and bridge assets.
- Review Capital Works Programmes annually and prioritise works accordingly.
- Ensure new works receive renewal and maintenance at required intervals to ensure projected useful lives of the asset are achieved.
- Improve the underlying information with an annual review of service level trends.
- Allocation of approximately \$282m in renewal spending on existing assets within the 10-year planning period.

1.3.3 What we cannot do

Allocation of limited funding annually for new asset creations, program level funding and operational budgets compromises the desired level of service. Works and services that cannot be provided under present funding levels are:

Provision of all the additional roads, footpaths and bridges to support the services desired by the community and increased demand.

1.3.4 Plans for Future

Council plans to operate and maintain road infrastructure assets to achieve the following strategic objectives:

- Ensure the network is maintained at a safe and functional standard as set out in this AM Plan.
- Maximise the asset's useful life whilst minimising life cycle expenditure.
- Maintain the asset's functionality to ensure that it remains 'fit for purpose' and compliant with statutory requirements; and
- Allow for future expansion of the network as demand increases over time.

1.3.5 How Council measure performance

- a) **Quality** - The RI assets will be maintained to an acceptable physical condition. The acceptable condition for most RI assets is 3 on Council's 0-5 rating scale, and the current average is 2.75 for roads and 2.27 for footpaths by replacement value.

As asset management practices become more advanced, the acceptable condition has been refined based on asset function and hierarchy. Those assets categorised as 'premium' will be maintained to a higher standard due to their organisational or community importance and/or income producing capabilities. Further information regarding the hierarchy and functional classification of the assets can be found in the main body of this AM Plan.

- b) **Function** - Council's RI assets are essential in providing services that allow Council to undertake its core duties and provide the community access to travel.

The key functional objectives that will be met are:

- To ensure that all roads, footpath, transport assets (traffic and bus facilities), and bridges are maintained at a safe and functional standard.
- To investigate improvement requests and, if considered appropriate, make safe and repair in a timely manner as defined in Council's maintenance response target levels of service.
- To provide services as appropriate to local demographics, usage and demands; and
- To provide assets and services in a cost-effective manner that is sustainable in the long term.

The main functional consequence of failures in any RI is that Council may not be able to provide the assets to complete its core duties. The community may also suffer a loss of accessibility and access to services.

- c) **Safety** – Roads, footpaths, bridges, and ancillary assets are inspected on a regular basis. Frequency of inspections and routine maintenance may vary depending on the functional classification or hierarchy of the asset.

Council's civil infrastructure maintenance levels of service is under review. Defects are prioritised and repaired in accordance with Council's documented response times in the customer service charter and the maintenance levels of service.

1.4 Asset Management Practices

Investigation, assessment, and evaluation have been carried out to identify the performance of the RI asset portfolio over the next 10 years. It has been identified that to maintain the levels of service desired by the community, funding levels need to be maintained for the next 10 years. A decrease in funds to carry out a combination of renewal and new works will cause the levels of service to decrease, and certain Council assets may become unfit for purpose.

1.5 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Continue to improve asset information and knowledge.
- Predict demands, undertake predictive modelling for optimised decision making.
- Continue to develop the 10 year forward programme of transportation assets maintenance and renewal activities necessary to achieve a satisfactory level of service

2. INTRODUCTION

2.1 Background

Parramatta is experiencing a changing demographic profile from a suburban community with an employment centre into a diverse, urban location with major employment, residential, recreation and education facilities.

The City of Parramatta Council (CoPC) provides a range of services to its local community as well as the wider community. To deliver these services it operates and maintains a range of RI assets throughout the Local Government Area (LGA). Council has acquired these assets through a variety of means, such as construction or by contribution from developers, state government and others.

The CoPC Road Infrastructure Asset Management Plan (RI AMP) documents the current management, financial and technical practices by Council for its existing road infrastructure asset portfolio, as well as provides information on strategies and programs that will affect future asset outcomes. The fundamental purpose of this RI AMP is to improve Council's long-term strategic management of its RI assets to cater for services into the future.

Council's RI assets are valued at \$1.930 billion. The assets that make up this group include:

- Roads
- Bulk Earthworks
- Kerb & Gutter
- Transport Assets - (Traffic facilities/LATM's, bus facilities, street furniture, and at-grade car parks).
- Other structures /shared structures - (Public lighting, utility services, free-standing/digital units, outdoor dining area blinds, sound walls, retaining walls, fence, railing, staircases, shades, and umbrella structures, etc.
- Bridges
- Footpath and Shared User Paths

Key issues for RI include:

- Delivering on our customer's numerous requirements detailed in the Community Strategic Plan and Community Infrastructure Strategy.
- Coordinating and controlling a diverse portfolio that has is being renewed, managed, maintained, and operated to differing standards by numerous service providers throughout the organisation.
- Coordinating a diverse RI portfolio that is continually evolving from the delivery of new assets from both internal and external sources.
- Maintaining asset renewal metrics and ensuring capital works are optimised to maintain service levels; and
- Understanding the future demand required from the numerous service providers within Council.

This AM Plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10- and 20-year planning period.

2.2 Purpose of Asset Management Plans

Asset Management Plans are a means for documenting the management, financial, engineering, and technical practices to ensure that the level of service required by the community from a class of infrastructure assets is provided at the lowest long-term cost.

The identification of future needs, management options and cash flows provide the ability to even out peak funding demands. In this way, AM Plans assist the Council and Executive team in making informed decisions in relation to the allocation of resources and to communicate this information to the public.

This AM Plan provides the framework to ensure that City of Parramatta Council's RI assets are operated, maintained, renewed, and upgraded to ensure that Council's RI related levels of service are achieved in the most cost effective and sustainable way.

2.3 Scope of this Asset Management Plan

The plan provides a rational and controlled framework for asset lifecycle management, risk management and financial management to be conducted effectively and to the satisfaction of stakeholders. By providing a framework to detail and examine existing management practices for RI assets, City of Parramatta Council is better

equipped to meet community service expectations and can form the basis of an improvement program to progressively meet identified gaps in asset management.

This plan has been developed considering available information, input from Council Officers, Asset Owners, and in association with asset data collection, condition assessment, and maintenance and operational costs for RI assets across the Council area.

The AM Plan follows the format for AM Plans recommended in Section 4 of the International Infrastructure Management Manual¹.

The AM Plan is to be read with the City of Parramatta Asset Management Strategy and Integrated Planning and Reporting Framework documents. This includes the Asset Management Policy, Asset Management Strategy, Delivery Program, Operational Plan, and Resourcing Strategy, which work together to translate the overarching vision of the Community Strategic Plan.

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to support a broad range of services to the community.

Table 2.1: Assets covered by this Plan.

Asset Category	Dimension	Replacement Value
Roads	650 km	\$934,102,007
Kerbs	1270 km	\$333,936,745
Bridges	109	\$151,487,233
Footpath	892 km	\$241,350,404
Carpark – At Grade	169	\$27,460,104
Total		\$1,801,303,500

Table 2.2: Asset Class, Category, Subcategory and Financial Summary of the RI Portfolio

Asset Component/Class	Replacement Value	Depreciation Expense	Accumulated Depreciation	Written Down Value
Roads (Surface, pavement base, sub-base)	\$934,102,007	\$15,015,007	\$235,396,077	\$698,705,930
Bulk Earthworks	\$112,967,008	\$0	\$0	\$112,967,008
Kerb & Gutter	\$333,936,745	\$3,036,634	\$94,285,717	\$239,651,027
Bridges	\$151,487,233	\$1,575,463	\$24,635,704	\$126,851,529
Footpaths	\$241,350,404	\$3,994,356	\$78,852,974	\$162,497,430
Transport Assets - Traffic facilities, street furniture, and car parks).	\$127,698,131	\$2,277,979	\$50,481,490	\$77,216,641
Other structures /shared structures	\$28,587,135	\$829,650	\$2,786,445	\$25,800,690
Total	\$1,930,128,662	\$26,729,089	\$486,438,406	\$1,443,690,256

¹ IPWEA, 2015, Sec 4.2, Example of an Asset Management Plan Structure, pp 4|37 – 39.

2.4 Key Stakeholders

Key stakeholders in the preparation and implementation of this asset management plan are shown in Table 2.3.

Table 2.3 Key Stakeholders in the AM Plan

Key Stakeholder	Roles	Responsibility
Councillors	<ul style="list-style-type: none"> Represent needs of community/shareholders, Allocate resources to meet planning objectives in providing services while managing risks, Ensure service is sustainable. Provide stewardship by ensuring the protection of assets for current and future generations. Approve Council's Asset Management Policy, Strategy and Plans. 	<ul style="list-style-type: none"> Adoption of Asset Management Policy, Asset Management Strategy and Asset Management Plans. Approval of budget allocations that ensure appropriate non-discretionary funding provision for renewal, maintenance and operation of Council assets in the Long Term Financial Plan (LTFP) and Long Term Infrastructure Plan (LTIP).
Strategic Asset Management Leadership Team	<ul style="list-style-type: none"> Have a broad understanding of asset management issues and the continuous improvement approach being adopted; Support the delivery of the Asset Management Policy, Strategy and Plans; Monitor, evaluate and assist in the delivery of asset management improvement projects/actions; Review and implement, where possible, external audit recommendations relating to asset management; Raises awareness throughout the organisation of the benefits of committing to a strategic asset management approach; Identify opportunities and support development for improvement in relation to the planning, development and management of assets; Advocate for improved strategic asset management outcomes. Recommends budget allocations for renewal expenditure as per Council's LTFP & LTIP. Approves forward schedule of asset audits and AM Plan reviews. 	<ul style="list-style-type: none"> Provide strategic direction, knowledge sharing and monitor the progress of the Asset Management Strategy Improvement Plan Supports and monitors the implementation progress of the Asset Management Strategy and performance. Facilitates the rollout of the CoPC Asset Management Information System and ongoing enhancements. Increase awareness of the importance of integrated service planning and asset management across all levels of the organisation and Council's Risk & Audit Committee. Oversee Council assets are proactively inspected to monitor condition, levels of service and ensure Council assets are fit for purpose.
Asset Management Coordinator	<ul style="list-style-type: none"> Ensure the development and implementation of Council's Asset Management Policy, Plans and Processes and for their integration with Council's Integrated Planning and Reporting Framework under the Local Government Act 	<ul style="list-style-type: none"> Works very closely with asset owners, Information Technology and Finance team to provide high level oversight for the routine asset condition survey, revaluation and statutory reporting.

Key Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> Report on the status and effectiveness of Asset Management within Council. Development and implementation of Council's Asset Management Plans and Processes and for their integration with Council's Integrated Planning and Reporting Framework under the Local Government Act. Ensure integration and compliance of the Asset Management Policy and Strategy with other policies and business processes of Council. Ensure compliance with legal obligations. Ensure sound business principles are reflected in the Asset Management strategies and plans that are developed. Receipt of fair value valuations at end of financial year, provision of budgets from the long term financial plan, receipt of projections relating to expenditure gaps. Management of this Asset Management Plan including periodic updates and revisions to maintain its relevance with internal and external changes and ensure alignment with the relevant Service Plan. 	<ul style="list-style-type: none"> Provide oversight and work closely with other parts of council for the implementation of the corporate asset management system. Provide specialist technical advice and guidance on asset management matters to the organization and external customers. Actively participate in Council's strategic initiatives such as Community Strategic Plan and Strategic Infrastructure Plan for Council. Ensure compliance with relevant Acts and Regulations as they relate to civil assets, with regard to the NSW Local Govt. Act, the NSW Planning and Environment Act and the NSW Roads Act and the Civil Liabilities Act.
Asset Owner	<ul style="list-style-type: none"> Conduct network level planning and investigations to facilitate development of upgrade, new programs, projects, and maintenance program. Responsible for scheduling of asset inspection for the entire LGA. Auditing inspection and taking appropriate action to ensure LOS is maintained at a satisfactory level. Recording keeping on usage, demands, asset capacity and functionality. Ensure condition survey, inspections records are recorded in Council's corporate system. The condition report is updated and readily available for reporting purposes. Develop 4yr and 10yr programs for all classes of assets. Renewal and maintenance modelling to produce economical treatment for different asset classes. Participate in the review and update of the Service Plan and Asset Management Plan and the development of Key Performance Indicators. 	<ul style="list-style-type: none"> Sustainable asset management and planning (including asset systems, asset data and information management). Planning and investigation to develop New, Upgrade, Expansion programs. Renewal modelling and program development. Ensure compliance with design and construction standards. Develop, monitor, and review the Service Plan including service performance indicators.

Key Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> Prepare Council report for specified assets as and when requested by Councillors/Executive team. 	
Manager Works Delivery	<ul style="list-style-type: none"> Responsible for scheduling and delivery of the capital works program for the asset class. 	<ul style="list-style-type: none"> Asset delivery according to the annual capital works program.
Civil Works Manager	<ul style="list-style-type: none"> Responsible for provision of the agreed maintenance and operational levels and standards for the assets in consideration of long-term sustainability. Participate in the review and update of the Service Plan and Asset Management Plan and the development of Key Performance Indicators to measure performance 	<ul style="list-style-type: none"> Asset maintenance, inspection, and repairs. Develop and deliver asset maintenance plans.
Finance Business Partner	<ul style="list-style-type: none"> Ensure financial resourcing is available to deliver Council Plan, Strategic Resource Plan, and Community Plan. Prepare and deliver Council annual budget and reporting outlining Council performance against Council Plan and Budget. 	<ul style="list-style-type: none"> Ensure financial resourcing is available to deliver Council Plan, Strategic Resource Plan, and Community Plan. Prepare and deliver Council annual budget and reporting outlining Council performance against Council Plan and Budget.
Ratepayers/ Community Present & Future residents and community	<ul style="list-style-type: none"> Will ultimately provide input into the services required and the cost the community is prepared to pay. Primary users of transport infrastructure assets 	

2.5 Parramatta Local Government Area

The City of Parramatta is located at the head of the Parramatta River 24km west of Sydney Harbour and covers an area of 84 square kilometres. Parramatta takes its name from the Burramatta Clan, the traditional owners of this area. Parramatta was the first self-sustaining European settlement and the local community of today reflects the diversity of the broader Australian people. Parramatta is the gateway to Western Sydney, an area that is home to 1 in 10 Australians. It is the fastest growing region of NSW with the population projected to grow by another 600,000 by 2036. The Parramatta City population is estimated to be 256,729 as of the 30th June 2021, and is forecast to grow to 446,021 by 2041.

Parramatta is home to Sydney's second CBD which contributes to the economic, social, cultural, health and educational sectors of the local area, as well as to Western and the Greater Sydney areas. The Parramatta LGA is a provider of medical, legal, educational, and professional services, being the largest concentration of financial and business services institutions outside the Sydney CBD and home to over 60 government departments.

These functions will strengthen over the next twenty years as NSW government and Council plans for the city's future development. Through a combination of urban renewal, rezoning and reuse of government land, up-zoning within the CBD as the residential and worker population significantly increases.

These changes will also be accompanied by changes to the demographic and cultural composition of the city's populations. The City of Parramatta is now planning to ensure there will be sufficient community facilities located within proximity to Parramatta's CBD to support the wellbeing of these new populations.

Council currently is a significant provider of community facilities within the Parramatta LGA, as well as providing regional services to Western Sydney residents. It is anticipated that the LGA will continue to provide significant community services (both government and non-government) to local and regional residents, reflecting its significance as a key regional centre in Greater Western Sydney.

Designated as the premier Regional City in the Government's Metropolitan Plan for Sydney 2036, Parramatta is uniquely positioned to support the need to establish 280,000 additional jobs in Western Sydney by 2036. Parramatta is the cultural and commercial capital of one of Australia's most significant economic regions. The recent Parramatta Square development is one of the biggest urban redevelopments in Australia, which provides additional central business facilities, office space for up to 13,000 workers, a new public domain and more retail and dining options.

2.6 Goals and Objectives of Asset Management

City of Parramatta Council exists to provide services to its community. Some of these services are provided by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance.
- Managing the impact of growth through demand management and infrastructure investment.
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service.
- Identifying, assessing, and appropriately controlling risks.
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be financed.²

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how to manage its existing and future assets to provide defined levels of service;
- Financial summary – what funds are required to provide the defined services;
- Asset management practices – how we manage provision of the services;
- Monitoring – how the plan will be monitored to ensure objectives are met; and
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015³
- ISO 55000⁴

2.7 What will this Asset Management Plan achieve

The focus of this RI AM Plan is managing Council's assets and resources pro-actively. It will enable Council to:

- Have precise knowledge of what Council owns or has responsibility or legal liability for;
- Record and extract information on all assets in a register down to an identifiable level;
- Report on our annual depreciation and asset consumption at an asset component level;

² Based on IPWEA 2015 IIMM, Sec 1.3, p 1 | 8

³ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

⁴ ISO 55000 Overview, principles and terminology

- Measure and monitor the condition, performance, utilisation and costs of assets down to the managed component level and aggregate this data up to give outputs of cost and performance at the portfolio level;
- Understand and record the current levels of service in terms of responsiveness and performance;
- Understand the likely future levels of service required based on population growth, demographic changes and community expectations;
- Understand the long term (10 years) funding needs of Council's Buildings asset portfolio to meet strategic expectations in both capital and maintenance expenditure;
- Measure, monitor and report on the condition, performance and functionality of Council assets against prescribed service levels and regulatory requirements;
- Develop and maintain uniform processes across the whole organisation for the evaluation of any investment in:
 - a. Renewal, upgrades and expansions of existing assets.
 - b. Creation of new assets.
 - c. Maintenance of existing assets.
 - d. Operational expenditure to deliver services.

2.8 Plan Framework

In the application of this AM Plan, Council has developed a whole of life approach to the management of its RI assets. Council has focused on providing an interdisciplinary view of asset management with the development of an Asset Management Policy and framework for the organisation.

The specific elements considered in this AM Plan are to:

- Demonstrate accountability and responsible stewardship of RI assets;
- Identify least-cost options to provide agreed levels of service;
- Assess existing RI asset stocks and their capacity, condition and functional adequacy;
- Document the Levels of Service that will be provided to the community;
- Identify future demand for RI assets;
- Manage the risks of road, kerb, footpath and bridge asset failures and risks of capacity failures;
- Undertake Life Cycle Management;
- Provide the basis for long-term financial planning; and
- Monitor the plan to ascertain if it is meeting Council's objectives

2.9 Parramatta Strategic Objectives

Parramatta will be the driving force and heart of Australia's most significant economic region; a vibrant home for diverse communities and a centre of excellence in research, education and enterprise.




To achieve this, the Community Strategic Plan outlines six strategic objectives and details how these objectives can be achieved:

1. Parramatta's economic growth will help build the City as a centre of high, value-adding employment and the driving force behind the generation of new wealth for Western Sydney.
2. Parramatta will be an eco-efficient city that effectively manages and uses the City's growth to improve and protect the environment.
3. Parramatta will be a city with fast, reliable transport and digital networks that connect people to each other, to the information and services they need and to where they need to go.
4. Parramatta will be a world-class city at the centre of Sydney that attracts a diversity of people: a city and its neighbourhoods where people can learn, succeed, and find what they need; a city where people live well, get together with others, feel like they belong and can reach their potential.
5. Parramatta will be a place where people want to be: a place that provides opportunities to relate to one another, the City and the local area; a place that celebrates its cultural and sporting heritage; and a place that uses its energy and cultural richness to improve quality of life and drive positive growth and joy.

6. Parramatta will be widely known as a great city, a centre of excellence and an effective capital of Western Sydney, with inspirational leadership and good governance.

The RI AM Plan will take into consideration, align, and deliver where possible those items that have been identified within the six strategic objectives of Parramatta 2018-2038. The strategic objectives will be included within the long-term planning when considering RI assets both current and into the future, as well as during any renewal programs.

Table 2.4: Strategic objective in the Community Strategic Plan

Strategic objective in the Community Strategic Plan 	Strategies to achieve objectives 	Asset Management Plan 
Fair – we can all benefit from the opportunities the City offers	Invest in services and facilities for our growing population. Support people to live active and healthy lives. Deliver effective, responsible, and ethical decision-making, reflective of community needs and aspirations.	Provide fit-for-purpose and cost-effective infrastructure that meets community needs. Enable provision of infrastructure to enable healthy lifestyles, for example aquatic facilities, indoor sporting facilities and building infrastructure to support outdoor sporting facilities. Engage the community on levels of service and test satisfaction.
Accessible – we can all get to where we want to go	Design our city so that it is usable by people of all ages and abilities. Make our city more enjoyable and safer for walking and accessing facilities	Council's infrastructure provides places to walk, ride and drive, and meeting points for the community. DDA compliance improvement of Council's Buildings
Green – we care for and enjoy our environment	Protect and enhance our natural environment. Prepare for and lessen the impacts of extreme weather events.	Promote ecologically sustainable development, meeting the needs of the present without compromising the ability of future generations to meet their own needs. Support conservation and enhancement of the City's environment, and promote energy, water, and waste efficiencies. Help to manage the impact of planned and unplanned events on existing assets
Thriving – we benefit from having a thriving CBD and local centres	Plan and deliver a vibrant, attractive and safe CBD and local centres	Facilitate and support the growth of our city, businesses and community through the provision of infrastructure
Welcoming – we celebrate culture and diversity – past, present, and future	Recognise that Parramatta has always been a gathering place, and our diversity is our strength	Provide and advocate for facilities that are inclusive, enabling people and communities to connect. Provide for renewal of heritage buildings
Innovative – we collaborate and champion new ideas to create a better future	Embrace technology, creativity and innovation to solve complex problems and improve our City. Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community	Improve our knowledge, management to ensure appropriate data is accessible and supports asset management activities. Keep Council accountable, responsible, and sustainable when planning our future infrastructure needs. Ensure asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation, and disposal of assets through strong integration with Council policies and strategies, levels of service, and Council's Long Term Financial Plan Provide risk management and decision-making frameworks

In addition to the Community Strategic Plan, other existing Council strategies and plans such as the Revitalising Parramatta: Civic Improvement Plan, Amendment No.4, Social Infrastructure Priority Needs: Parramatta CBD, Parramatta CBD Planning Strategy, Community Facilities: Policy Framework and Future Directions and the Early Education and Care Services Needs Analysis for the Parramatta LGA provide additional information for consideration on community needs and interests as well as identify issues relating to community needs and service gaps.

2.9.1 Economic Strategies

The economic strategies for 2018-2038 focus on the benefits of making the City work and spreading these benefits to surrounding centres and neighbourhoods and Western Sydney as a whole. The key strategies are:

1. Identity: establish a competitive identity that differentiates Parramatta from other locations and increase investment
2. Business: develop the capacity of local firms to grow, specialise and employ more local people, as described in Parramatta 10,000
3. Labour: educate, retain, and attract quality people with skills aligned to meet the needs of local employers
4. Property: develop land and property assets to promote and accommodate jobs growth and increase land values, including through Parramatta Square and Council's new Operations Centre and Central Library
5. Urban vitality: plan for vibrant streets and precincts in Parramatta CBD and local centres that will attract people and business, including the redevelopment of Auto Alley, Woodville Road, Parramatta Road, Rydalmere, and Westmead – all priorities for the four years.

2.9.2. Environmental Strategies

Parramatta 2018-2038 builds on Parramatta's focus on natural areas and includes strategies for the natural and the built environment, and to manage environmental risks. The key strategies are:

1. Natural environment: improve, protect, and value our natural heritage and systems, including the extensive network of parks and bushland reserves; continue to protect biodiversity while improving connections between these areas and people; and focus on:
 - waterways rehabilitation
 - biodiversity and bushland management
 - local air quality
 - land and soil management.
2. Built environment: invest in and create a low-impact, eco-efficient urban environment that supports Parramatta as an area of significant jobs and residential growth; develop creative responses to improve the efficiency of the city, diversify the source of our resources and help manage increasing energy, water and waste costs; and focus on:
 - efficiency and adaptability of precincts and buildings
 - growth in green jobs and services
3. Risks and resilience: minimise and manage environmental risks, increase resilience, improve recovery times, and focus on:
 - preparation for extreme weather events and/or other extreme events that disrupt food, water, energy or other resource supply.
 - Identification of risk and putting plans in place to better deal with events when they happen.

2.9.3 Connectivity Strategies

The connectivity strategies for 2018-2038 focus on both local and regional physical connections, and the digital connections Council will need for the future. The key strategies are:

- Local connections within the city and neighbourhoods: promote and support walking, cycling and public transport; provide a legible city centre and local centres with improved access and amenity for pedestrians and cyclists; and manage traffic to minimise its adverse impacts on people, car commuters and through traffic.
- Regional connections for jobs, entertainment, and education: continue to lobby for improved public transport, including light rail; develop Local and Regional Ring Roads to better manage traffic flow to more appropriate routes; relocate commuter car parking to the CBD periphery; and develop Park & Ride facilities.

2.9.4 People and Neighbourhood Strategies

The people strategies for 2018-2038 focus on health and recreation, the housing that can be provided, learning and development, and building cohesive, safe neighbourhoods. The key strategies are:

- Health and recreation: help to provide healthy choices and access to services that build on our excellent regional health facilities and help to tackle issues such as obesity; and focus on healthy lifestyles (active living, healthy food and mental health) and health promotion (food safety and environmental hazards)
- Housing: provide a range of housing for people at any stage of life and whatever their aspiration or need; minimise homelessness; and focus on social housing needs, affordable housing, and the right mix of dwellings
- Learning and individual development: work with the education sector and Council's libraries to improve access to quality learning opportunities.
- Neighbourhood and belonging: celebrate the unique character of local centres, neighbourhoods and City precincts, with a focus on:
 - community safety
 - active citizenship
 - social networks
 - quality neighbourhoods
 - connecting local arts and culture.

2.9.5 Culture and Sports Strategies

- Distinct places: formulate great experiences and recognise, celebrate and promote our dynamic history and heritage and unique places.
- Creative industries: use as an economic driver to encourage local creative enterprises, attract events, encourage active engagement, celebrate diverse cultural perspectives and boost the local day and night economy
- Cultural expression and innovation: develop regional facilities like the Riverside Theatres and an art gallery, activate the Parramatta River, and work with partners like the Western Sydney Wanderers, Parramatta Eels, Australian Turf Club (ATC) and Sydney Festival.
- Energy and cultural richness: improve quality of life and drive positive growth through events and by activating areas within the built environment such as laneways, parks, malls and public spaces.

2.9.6 Leadership and Governance Strategies

- Leadership: represent the best interests of the City and its people through a regional City strategy to benefit the City, entire Local Government Area and the region by working systematically with partners to influence positive change
- Capability: build and develop a Council that can deliver strategic priorities; provide high quality service; plan well for the future; be a well-governed, community-focused organisation; and focus on:
 - building a sustainable future for Council by managing finances and assets flexibly within a strong planning and risk management framework
 - recruiting and training great people in a safe workplace
 - placing customers at the centre

- making business better by adopting innovative practices and being adaptable to change
- Governance: provide a strong framework for transparent and accountable decision-making and compliance with relevant laws, policy, and protocols; and develop structures for effective business planning and for meeting statutory obligations and accountability measures.

2.10 Corporate Plan – Major Priorities

The following Major Priorities represent a number of key focus areas for the Council in this term that will significantly advance progress towards our six Strategic Objectives.

In moving towards Council's Community Strategic Plan 2018-2038 Council is undertaking a number of initiatives to grow development, jobs and activity across Parramatta, both in the CBD and in a number of nearby precincts. While Council is doing that, it is important to ensure that Council is committed to deliver, undertake improvements, provide services for our whole community and that Council maintain the capacity to run our business in a way that is financially sustainable. Below is a breakdown of the Major Priorities in the Corporate Plans and the current projects underway.

2.10.1 Parramatta Square

- Designs developed for all elements of Parramatta Square
- Development Applications approved for all elements of Parramatta Square
- A program for the delivery of all Council facilities, including library
- Public Domain elements delivered and Phive opened in 2023

2.10.2 City Centre

- A revitalised Centenary Square and Parramatta Square
- A River City Strategy adopted and staged scheme underway to improve the river foreshore including terracing, moving the sewer pipe, and Improving Water Quality in Parramatta River
- The next group of Design Parramatta priority projects delivered, improving Parramatta's streets, and public spaces
- A review of the CBD planning framework completed, stimulating quality development that delivers jobs, housing, entertainment recreation facilities and shopping and dining experiences
- Investigation of innovative methods to deliver infrastructure including the Voluntary Planning Agreement process and value capture
- A review of the Parramatta Car Parking Strategy
- Preparation of a retail strategy to promote and support diversity in retail and dining experiences.

2.10.3 Precinct Renewal

- Establishing effective collaborative relationships with the state government, major landowners, agencies, institutions and developers to make the process happen.
- Develop quality precinct master plan, review planning instruments and identify infrastructure needs
- Advocate for investment (public and private) to implement actions.
- Investigate innovative methods to deliver infrastructure including the Voluntary Planning Agreement process and value capture.
- Key redevelopment sites and infrastructure commenced this Council term.

2.10.4 Transport – Parramatta Light Rail and Sydney Metro West

- Commitment from State Government and private partners to build Western Sydney Light Rail (Stage 1 nearing completion and planning for Stage 2 has commenced)
- Commitment from State Government for staged implementation of regional and Parramatta ring road and WestConnex on/off ramps
- Improved walkable network throughout the city (PAMP Program)
- Advocate for a fast rail connection from Sydney CBD to Parramatta

2.10.5 Digital City

- A Smart City Strategy that provides a framework for investment in technology and positions Parramatta as a "Smart City"
- Improved connectivity in the CBD and neighbourhoods
- Increased clusters of knowledge and high skill jobs

2.10.6 City Activation

- People engaged in the life of the City
- A City perceived as a destination of choice
- Activation that supports commerce and enterprise and stimulates economic activity
- Enhanced perceptions of Parramatta as Australia's Next Great City

2.10.7 Sports & Recreation

- Increased participation in sports and activities that improve health and wellbeing
- Well planned and maintained open spaces, sport and recreation assets
- Integrated approaches to land use and transport planning to improve access to open spaces and recreational opportunities

2.10.8 Destination for Sports and Culture

- Increased recognition of Parramatta's position as a sport and entertainment destination
- Increased visitors to Parramatta's sport and cultural facilities
- Increased opportunities for local residents and businesses to benefit from significant sporting and entertainment events being held in Parramatta
- An agreed precinct Masterplan and advocacy program for development of sport and recreation facilities in North Parramatta

2.10.9 External Communication and Consultation

- Improved stakeholder engagement measured by survey
- Recognition of Parramatta as Australia's Next Great City

2.10.10 Providing Great Service to Our Community

- New Operations Centre with greater service delivery capacity. *Project completed.*
- Sustained implementation of service improvements and operational capacity improvements to deliver better, more efficient public services
- Smarter ways to do business with our customers using technology
- Continuous improvements to the customer experience

2.10.11 Financial Sustainability

- Net operating position is in surplus
- Prudent financial management of Council resources, debt and insurance, alongside strong record of delivery of our Major Priorities
- Business practices that ensure value for money and unlock efficiencies
- Returns on Council investments exceed benchmark by 10 per cent
- Equitable and efficient rating system.

2.10.12 Ensuring Council is "Fit for the future"

- A considered response to the Local Government Reform proposals that reflects a detailed analysis of Council's position and reflects the views of our community.

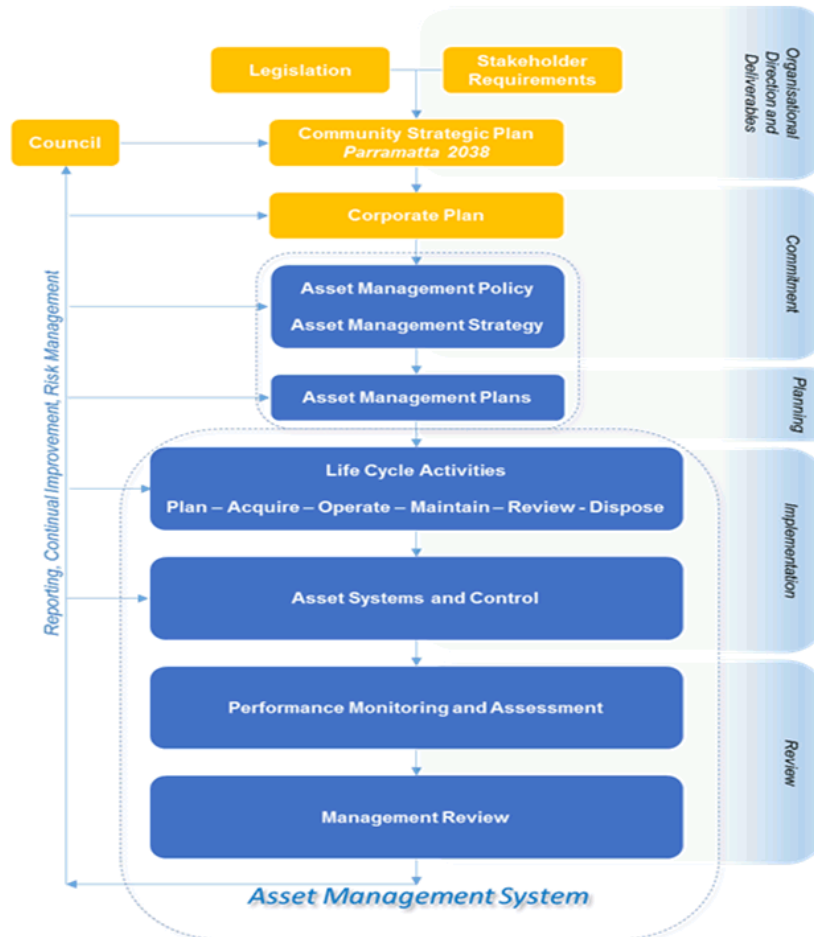
2.11 Link to Corporate Strategies

The Asset Management Strategy provides guidance to Council's Long Term Financial Plan and to the Community Strategic Plan. Council's role is to locally govern for all residents, visitors and ratepayers, and provide a range of programs and services that meet the needs of our community. This role is encapsulated through the Council's Community Strategic Plan.

The RI Asset Management Plan in turn provides input to the Financial Plan and the Annual Budget. From this the Capital Works Program for infrastructure maintenance and renewals programs are developed.

The diagram below outlines the linkages between Council's Community Strategic Plan and the process for the development of AM Plans.

Figure 2.5 Linkages between AM Plan and Key Strategic Documents and Activities



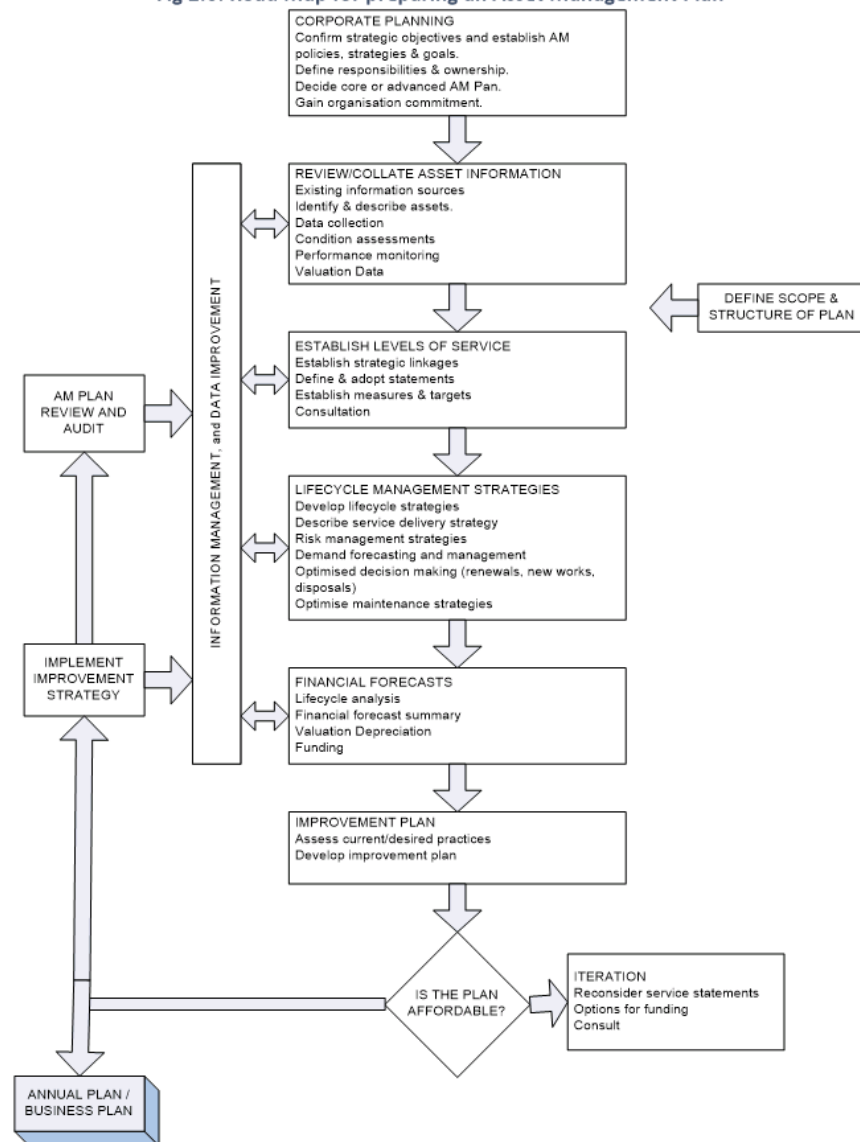
2.12 Core and Advance Asset Management

This AM plan is prepared as a 'core' asset management plan over a 10-year planning period in accordance with the International Infrastructure Management Manual⁵. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level and should be regarded primarily as a snapshot of current practices and strategies. In contrast, advanced asset management is a 'bottom-up' approach, which seeks to optimise activities and programs to meet agreed service standards through development of management tactics based on collection and analysis of key information on asset condition, performance, lifecycle costs, risk costs and treatment options.

Future revisions of this AM plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering detailed asset information for individual assets to support the provision of activities and programs to meet agreed service levels in a financially sustainable manner.

⁵ IPWEA, 2015, IIMM.

Fig 2.6: Road Map for preparing an Asset Management Plan



3. LEVEL OF SERVICE

3.1 Asset Hierarchy

In accordance with the International Infrastructure Management Manual, Council acknowledges that the primary purpose of an asset hierarchy is to ensure that appropriate management, engineering standards and planning practices are applied to the asset based on its function. It also enables more efficient use of limited resources by allocating funding to those assets that are in greater need and the costs are better justified.

3.1.1 Roads and Kerb

At present, Council has adopted a roads and kerbs hierarchy as defined below. The roads and kerbs hierarchy classification provides a consistent classification of roads and kerbs predominantly based on their role within the overall road and kerb network which relates to their use and risk to users should they fail.

Highways and Declared State Roads are the responsibility of TfNSW and are not included in Council's Road Hierarchy. Roads not adopted by Council as their assets to maintain, such as unformed tracks on public land or Crown land or roads managed by other authorities and/or under private ownership including private shopping centres and private developments are not included in Council's Road Hierarchy. Roads shared with neighbouring Councils have been identified with the costs to maintain being shared between the responsible municipalities.

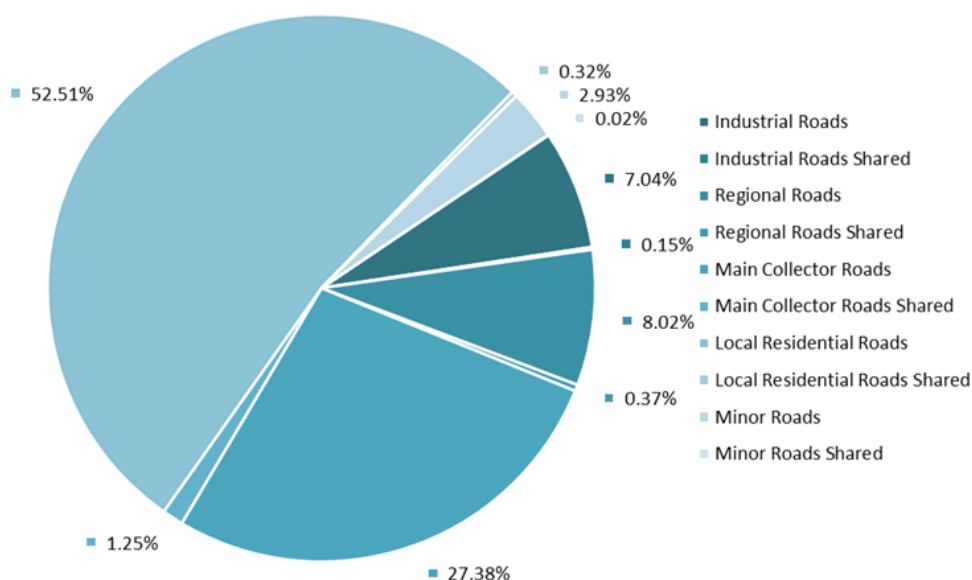
The hierarchy classification has been documented as follows.

Table 3.1: City of Parramatta Council Roads and Kerbs Hierarchy

Roads and kerbs Hierarchy	Service Function/Definition
Industrial Roads	Carry traffic having a trip end within the specific area; and Direct access to properties.
Industrial Roads Shared	Same as industrial roads but shared with neighbouring municipality.
Regional Roads	Longer distance strategic traffic movements; Connection between State arterial and main and secondary collector roads; Access to public transport; Through movement of public transport;
Regional Roads Shared	Same as regional roads but shared with neighbouring municipality.
Secondary Collector Roads	Connection between regional and local roads; Carry traffic having a trip end within the specific area; Direct access to properties; Access to public transport; and Local cycle movements.
Secondary Collector Roads Shared	Same as secondary collector roads but shared with neighbouring municipality.
Commercial Roads	Carry traffic having a trip end within the specific area; and Direct access to properties.
Main Collector Roads	Connection between regional and local roads; Carry traffic having a trip end within the specific area; Direct access to properties; Access to public transport; and Local cycle movements.
Commercial Roads Shared	Same as commercial roads but shared with neighbouring municipality.
Main Collector Roads Shared	Same as main collector roads but shared with neighbouring municipality.

Roads and kerbs Hierarchy	Service Function/Definition
Local Residential Roads	A minor street whose primary function is to provide local residential property access; and Direct access to properties.
Local Residential Roads Shared	Same as local residential roads but shared with neighbouring municipality.
Minor Roads	A minor street whose primary function is to provide local residential property access; and Direct access to properties.
Minor Roads Shared	Same as minor roads but shared with neighbouring municipality.

Figure3.2: Distribution (%) of City of Parramatta Council Roads Network Area by Hierarchy as at 2021



3.1.2 Footpath

The City of Parramatta Council owns and manages approximately 892km of footpaths, which are constructed and located within the road reserve, many of which are in varying condition.

At present, Council has adopted a footpath hierarchy which has been based upon the Road NAASRA Classification System as defined by AustRoads publications. The NAASRA system provides a consistent classification of roads predominantly based on their role within the overall road network.

The hierarchy classification has been documented below as follows.

Table 3.3: Footpath Hierarchy

NAASRA CLASS	NAASRA Definition	Footpath Hierarchy
1	Those roads which form the principal avenue for communication between major regions of the Commonwealth, including direct connections between capital cities.	Extreme
5	Those roads which provide almost exclusively for one activity or function and which cannot be assigned to Classes 1, 2, 3 or 4.	High
6	Those roads whose main function is to form the principal avenue of communication for massive traffic movements.	High
7	Those roads, not being Class 6, whose main function is to supplement the Class 6 roads in providing for traffic movements or which distribute traffic to local street systems.	Moderate
8	Those roads, not being Class 6 or 7, whose main function is to provide access to abutting property.	Low
9	Those roads which provide almost exclusively for one activity or function and which cannot be assigned to Classes 6, 7 and 8.	Low

3.1.3 Bridges

The City of Parramatta Council owns and manages approximately 109 bridges, which are constructed and located within the road reserve, many of which are in varying condition. Council also owns and manages bridges within parks and open space areas, which have also been included in this model.

At present, Council has adopted a bridge hierarchy as defined in the Table below. The bridge hierarchy classification provides a consistent classification of bridges predominantly based on their role within the overall bridge network which relates to their use and risk to pedestrians should they fail.

The hierarchy classification has been documented as follows.

Table 3.4: City of Parramatta Bridge Hierarchy

Bridge Hierarchy	Definition
Distributor	Bridges constructed on Distributor roads
Collector	Bridges constructed on Collector roads
Local Access	Bridges constructed on Local Access roads
Open Spaces	Bridges constructed within Open Spaces such as reserves and foreshore

3.2 Level of Service Hierarchy

The levels of service decision-making hierarchy at Council flows from:

- legislative requirements, to
- community expectation, to
- Council strategies.

Council uses the levels of service to measure its performance and establish forward works programs, maintenance schedules and delivery programs for short- and long-term planning.

3.3 Customer Research and Expectations

This AM plan is prepared to facilitate consultation initially through feedback on draft AM Plans prior to adoption by the Council. The AM Plan incorporates community consultation on service levels and costs of providing the service. This assists the Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Council conducts regular Community Surveys to measure satisfaction with services and to identify priorities. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. The most recent customer satisfaction survey that was conducted during 2020 reported performance gaps and priority rankings for the following services.

Fig 3.5: Services and Facilities –Comparison to Benchmarks⁶

Service/facility	Satisfaction	Benchmark variance
Maintenance of local suburban roads	3.64	0.70
Provision of cycle ways and facilities	3.80	0.63
Condition of Council's car parks	3.48	0.54
Maintenance of footpaths	3.56	0.49
The opportunity to have your say on key issues affecting the community	3.42	0.46
Local traffic management and signs	3.46	0.43
Parramatta Heritage & Visitor Information Centre	3.85	0.38
Public spaces	3.87	0.38
Cleanliness of streets	3.89	0.36
Effectiveness of Council's stormwater drainage	3.77	0.34
Planting of trees in your local area	3.60	0.30
Council-run events & festivals	4.07	0.30
Riverside Theatres	4.00	0.28
Cleanliness of parks	3.98	0.28
Quality of children's playgrounds & equipment	3.98	0.28
Promoting sustainable transport options	3.64	0.26
Maintenance of parks and gardens	3.95	0.25
The provision of information on community issues, developments and initiatives	3.47	0.20
Maintenance of community halls & centres	3.81	0.18

It is important that our community have a say. Obtaining community feedback on the condition of our assets is important for council to understand as it impacts how we prioritise work, allocate Council budget, make recommendations to Councillors on future budget decisions, including the level of rates required to fund important infrastructure and improve safety and quality of life for our community.

Council must maintain community infrastructure to acceptable standards for safety and functional usage. However, when determining the community levels of service, we look beyond the minimum standards and work with the community to define acceptable standards for a range of assets, so we can better align resources with community priorities.

Council undertook a comprehensive community consultation exercise in February 2018 on the condition of its infrastructure assets as part of the development of the Community Strategic Plan and Resourcing Strategy.

Community Survey results

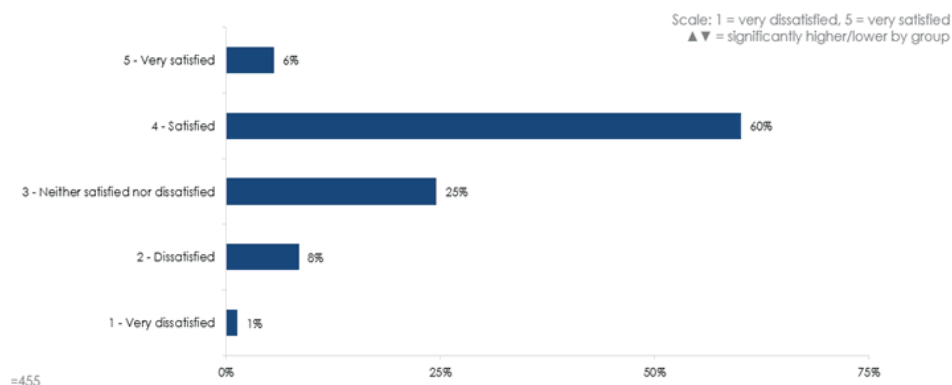
Council conducted a two-stage quantitative and qualitative community engagement program:

- Quantitative engagement: Telephone survey with an initial 455 residents, followed by 300 re-contact interviews after participants had received and reviewed an asset information pack.
- Qualitative engagement: Five workshops/focus groups:
 - 1 x internal stakeholders workshop
 - 1 x external stakeholders workshop
 - 3 x community focus groups.

Satisfaction with current community assets








Overall, residents are satisfied with the quality of community assets, with two-thirds stating they are "satisfied" or "very satisfied".

⁶ Micromex Research, 2020, Community Satisfaction – 2020 Wave



Usage, acceptable standards, and investment

The table below presents the results of the community consultation exercise. It plots the major asset classes against community usage of assets, the minimum acceptable standard of assets, and Council assets identified as requiring more investment. An interesting result worth noting is that while footpaths and local urban roads are the most used assets, they have the highest percentage of the community accepting a fair conditioned asset standard over a good standard asset.

Asset	Usage % used regularly/ occasionally	Acceptable Standard % good condition	Investment % more investment	
			Pre-info pack (N=300)	Post-info pack (N=300)
Park amenities (toilets) 	37%	48%	44%	64%
Community facilities and buildings 	42%	44%	28%	57%
Footpaths 	91%	39%	48%	56%
Major town centres 	64%	61%	35%	56%
Local suburban roads 	95%	37%	50%	55%
Parks infrastructure and sporting fields 	72%	58%	55%	55%
Parramatta CBD 	52%	65%	30%	53%

Community Consultation is undertaken by Parramatta City Council annually by Micromex. The latest consultation and research were carried out throughout June 2020 - via telephone (600) & online (622) questionnaires. The research provides Council with findings that we can confidently say reflect the attitudes of the broader community including residents, business owners, workers and visitors.

The 2020 consultation identified areas where small improvements will have the greatest positive impact upon overall community satisfaction. Providing value for money, including the delivery of efficient services and facilities from assets, is very important to the community. The following scale details the performance gaps develop by Micromex Research to identify gaps in Residents' Expectations.

This Community Voice Consultation assists the Asset Manager to identifying services, facilities and assets which the community feel should be of highest priority as well as the services areas with lower levels of satisfaction. This information assists the Asset Manager in decision making, in particular fund allocation (new, renewal and upgrade) and the appropriateness of the current Levels of Services.

The table below are the specific questions asked to the Community regarding RI Assets Level of Service.

Table 3.6: Community Consultation – Performance Gaps

Roads and Related Assets	Level	Comments
Provision of lighting in streets	1	At the current time PCC have a contract with the Energy company to provide street lighting and that includes maintenance and replacement. PCC are looking to ensure that the required lux levels are being met to ensure customer satisfaction.
Promoting sustainable transport options	2	Council is developing Cycle ways which connect to destinations, light rail within the and connecting the LGA and the rolling out of Pedestrian Access Mobility Program which allows for disabled transportation.
Condition of local roads	2	Condition is being regularly assessed and a 10 year program of capital works addressing the condition of local roads which is continually monitored and adapted due to customer feedback.
Provision of lighting in car parks	2	At the current time PCC have a contract with the Energy company to provide street lighting and that includes maintenance and replacement. PCC are looking to ensure that the required lux levels are being met to ensure customer satisfaction.
Cleanliness of streets	2	Council has a street cleaning division which has a cleaning schedule mainly centred around the CBD and Neighbourhood road assets.
Local traffic management and signs	2	Council has a dedicated Traffic section which reviews local traffic management and street signage and the ongoing replacement of signs.
Provision of street signage	2	Council has a dedicated Traffic section which reviews street signage and the ongoing replacement of signs.

3.4 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the City of Parramatta's vision, mission, goals and objectives.

Our vision is: *Sydney's central city, sustainable, liveable, and productive – inspired by our communities.*

Underpinning the City of Parramatta Vision are 6 Key Result Areas (KRAs) that provide the big picture results, which the community would like Council and its many partners to focus on achieving. These KRAs are as follows.

- Fair - We can all benefit from the opportunities our City offers
- Accessible - We can all get to where we want to go
- Green - We care for and enjoy our environment
- Welcoming - We celebrate culture and diversity - past, present and future

- Thriving - We benefit from having a thriving CBD and local centres
- Innovative - We collaborate and champion new ideas to create a better future



Fig 3.7: City of Parramatta Vision and Priorities Framework

Relevant goals and objectives and how these are addressed in this asset management plan are:



Table 3.8: Priorities and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Building a stronger, more innovative council for our community's future	<p>Ensuring we provide high quality services and projects that meet the needs of our community whilst being open and transparent and financially prudent.</p> <p>We will engage and communicate with our community about our plans and progress and ensure that we continue to provide inspirational leadership and good governance.</p> <p>We will provide responsive regulatory functions that address community issues.</p> <p>Be at the forefront of innovation by harnessing leading-edge technology.</p>	<p>City of Parramatta plan for the total cost of ownership of Council assets and services.</p> <p>Asset management governance supports evidence-based decision making.</p> <p>Council will utilise predictive modelling in order to model the performance of council's assets</p>
Managing Growth and Transport	<p>Work with government partners to improve connections and traffic flow within and through the City of Parramatta to connect people to jobs and the rest of the region.</p> <p>Managing the parking and transport needs of residents, visitors and workers.</p> <p>Create truly great spaces and places for the community through well managed development.</p> <p>Ensure that green and open spaces are created, protected and maintained in line with population growth.</p> <p>Advocate to State and Federal agencies and business to ensure that there is the right infrastructure at the right time including traffic and transport solutions, schools and open space planning.</p> <p>Harnessing the benefits of growth for all.</p>	<p>Council will maintain community infrastructure as per our asset management policy and strategies and seek to meet and manage community expectations around safety, amenity and access.</p>
Promoting green spaces and the environment	<p>To create a green city by creating and maintaining green spaces, bushland and waterways for residents and visitors to enjoy.</p> <p>To create an eco-efficient city that through good planning uses less energy and water whilst recycling more waste efficiently as the City grows – doing more with less.</p> <p>Protect and enhance our natural bushland.</p>	<p>Council will ensure natural areas and bushland is sustainably funded to ensure environment protection outcomes are met.</p>
Providing opportunities for recreation and leisure	<p>Create more active travel options and maintain accessible and high quality facilities to promote healthy and active lifestyles amongst our growing local government area.</p> <p>Maintain the City's reputation as a premier sporting destination.</p>	<p>Council will ensure the provision of open space and recreational areas that our community and residents can utilise to facilitate healthy and active lifestyles.</p>
Creating a strong economy with	<p>Create a centre that can generate jobs for everyone, attract business and investment and provide better services in order to meet the demands of population</p>	<p>Council will plan for the delivery of major developments to ensure</p>

a strong city centre	<p>growth.</p> <p>Create a well-connected, efficient city and neighbourhoods, attract high skill knowledge intensive jobs and promote Parramatta as a knowledge hub and a centre for ideas and excellence.</p> <p>Ensure that Parramatta Square Development becomes a key economic driver to deliver world-class office, retail, residential and public space to accommodate growth and stimulate employment.</p> <p>Work with key partners to create a city centre that is a high value-adding, employment hub and driving force behind the generation of new wealth in Western Sydney.</p>	world class public domain areas are maintained to an agreed level of service and contributes to the value adding force behind new growth in employment and residential populations
Having a community focus	<p>Foster and celebrate a sense of community that is friendly, welcoming and embraces diversity.</p> <p>Respect, protect and celebrate the Aboriginal and European heritage, songlines, stories and history of our city.</p> <p>Create a place that encourages social connectivity and is inclusive and accessible for all.</p> <p>Understand the needs of the community and ensure the provision of relevant, accessible and exceptional services.</p>	Council will maintain and plan for public artworks and heritage interpretation assets within the LGA. This includes ensuring maintenance plans and adequate funding is secured to manage these asset types.
Supporting arts and culture celebrations and destinations	<p>Celebrate our cultural life and build positive perceptions of Parramatta by delivering a program of high quality festivals, local and major events and street activities.</p> <p>Provide a variety of cultural experiences and attractions unique to Parramatta which make it a destination of choice for residents and visitors.</p>	No asset related outcome
Creating vibrant neighbourhood and precincts	<p>Drive renewal in key precincts in order to increase jobs, housing, development and transport options including Epping, Camellia, Westmead, Wentworth Point, the Greater Parramatta to Olympic Park (GPOP) areas.</p> <p>Create welcoming and distinctive local neighbourhoods, that foster a sense of community and local identity for residents right across the Local Government area.</p>	Council will continue to invest in the assets within key precincts including the upgrade of existing assets, planning for new assets, and maintaining/ renewing assets when they underperform

The City of Parramatta will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 7.

3.5 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Table 3.9: Legislative Requirements

Legislation	Requirement
Local Government Act	<p>Sets out role, purpose, responsibilities and powers of local governments. Draft Bill 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.</p> <p>The purposes of this Act are as follows:</p> <p>(a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales,</p> <p>(b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales,</p> <p>(c) to encourage and assist the effective participation of local communities in the affairs of local government,</p> <p>(d) to give councils:</p> <ul style="list-style-type: none"> the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public the responsibility for administering some regulatory systems under this Act a role in the management, improvement and development of the resources of their areas, <p>(e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.</p>
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Building Code of Australia (BCA)	<p>The objectives of the BCA are to enable the achievement and maintenance of acceptable standards of structural sufficiency, safety (including safety from fire), health and amenity for the benefit of the community now and in the future. These goals are applied so that the BCA extends no further than is necessary in the public interest, are cost effective, easily understood, and are not needlessly onerous in its application.</p> <p>The BCA contains technical provisions for the design and construction of buildings and other structures, covering such matters as structure, fire resistance, access and egress, services and equipment, and certain aspects of health and amenity.</p>
Australian Standards & Codes of Practice	Various AS relevant to the asset class. Referenced in the Building Code of Australia. Governs a vast range of building construction and management
Crown Lands Act	<p>An Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW</p> <p>Council has large holdings of Crown land under its care, control and management.</p>
Road Transport (Safety and Traffic Management) Act 1999	Facilitates the adoption of nationally consistent road rules in NSW, the Australian Road Rules. It also makes provision for safety and traffic management on roads and road related areas including alcohol and other drug use, speeding and other dangerous driving, traffic control devices and vehicle safety accidents.
Road Transport (General) Act 2005 Road Transport (General) Amendment Regulation 2008	Provides for the administration and enforcement of road transport legislation. It provides for the review of decisions made under road transport legislation. It makes provision for the use of vehicles on roads and road related areas and also with respect to written off and wrecked vehicles.

Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.
Australian Accounting Standards	Prescribes requirements for recognition and depreciation of property, plant and equipment assets.

3.6 Current Level of Services

3.6.1 Level of Service Description

The 'level of service' is the defined service quality for a particular activity or service area against which service performance can be measured. They provide the basis for the life-cycle management strategies and works programme identified within the AM Plan.

Levels of service support the Organisation's strategic goals and are based on customer expectations and statutory requirements.

Levels of service can be broken down into three basic aspects:

- Function – its purpose for the community.
- Design Parameters – what is required of and from the asset itself.
- Performance & Presentation - the effectiveness of the service and ensuring it is safe, clean and appropriate for use.

The objective of asset management is to enable assets to be managed so that agreed Levels of Service are consistently delivered in the most cost effective way. There are two types of Level of Service:

- 'Community' Levels of Service are related to the service that the customer receives. The community expectations with regard to levels of service are communicated to Council via consultation. These levels of service are also established by Council taking the communities expectations, legislative requirements and available funding into account.
- 'Technical' Levels of Service are operational in nature and are the means by which Council officers establish and manage the operation and maintenance required to ensure that the Customer Levels of Service are being achieved.

By setting community and technical levels of service, Council can assess and monitor its assets performance. Council can then be held accountable and is able to report to the community on the asset performance. In the long term this will ensure that Council funds are spent where the community want them to be spent and assets are maintained in the most cost effective manner.

As Council's current asset management systems do not allow for detailed reporting on levels of service targets and performance, Council is further developing its ability to manage and report on the levels of service within its Improvement Actions Plan as well as future versions of this AM Plan.

3.6.2 Strategic Level of Services

Community (Strategic) Levels of Service, communicate the philosophies of Council in relation to the management of the RI assets portfolio including the rehabilitation and renewal of these assets as they deteriorate due to age and use.

These are strategic Levels of Service and relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. They have

the aim of setting performance standards at the strategic level to guide the management of Council's RI assets. The performance standard for this section is simply based on the number of complaints or Service Requests received by the community. The performance targets identified within the customer service and technical LOS allows Council to adequately maintain the assets and deliver services.

3.7 Customer Level of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in the AM Plan are:

Quality	How good is the service. <i>What is the condition of the road surface?</i>
Function	Is it suitable for its intended purpose. <i>Is it the right sized footpath to provide the access required?</i>
Capacity/Use	Is the service over or under used. <i>Do we need more or less of these assets? How effectively is the footpath being used?</i>

The current and expected customer service levels are detailed in Tables 3.10 and 3.11. Table 3.12 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome. e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These provide a balance compared to customer perception that can be more subjective.

Table 3.10: Customer Level of Service

Key Performance Measure	Level of Service	Performance Measurement Process	Performance Target
Quality	Well maintained and suitable transport network	Number of customer requests relating to road maintenance.	<1.00% of the total population per annum
Function	Transport assets meet community needs	Annual Customer Voice satisfaction and importance in Condition of Roads	Level 2 Priority (Satisfaction to Importance)
Responsiveness	Response time to customer requests.	Time taken to finalise road related requests.	>80% of all requests adequately responded to within target for asset and request type.
Safety	Transport assets are safe for residents and users.	Number of injuries attributable to transport assets condition.	Number of claims Council has settled due to design and condition. Not more than 3 per annum.
Availability	Assets are available in suitable condition for public use all year round.	Number of road closures due to degraded asset condition.	<2 per annum
Capacity	Preparing for the CBD Planning Study	Investigation process of traffic mitigation strategies	Being developed

3.8 Technical Level of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. Detailed Technical Levels of Service are required to assess performance on a day-to-day basis to guide decision making and workflows. The prime objective in setting the Technical or operational Levels of Service is to set targets that will lead to achieving the desired Community-based Service Levels. These include response times, work standards and condition ratings.

These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service Managers, Finance and Asset Managers collaboratively plan, implement and control technical service levels to influence the customer service levels.⁷

Table 3.11 shows the technical levels of service expected to be provided under this AM Plan. The "Desired" position in the table documents the position being recommended in this AM Plan.

⁷ IPWEA, 2015, IIMM, p 2|28.

Table 3.11: Technical Level of Service

Asset Category	Key Performance	Measures Level of Service	Performance Measure Process	Performance Target
Road	Quality	Provide smooth sealed road surface, improved ride quality.	Condition rating (completed within 5 year cycle)	90% of all road seals be in satisfactory condition i.e. rated condition 3 or better (on a rating scale of 1-5)
	Capacity	Provide carriageway width and road capacity sufficient for traffic volumes	Review geometric design	Minimum to satisfy current Australian Standard
		Provide pavements of sufficient pavement thickness and capacity to carry loads from traffic	Review pavement design	As per Project Reliability section in the Business Process Manual and analysis recommended by Austroads Pavement Design Guide
	Safety	Provide road surface free from hazards	Insurance claims/incidents. Inspection, condition survey	Number of claims Council has settled due to design and condition. Not more than 3 per annum.
		Street Lighting	Adequate Light Levels as per AS 1158.0:2005	Illuminate for a safer road environment, new facilities on the road to have sufficient lighting and complying with the new public lighting standard.
	Function	Adequate road widths for traffic demands	Minimum widths as part of design and construction specifications.	All new dedicated assets meet design and construction specifications.
Kerb and Gutter	Quality	Provide lateral support to road pavement and roadside drainage	Condition rating (carried out on a 5 yearly cycle)	90% of all kerb and gutter in satisfactory condition i.e. rated condition 3 or better (on a rating scale of 1-5)
	Capacity	Provide effective road drainage.	Condition surveys	More than 90% of kerb & gutter sections are free from water ponding 24 hours after storm event
	Safety	Provide roadside drainage free from trip hazards	Insurance claims/incidents	Number of claims Council has settled due to design and condition. Not more than 3 per annum.
	Function	Provide effective road drainage	Appropriate grades	All longitudinal grades > 0.6%
Footpaths and Shared User Paths	Quality	Compliant, accessible, and well-maintained (smooth), aesthetically pleasing pathways for convenient travel across the LGA. Percentage of footpaths in excellent -fair condition (1-3) and percentage in poor or very poor condition (4-5).	Condition rating (completed within a 5-year cycle). CBD Paving guideline Annual inspections/audits.	>90% of network condition score <3. All replacements to comply with CBD guidelines. Fewer than 200 customer maintenance requests for pathways annually.
	Capacity	Sufficient width of paths for footpath and SUP. Meeting the demand/growth.	Geometric design, meet Ausroads design standard (Part 6A).	Minimum to satisfy current Australian Standards. Increased usage of 'active transport' (walking cycling).

Asset Category	Key Performance	Measures Level of Service	Performance Measure Process	Performance Target
		Reconstruction to comply with town centre master plans.	Widening paths, compliance to CBD Guidelines.	CBD & town centre public domain space area developed in section to meet new guidelines.
	Safety	Reduces insurance claims annually related to pathways. Remove hazards and trips in public domain space/nature strip area. Paths are constructed to CoP/TfNSW standards. Appropriate facilities for impaired people.	Annual audits Insurance claims/incidents reports. Inspections/compliance with specifications.	<80% of footpath network without defect. Insurance claim <20pa. The new footpath is constructed as per Ausroads standards. Longitudinal fall and cross fall are correct, ramp, and landing are constructed to council and TfNSW standard.
		Street Lighting	Adequate Light Levels as per AS 1158.0:2005. Public light inspection	Illuminate public and pedestrian areas to a standard that provides a safe and comfortable visual environment for pedestrians at night.
	Function	Fully accessible paths connecting to facilities, community buildings, transport hub etc. Path linkage to local, regional, and recreational network	Annual audits Identify missing links	>90% compliant paths in LGA. DDA Compliance. Crossings on pedestrian desire line. The number of customer requests <20pa on accessibility and linkage.
Ancillary Asset - Transport Assets (Traffic facilities, LATM's, bus facilities, street furniture, and car parks). Other structures /shared structures (Public lighting, utility services, free-standing/digital units, blinds, sound walls, retaining walls, fence, railing,	Quality	Well-maintained asset meets community standards and high-quality device and facilities/fit for purpose.	Condition rating (completed within a 5-year cycle). Annual inspections/audits.	>90% of asset condition score <3. All replacements to comply with new standards and CBD guidelines. Fewer than 200 customer maintenance requests for particular asset type annually.
	Capacity	Asset capacity is sufficient, without any obstruction, and efficiency/output is >80%. Asset meets service demand/growth.	Audit/inspection to confirm asset meets design standard, TfNSW traffic guidelines, and meets DDA requirement.	Minimum to satisfy current Australian Standards, TfNSW guidelines and standards.
	Safety	Reduces insurance claims annually related to the particular asset type. Asset kept at the safe operating level.	Annual audits of ancillary asset. Insurance claims/incidents reports. Inspections/compliance with specifications.	Asset meets current WHS standards, design guidelines and DDA requirements. Insurance claim <20pa.
		Public Lighting	Adequate Light Levels as per AS 1158.0:2005. Public light inspection	Illuminate public and pedestrian areas to a standard that provides a safe and comfortable visual environment for pedestrians at night.
	Function	Asset functioning well, appropriate for its intended use.	Audit asset is fit for purpose. Regulation/design changes.	Asset meets technical/industry standard >90%.

Asset Category	Key Performance	Measures Level of Service	Performance Measure Process	Performance Target
Bridges	Quality	Well-maintained and suitable bridge and overpass structures.	Customer requests	<100 request/complaints per annum.
	Flooding	Variability of climate and flood frequency impact on the serviceability of bridges.	Map bridge vulnerability under various flood scenarios	Improve flood resilience of the bridge network.
	Design Parameters	Carry out Level 3+ survey of strategic bridges	Bridge is suitable to meet future demand	Know the Load (capacity, design, performance etc) for 20 strategically important bridges per annum. (Level 3)
	Customer Satisfaction	Condition of bridge and overpass structures.	Customer Survey	Score >= 6 out of 10 in LGA Annual Customer Survey
	Responsiveness	Response time to customer requests.	Time taken to close requests.	> 70% of all requests adequately responded to within target.
	Condition – bridge and overpass structures.	Level 2 condition assessment of bridge and overpass structure assets network every 3 years.	Condition Assessment	On average, bridge and overpass structure network to be in Overall Condition 2.5 (out of 5) or better, with 1 being the best.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

Table 3.12: Technical Level of Service – Bridge Assets (Component level)

ROUTINE MAINTENANCE ITEMS	INTERVENTION LEVEL	RESPONSE TIME		
		HIERARCHY		
		Regional Collector Industrial	Local Residential Minor	Performance Targets
ROAD BRIDGE				
1.0 – Road				

1.1 Retro-reflective markers Maintenance	Reflective markers are damaged or missing or obscured as identified by Council Staff > 3 missing	5 Days	14 Days	80%
1.2 Joint Maintenance	Worn expansion joints, cork joint, compression joint or assembly joint / seal require rehabilitation due to abrasion / tearing	90 Days	120 Days	80%
1.3 Bridge Wearing Surface Maintenance	>150mm wide or 50mm deep pothole and/or >50mm vertical displacement and/or >20m ² plate size crocodile cracking	90 Days	120 Days	80%
1.4 Kerbs Maintenance	Replacement of between 3m and 20m of kerb which holds water extending > 1m into roadway and/or < 20m of kerb where rotation, vertical or horizontal displacement > 100mm	365 Days	365 Days	80%
2.0 - Guardrail / Barriers				
2.1 Guardrail / Barrier Maintenance (S)	Guardrail / balustrade identified as having loose bolts connections, safety issue or accident damage and/or approach rails misaligned or about to fall over, safety issue*	Make safe / Isolate 1 Day	Make safe / Isolate 1 Day	80%
2.2 Guardrail / Barrier Maintenance (NS)	Guardrail / balustrade identified as having loose bolts connections, non-safety issue or accident damage and/or approach rails misaligned requiring repair, non-safety issue	90 Days	120 Days	80%
3.0 - Road Drainage				
3.1 Road Drainage Maintenance	Scuppers, drains, gully traps >50% blocked and non-draining	20 Days - Timber 30 Days - Other	40 Days - Timber 60 Days - Other	80%
4.0 - Waterway, Vegetation and Debris				
4.1 Deck & Footway Cleaning	Routine Maintenance Build-up of aggregate, soil & debris capable of: a) Supporting vegetation growth b) Impeding flow of water	As Per Cleansing Program	As Per Cleansing Program	80%
4.2 Deck & Footway Cleaning	Emergency Works * Build-up of aggregate, soil & debris capable of: a) Supporting vegetation growth b) Impeding flow of water	2 Days	2 Days	80%
4.3 Waterway Clearing	Routine Maintenance Where debris impedes the performance of the bridge / culvert structure > 50% of waterway exit points blocked	As Per Natural Resources Program	As Per Natural Resources Program	80%
4.4 Waterway Clearing	Emergency Works * Where debris impedes the performance of the bridge / culvert structure > 50% of waterway exit points blocked	4 Days	7 Days	80%

5.0 - Footpaths				
5.1 Footpath Maintenance	>40mm vertical displacement for area less than 5m ² and/or 20mm wide cracks over a distance of 1m or more.	Make safe 1 day Replace 14 days	Make Safe 2 Days Replace 28 days	80%
6.0 - Expansion Joints				
7.0 - Bearings				
7.1 Bearing Maintenance	Bearings show signs of significant cracking, splitting or bulging may be present. Moderate misalignment or lateral movement may be present. Dowels may be severely corroded.	120 Days – Investigation Up to 2 Years to complete repair	120 Days – Investigation Up to 2 Years to complete repair	80%
8.0 - Superstructure				
8.1 Timber Deck Maintenance	Local decay, insect infestation, or crushing of some timber laminates may exist. Some relative movement between laminates may be observed under traffic. There may be local loss of prestress and the tie down bolts may be loose. The defects are only affecting the deck locally < 20m ²	30 Days Make Safe Immediately	120 Days Make Safe Immediately	80%
8.2 Deck Maintenance	Some delaminations, significant cracks or spalls may be present. Corrosion of non-prestressed reinforcement may be present but loss of section is minor. There is not sufficient concern to warrant an analysis to ascertain the impact on the strength and/or serviceability of either the element or the bridge.	180 Days	365 Days	80%
8.3 Superstructure Maintenance	Bracing, crossheads, bearers show signs of wear, rot, termite presence, decay, spalling or cracking. Material defects or damage to beams/stringers, fasteners, soffit, Cross-bracing or coatings. Debris/dirt build-up, impact damage, excessive movement / vibration, dampness through deck, condition of air release holes. All affecting less than 20% of structure.	180 Days	365 Days	80%
9.0 - Substructure				
9.1 Substructure Maintenance	Columns, piles, headstock show signs of wear, rot, termite presence, decay, spalling or cracking. Material defects to piles, footings, walls, or cap beams. All affecting less than 20% of structure.	180 Days	365 Days	80%

9.2 Abutment Maintenance	Abutment show signs of wear, rot, termite presence, decay, spalling, cracking or loose components. All affecting less than 20% of structure.	180 Days	365 Days	80%
10.0-General				
10.1 Graffiti Offensive	When graffiti is visible to the public	1 Day	1 Day	80%
10.2 Graffiti Non-Offensive	When graffiti is present	4 Days	7 Days	80%
10.3 Painting	The paint work is no longer effective on significant areas. There will be exposed timber or metal or concrete.	60 Days	90 Days	80%
10.4 Termite Treatment	Application of termite treatment	Every 6 months	Annually	80%

Note: * Current activities and costs (currently funded).

** Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded)

3.9 Desired Level of Service

An initial Community (Strategic) and Technical (Operational) Levels of Service document to guide and assist Council has been developed with regard to ongoing management of its RI Assets portfolio. This document is contained within the Business Rules annexed to this report. Any changes in the future to the Levels of Service for any of Council's transport assets will be in accordance with this document.

The development of the Levels of Service has taken into account:

- Customer research and expectations
- Strategic goals and objectives
- Legislative requirements
- Current asset condition
- Road Hierarchy
- Funding requirements

The RI assets condition and hierarchy categorisation framework is continually being reviewed through the 10 year Plan and 1 year (operational plan) and 4 year (delivery program) Programs. It is intended to use this framework to guide and establish more specific levels of service and performance criteria, asset management, transport asset maintenance and renewal and expenditure prioritisation into the future.

Table 3.13: Road Classification and intervention level

Council's Classification	NAASRA Classification	Description	Intervention Condition Level
Regional Roads	Class 6	Regional	3
Main Collector	Class 7	Collector Roads	3
Secondary Collector			
Residential Road	Class 8	Local Roads	4
Minor Roads	Class 9	Minor Roads	4
Commercial Roads	Class 7, 8, 9	Commercial Roads	3
Industrial Roads	Class 5	Industrial Roads	3

Further development of the levels of service will be undertaken in consultation with the various business units within Council. These will be documented in future revisions of this AM Plan.

The asset management planning process includes the development of three scenarios to develop Levels of Service that are financially sustainable.

Scenario 1 – What we need to do (spend) in the next 10 years to sustain current service levels plus planned upgrade new / new assets / services aligned with the Long Term Financial Plan, Delivery Program, Operational Plan, and Asset Strategy.

Scenario 2 – What we need to do (spend) in the next 10 years to sustain current service levels plus planned upgrade new / new assets / services using Method 2 (Condition Modelling) or Method 3 (Network Renewals / Defect Repairs).

Scenario 3 – What we can do and be financially sustainable with AM Plans matching Long Term Financial Plan (LTFP), identifying major capital renewal and upgrade/new proposals that cannot be done in the next 10 years, determining the service consequences (service levels below desired levels) and service risks associated with the deferral of these proposals.

What options do we have?

Resolving the funding shortfall involves several steps:

- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing, and when assets are not able to provide the required service levels;
- Improving our efficiency in operating, maintaining, renewing, and replacing existing assets to optimise lifecycle costs;
- Identifying and managing risks associated with providing services from infrastructure;
- Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure;
- Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs;
- Consulting with the community to ensure that water infrastructure services and costs meet community needs and are affordable;
- Developing partnership with other bodies, where available to provide services; and
- Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

What happens if we don't manage the shortfall?

It is likely that we will have to reduce service levels in some areas, unless new sources of revenue are found. For civil infrastructure, the service level reduction may include reduction of the frequency of routine maintenance such as street sweeping, road and drainage maintenance, and delay on delivery of new structures. Reduction in maintenance in other areas may accelerate the consumption of some asset groups.

What can we do?

We can develop options, costs, and priorities for future civil infrastructure services, consult with the community to plan future services to match the community service needs with ability to pay for services, and maximise community benefits against costs. Seek funding from State Government for delivery of planned works.

4. FUTURE DEMAND

4.1 Demand Drivers

Demand Drivers predominately affecting the RI assets portfolio include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

Demand for new services is being managed through a combination of managing existing assets, where appropriate upgrade of existing assets and providing new assets to meet demand through a variety of delivery mechanisms mentioned within Section 5 of this report.

Council can currently sustainably fund and maintain its existing roads, footpath and bridges portfolio to a satisfactory condition, which will allow it to meet existing community and operational demands. Almost 98% of transport assets currently score a condition rating of 3 or better (Satisfactory). Further in-depth long term planning is still required to identify if Council has the required asset in the required place to perform the required function.

The RI assets portfolio is being managed to ensure continued service provision as well as allowing for the future growth. Given Parramatta's geographical significance, planning for both the current and future communities is required and will need to include services for groups outside of the Parramatta LGA, being the wider Sydney region.

Additional in-depth and long term planning is required to identify if Council has the required asset in the required place to perform the required function. To assist in addressing the demand into the future Council is currently undergoing numerous detailed planning studies to ensure that the future growth of the LGA is accounted for. These studies take into consideration the meeting of demand from Council's existing stock, future programmed assets via a range of delivery mechanisms, as well as service delivery via assets owned by other organisations.

Demographic analysis for the Parramatta LGA demonstrates that the population is extremely diverse which results in a need for access to a full range of social infrastructure. Current trends also identify a need for flexible, multi-purpose facilities that cater to a broad range of interests and that can adapt as needs change.

The CBD of Parramatta is undergoing a substantial planning review by Council to facilitate the significant growth for the LGA and region. This will have a substantial increase and further concentrate worker and residential population numbers. To address this, Council is also undergoing its own significant property redevelopment program of its CBD assets to facilitate growth of the organisation, community and region. Council's flagship development within its Parramatta CBD projects was the Parramatta Square project which is revitalising 3 Ha of prime CBD land.

Future versions of this AM Plan will take into consideration the numerous Strategies and Programs currently under development by Council, including the financial considerations for each being Capital New, Renewal, Maintenance and Operational requirements. These Strategies and Programs include but are not limited to:

1. Lennox Bridge Car Park Redevelopment
2. Riverside Theatre

3. Parramatta Riverbank
4. Multi Storey Car Park Redevelopment Projects
5. North Parramatta Urban Growth Release
6. Parramatta Square (PS) Redevelopment – Project recently completed.

As stated above, Council is undertaking planning studies forecasting the growth and demand into the future and considering the delivery mechanisms to meet future service delivery targets.

It is envisaged that demand identification and management will be further and continually identified through stakeholder engagement within this AM Plan and then delivered through an annual and four year Program consisting of:

- Acquisition, Disposal and Reclassification
- Development
- Capital New and Renewal
- Maintenance and Operation

4.2 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets have been identified in number of recent studies undertaken by Council, being the Community Infrastructure Strategy and the CBD Infrastructure Needs Study, which were undertaken in 2017 and 2019. The findings of the studies have been used to inform the draft Developer Contribution Plan. Further studies are underway, and demand forecast for civil infrastructure will be developed once the revised environment, social, economic strategies are formally adopted by Council.

4.3 Key Trends

Various factors that may impact on road assets in the future as a result of population growth include:

- Residential development
- Town centre improvement/CBD Planning and proposals
- Growth in industrial areas
- Traffic trends and travel patterns
- Car ownership
- Annual vehicle usage
- Fuel prices
- Vehicle types and configurations
- Public transport

4.4 Parramatta CBD Planning Study and CBD Planning Proposal

A major Council objective that will impact the demand on RI assets within the CBD and surrounds is the current Parramatta CBD Planning Study. The objectives of this Strategy are:

1. To set the vision for the growth of the Parramatta CBD as Australia's next great city.
2. To establish principles and actions to guide a new planning framework for the Parramatta CBD.
3. To provide a clear implementation plan for delivery of the new planning framework for the Parramatta CBD.

The Planning Strategy, which was adopted by Council on 27 April 2015, is effectively a consolidation of the recommendations in the CBD and Auto Alley studies and also reflects previous Council resolutions.

The Parramatta CBD Planning Strategy sets the direction for the project and details the 'Actions' that will inform a future Planning Proposal to amend the planning controls for the CBD. Key actions in the strategy include the following:

1. Expansion of the CBD boundaries
2. Increase in FSRs to predominantly 10:1 and 6:1 across the CBD
3. Removal of any height controls, except in some key areas
4. Investigation of potential sun access controls to key public spaces
5. Expansion of the commercial core and potentially opening it up to some residential uses (subject to commercial also being provided)
6. Setting an employment growth target of 27,000 additional jobs and residential growth target of 7,500 additional dwellings by 2036 for the CBD
7. Investigation of infrastructure needs, including funding mechanisms. This investigation is to include a consideration of city culture, entertainment, events and arts spaces, and also social services and community facilities.
8. Promotion of tower slenderness and design excellence

The work required to implement the identified actions and progress a formal Planning Proposal for the CBD are detailed in the Strategy's 'Implementation Plan'. This includes a number of technical studies, including an infrastructure needs analysis. Most asset classes will require Needs/Impact Studies that will inform the infrastructure needs analysis which Council is currently undertaking as part of the review of the Parramatta CBD Planning Framework.

4.4.1 Implications for the Asset Management Plan

In the 15/16 financial year City Strategy tested the implications of what increases in FSR with no height limits may have on the Parramatta CBD and surrounds (North Parramatta and Harris Park) in terms of required community facilities, traffic, transport, environment, storm water and heritage. This is being referred to as an Infrastructure Needs Assessment for Social Services, Education & Community Facilities.

The increase in FSR and the impacts upon existing assets will be further considered in detail, including whether the existing assets have appropriate capacity to receive new future additional network demands or if new assets are required to meet service delivery requirements.

As the new planning controls will also allow for the significant growth in workers and residents and in turn impact Council's building and infrastructure network, Council's review process is also identifying all of the required infrastructure that the Parramatta City Centre needs over the next 10 - 20 years in this study area. In doing so, it will also identify the proportion of 7.11 funds that will be required to deliver the Needs Assessment. At the end of

this review process there will be a new draft Civic Improvement Plan and 7.11 plan for Parramatta City Centre, with funds allocated to different areas of Council for delivery of the works, including Council's building and RI portfolio.

Future RI requirements in consultation of the above mentioned process will be identified and included within future versions of this AM Plan.

4.5 Demand Management

Demand Management into the future for Council will need to consider:

- Maximising patronage within existing assets,
- Upgrading existing assets,
- Providing new assets to meet demands, and
- Managing the demand by non-asset solutions.

4.5.1 Demographics

CoP's population is estimated to be 256,729 in 2021(confirmed), 287,289 forecasted for 2022 and estimated forecast of 446,021 in 2041 resulting in an increase of 55.25 % from 2022-41.

Table 4.1 Demographic – CoP Census

SECTION	STATEMENT 2024	SOURCE 2024
POPULATION	256,729 in 2021 (3,056 people per km2)	Profile Id (2021 Census)
	446,021 forecast for 2041 (5,310 people per km2)	Forecast Id
	Median age = 35 years (NSW = 39 years)	ABS 2021 Census
	84% feel welcome living in our city	Our City My Life Survey 2023
DWELLINGS	92,109 occupied dwellings in 2021	ABS 2021 Census
	188,447 dwellings forecasted for 2041	Forecast Id
	40.5% residents live in a flat or apartment	ABS 2021 Census
DIVERSITY	53.3% of residents were born overseas	Profile Id (2021 Census)
	56.4% speak a language other than English at home	ABS 2021 Census
	o 12.4% Mandarin	
	o 6.4% Cantonese	
	o 5.5% Korean	
EDUCATION AND EMPLOYMENT	36.1% of residents hold a bachelor's degree or higher	ABS 2021 Census
	97.6% employment rate in June 2023	Economic Id
	23.6% of residents work within the LGA	Profile Id (2021 Census)
	Median household income = \$2,051 per week (NSW = \$1,829)	ABS 2021 Census
VULNERABLE COMMUNITIES	13.1% of households are 'low income', earning less than \$650 per week	ABS 2021 Census
	15.6% of households are in housing stress	Housing Id
	4.1% of people require assistance with daily living activities	ABS 2021 Census
	16.5% of residents reported that they do not speak English well or at all	Profile Id (2021 Census)

LOCATION	The City of Parramatta covers 84km ² at the centre of metropolitan Sydney, 24km west of Sydney CBD	
CONNECTION	Home to the Dharug peoples for more than 60,000 years	
	Australia's oldest inland European settlement	
HERITAGE	Parramatta Park is a World Heritage Listed site	
	More than 750 significant archaeological sites	
	More than 50 State significant heritage sites	
ENVIRONMENT	36.7% vegetation cover including 22.6% tree canopy cover	Urban Monitor methodology and data (2016)
	11 days in 2023 over 35°C	BOM (2024) - data over 2023 calendar year
ECONOMY	2.3 million people live within a 45-minute commute to the Parramatta CBD	PwC (2016)
	Gross Regional Product = \$28.21 billion	Economic Id (NIEIR 2022)
	168,019 people work in the City of Parramatta	Economic Id (June 2022)
	5,435 jobs created 2016-2021	Economic Id
	30,591 businesses call Parramatta home	Economic Id (ABS 2022)
	23.4% vacancy in Parramatta's commercial office buildings	Property Council of Australia (July 2023)

Council has a diverse demographic base which is constantly changing. As identified below, Council needs to consider numerous factors when planning for its transport assets into the future.

Parramatta's median age in 2016 was 34 and comparatively young when compared to 36 for Greater Sydney and 38 for NSW. Data from the 2016 Census indicated that approximately 74 per cent of Parramatta's residents worked outside the Parramatta local government area; the majority working in the Sydney CBD. Local residents made up less than 20 per cent of our total Parramatta workers. Around 120,000 people are employed in Parramatta, of which more than 43,000 work in the Parramatta city centre, with many coming from Blacktown, The Hills Shire, Holroyd, Penrith, Hornsby and other areas.

4.5.3 Planning

In order to understand Demand in more detail into the future, Council is also both internally and through the procurement of various external consultants reviewing and identifying specific community needs. Infrastructure team is collaboratively working with Corporate Strategy team to develop planning tool for infrastructure group factor demand forecast in treatment proposal for new assts and renewal program.

Council has also created through its Social Outcomes, City Strategy team a set of Social Infrastructure Guides as a series of high level social infrastructure needs for major development hotspots across the Parramatta LGA, including Parramatta CBD, Granville, Westmead and Epping. The Guides identify the current capacity of social infrastructure within these areas as well as highlighting broad trends and challenges in social infrastructure provision. It is envisaged that this current study will be expanded to other parts of the LGA to assist in asset planning into the future for both the RI, land and building portfolio.

4.6 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.2.

The objective of demand management is to actively seek to modify customer demands for services in order to:

- optimise the utilisation and performance of existing assets;
- reduce or defer the need for new assets;
- meet the organisations strategic objectives;
- deliver a more sustainable service;
- respond to customer needs.

It is vital to the success of the AM Plan that demand factors be analysed comprehensively and their impact quantified in terms of the following:

- the effect of the growth of the asset network;
- any possible future need to increase or decrease infrastructure;
- the implementation of non-asset solutions, such as managing demand.

In addition to the factors mentioned above, risk affects demand for services and consequently the following must be taken into account:

- the methodology and accuracy of forecasts;
- the uncertainty of forecasts
- any unforeseen natural factors

Opportunities identified to date for demand management are shown in Table 4.2. Further opportunities will be developed in future revisions of this asset management plan.

As shown in future sections of this plan, acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

Future plan revisions will consider the costs of climate change, water restrictions, technology, urban consolidation, and other possible variables.

Table 4.2 Demand Management Plan

Demand factor	Impact on service	Demand Management Plan	Action
Changing Demographics and increased population	Increased traffic volume on existing roads, additional road maintenance, renewal funding demand, road upgrades and requirement for traffic calming devices. Demand for major extensions in road network. Service interruptions and time delays for road users due to increased traffic and works. Increased population densities will require upgrades of existing assets and services as well as new assets and services. Capacity increase, additional facilities in public domain space.	On-going delivery of Council's Capital Project identified in program level. Deferred Maintenance and Upgrade works to provide more inclusive and accessible facilities. Service levels will need to be reviewed to meet the demand shift. Consideration will need to be given to user pays/ capacity to pay. Establish use of sustainable transport devices. Maintain up-to- date asset management systems and undertake regular reviews of Asset Management Plans.	Promote public transport around residential & commercial areas. Awareness programs to encourage public transport. Introduce new or modified traffic control system at congested locations. Renewal of roads according to the standards to cater for increased traffic loads. Encourage the use of sustainable transport modes i.e. cycling. Monitor changes in traffic to ensure roads meet the users' needs.
Land use changes and additional dwellings	Increase in gifted roads to Council (local access roads) from new subdivisions which will increase renewal and maintenance costs towards roads. Needs comparatively higher structural strength pavement to support increase traffic load. Increase in AADT, causing accelerated deterioration due to heavy vehicles	Identified heavy traffic routes needed to be upgraded to withstand higher axle loads. Restrictions for heavy vehicles. Consider delivery through additional, consolidated or more efficiently used assets. Consider assets delivered through alternate means e.g. VPAs	Assess the correct road renewal treatments to cater for vehicle use patterns. Increase in maintenance budget in line with road network expansion. Ensure adequate capital asset renewal funding in long term financial budget plans. Maximise funding obtained from external grant sources for road rehabilitation.
Increase costs for materials and contracts	Inflation of construction prices exceeds annual increases in civil construction expenditure. Increased costs to maintain infrastructure assets. Reduction in maintenance and operation expenditure will delay maintenance reduce the life cycle of the asset.	Continually review renewal modelling ensuring forecasting is accurate. Appropriate procurement processes to ensure competitive pricing.	Seek state government funding for better management of heavy vehicle routes. Controls in place for industry areas and restrictions for heavy vehicle use on the local road network. Support alternative delivery and access arrangement for local business activities.
Rising Community expectations	Community expectation for standard of services is rising. Desired service level provision increased over time.	Desired service level provision increased over time. Identify service gap, increase resources and funding to fill the gaps. If necessary, outsource to improve service delivery.	Analyse customer requests to optimise the use and performance of existing road services and look for non-asset based solutions to meet demand for services.
Increasing Environmental and Design Standards	Higher standards for new and renewed infrastructure causing higher costs to build, maintain and operate assets.	Ensure appropriate design standards for assets. Ensure whole of life costs are identified within any project prior to approval.	

5. LIFECYCLE MANAGEMENT PLAN

5.1 Life-Cycle Management Principles

The lifecycle management plan details how the City of Parramatta Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

Life-cycle Management is recognised by Council as an essential component of this AM Plan. This section of the Plan provides details of the data and processes required to effectively manage, renew and upgrade Council's asset portfolio. It also documents the analysis that Council undertakes regularly to predict and monitor expected future expenditures required to effectively manage the portfolio.

Undertaking life-cycle asset management means considering all management options and strategies as part of the asset life-cycle, starting with the planning phase and ending with disposal. The objective of managing the assets in this manner is to look at long-term cost impacts (or savings) when making asset management decisions. Figure 5.1 below provides a graphical representation of the asset life-cycle including each of the stages an asset passes through during its life.

Figure 5.1: Life Stages of Infrastructure Assets



5.1.1 Delivery of Council's 10 year Asset Management Plan

The development of Council's RI AMP in line with the Asset Management Policy and Strategy allows Council to plan, identify and implement an annual and four year delivery program for Council's RI assets in line with a lifecycle management strategy consisting of:

- Acquisition or Development;
- Operating;
- Maintenance; and
- Capital Renewal; or Disposal

Delivery mechanisms of the above and the new asset creation process vary from internal to external resources and includes commissioning through various business units within

Council. Future iterations of this AM Plan will further consolidate and refine the various delivery programs.

5.2 Background Data

5.2.1 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

5.2.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.

Table 5.1: Known Service Performance Deficiencies

Location	Service Deficiency
Roads	Backlog of asset renewals and short term reduction of asset renewal may cause surface and underlying base to deteriorate further

5.2.3 Asset Condition

The condition of the roads asset portfolio is measured by assessing the condition of each of the following elements:

- Surface
- Sub Base
- Base
- Formation

5.2.4 Condition Scores – Road Infrastructure Condition

The RI portfolio's physical componentised condition rating as a percentage of gross replacement cost, being:

1.	As new, requires normal maintenance only:	38%
2.	Good condition, requires minor maintenance:	38.2%
3.	Acceptable condition, requires significant maintenance:	22.7%
4.	In very poor condition, requires renewal:	1.1%
5.	Unserviceable or unusable	0%

There is a broad range of asset condition. Condition "0" indicates that no condition data is held in the asset register.

Condition is measured using a 1 – 5 grading system⁸ as detailed in Table 5.2.

⁸ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Table 5.2: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: A near new asset with no visible signs of deterioration. only planned maintenance required.
2	Good: An asset in a very good overall condition but with some early stages of deterioration evident. Minor maintenance required plus planned maintenance
3	Fair: An asset in fair overall condition. Deterioration in condition would be obvious and there would be some serviceability loss. Significant maintenance required
4	Poor: An asset in poor overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high and significant renewal/rehabilitation is required
5	Very Poor: An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. There would be an extreme risk in leaving the asset in service. Physically unsound and/or beyond rehabilitation

5.3 Measuring the Condition of Council's Assets

5.3.1 Asset Condition Assessment Methodology

The essence of good asset management is to understand the condition of Council's assets and the various types of distresses that affect them and to use this data to assist in maintaining the level of service the community desires in the context of affordability, intergenerational equity and minimised risk of asset failure.

The condition rating scale of Council's RI (Roads, K&G) assets is detailed below in the table.

Table 5.3 Road, Kerb & Gutter Condition Rating

Road and Kerb Condition	Condition Rating	Generalised Description of asset condition
0	Not Inspected	Not inspected – Asset disposed, segment/structure does not exist or due to access issues.
1	Excellent	A road or kerb in excellent overall condition however is not new and providing it's intended level of service.
2	Good	A road or kerb in good overall condition with some possible early stages of slight deterioration evident which is minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.
3	Fair	A road or kerb in fair overall condition with some deterioration evident which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short term obsolescence.
4	Poor	A road or kerb in poor overall condition moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed in near future. Is reflected via inclusion in the 10 year Capital Works Plan.
5	Very Poor	A road or kerb in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.

Service levels are linked to condition levels as this determines at what condition the asset should be in before it is renewed.

The condition of the City of Parramatta Council's roads and kerbs asset stock is determined by a visual inspection carried out by an external contractor, with the latest condition assessment undertaken by Infrastructure Management Group (IMG) in 2019. This roads and kerbs condition data has since been updated to reflect the changes in condition as a result of major renewal and upgrade works delivered via Council's capital works program and roads and kerbs works delivered via Council's preventative maintenance program. Condition for the gifted assets as a result of the council amalgamations were provided by previous council's and have not yet been verified.

ROADS

The condition of the sealed road network is measured as follows:

- Measuring the severity and extent of crocodile cracking.
- Measuring the severity and extent of linear cracking.
- Measuring the extent and severity of pavement defects (i.e. corrugations and depressions).
- Measuring the extent and severity of rutting defects.
- Measuring the extent of roughness (i.e. ride quality).
- Measuring the extent of local surface texture defects (such as potholes).
- Measuring the extent of surface texture defects (such as flushing, bleeding and stripping).
- Measuring the extent of ravelling on asphalt road surfaces.

Road wearing surfaces such as asphalt are over time, subjected to surface condition deterioration, which can always be attributed to the following, or a combination, of the following:

- Cracking due to shrinkage or inadequate pavement strength;
- Loss of smooth driving surface shape due to deformation of wearing surface or pavement base materials;
- Hardening of the binder over time leading to loss of surface aggregate or cracking of surface; and
- Loss of texture due to flushing of bituminous binders or embedment of sprayed seal aggregate into underlying surfaces.

Deterioration has three general causes: environmental due to weathering and aging and structural caused by repeated traffic loadings.

In most cases, road surface and pavement distresses result from both environmental and structural causes. However, it is important to try to distinguish between the two in order to select the most effective rehabilitation techniques.

The rate at which the road surface or pavement deteriorates depends on its environment, traffic loading conditions, original construction quality, and interim maintenance procedures. Poor quality materials or poor construction procedures can significantly reduce the life of a road. As a result, two roads constructed at the same time may have

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Asset Management Plan - Road Infrastructure

significantly different lives, or certain portions of a road may deteriorate more rapidly than others. On the other hand, timely and effective maintenance can extend a road's life. Timely crack sealing can reduce the effect of moisture ingress into the road pavement, thereby ensuring the integrity of the road pavement and road surface. For example, potholes generally develop from cracking.

Based on the outcomes of the road and kerb network visual inspections, a condition of the road and kerb segment assessed for each of the defect criteria is determined and assigned to each road and kerb segment by the inspector for each of the condition distresses.

The SCI and PCI scores have been based on a weighted formula using representative selected condition scores for the road wearing surface and pavement for each road segment.

The weightings below have been applied to each condition score to calculate the indices for each road segment as shown below.

Table 5.4 SCI & PCI Scores

Surface Condition Index	Weighting	Pavement Condition Index	Weighting
Environmental Cracking	75	Roughness	38
Ravelling	100	Rutting	38
Surface Texture Defects	100	Crocodile Cracking	73
Crocodile Cracking	75	Deformations	98
Deformations	75		

KERB & GUTTER

The condition of the kerb network is measured as follows:

- Measuring the severity and extent of cracking.
- Measuring the severity and extent of vertical and horizontal displacement.

All kerbs (including traffic island kerbs and medians) over time are subjected to various distresses, which can always be attributed to the following, or a combination, of the following:

- Cracking due to shrinkage or inadequate concrete strength;
- Poor pavement subgrade or compaction of pavement, resulting in differential movement;
- Tree root movement and penetration either from Council's street trees or trees within private property; and
- Vehicles mounting the kerb / traffic loadings.

In general terms, kerbs that are not subjected to any of the above deterioration conditions can remain in a serviceable condition for a significant period without the need for replacement. Whereas kerbs that are subjected to some or all of the above distresses can deteriorate rapidly and will often require continual repair.

BRIDGES

Bridge condition is a summary indicator, assessed from individual component conditions, which in turn is derived from the Level Two Bridge inspections. The condition of a bridge is determined by combining the bridge component condition information for each component of the bridge and rated in terms of each of the "condition states" defined in general terms in Table below.

Table 5.5: Bridge Condition Measurement Scales

Bridge Condition Rating	Condition	Generalised Description of asset condition
0	Not Inspected	Asset decommissioned, disposed, segment/structure does not structure exists or due to access issues asset not inspected.
1	Excellent	The structure and components are in new or near-new condition showing no signs of deterioration
2	Good	The structure and components are in good condition with little or no deterioration. Superficial cracks and discoloration may be present but without effect on strength and/or serviceability. Only planned maintenance.
3	Fair	The structure and components show deterioration of a minor nature. Minor surface defects may be present but without loss of section or effect on the serviceability of the element. Significant maintenance is required, inclusion in the repair program.
4	Poor	The structure and components show advanced deterioration and loss of effective section. Deterioration is to the point that there is concern a structural analysis is warranted to ascertain the impact on the strength and/or serviceability of the element. Significant maintenance required, inclusion in renewal/safety upgrade.
5	Very Poor	The structure/component is no longer providing the level of service required of it due to extensive deterioration. Unserviceable, extensive renewal work required.

Inspections of varying detail are required on a regular basis to continually monitor the condition and performance of Council bridge. The various level of inspection is shown in Table (5.6) below, with proposed inspection frequencies as detailed. Additional asset condition inspections may be required after the major flooding events or to coincide with asset revaluation requirements.

Table 5.6 - Bridge Inspection Details

Inspection Level	Inspection Type	Inspection Frequency	Inspection Description
Level 1	Routine	All Bridges = annually	A visual inspection to check the general serviceability of a structure to road users and to identify any emerging defects. L1 inspection checklist to be completed.
Level 2	Condition Assessment	1. Concrete Bridges/ Culverts = 5 yrs 2. Timber bridges = 4 yrs plus additional as required	Comprehensive visual inspections to assess the condition of a structure and its major components. The principal objectives are to identify significant defects in structural members above ground level, and to record the extent, severity and criticality of each defect and the appropriate remedial actions.

Level 3	Detailed	As required	Conducted on a needs basis to assess the structural condition and capacity a structure that has been identified as a potential candidate for rehabilitation, strengthening or replacement. This level of inspection may include materials testing and analysis, structural analysis or load testing in addition to the visual inspection to assess and quantify the condition, behaviour and rate of deterioration of a structure.
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FOOTPATH

The condition of footpath in the entire LGA is being regularly surveyed. A condition survey of Council's footpaths was undertaken in 2022 by external consultants.

The following Table below provides details of the condition rating scales and community perception scales for Council's footpath asset stock.

Table 5.7: Footpath Condition Measurement Scales

Footpath Condition	Condition Rating	Generalised Description of asset condition
0	Not Inspected	Not inspected as no footpath structure exists at segment or due to access issues.
1	Excellent	A footpath in excellent overall condition, with perfect alignment and excellent surface condition. Displays no defect, distress, substantial surface blemishes, post construction patching or reinstatements. No work required
2	Good	Sound construction with good surface condition and no distortion with limited surface ageing or may show minor distress upon close inspection such as sporadic fine cracking or isolated minor defects with no associated stepping or distortion. Still exhibits a smooth surface profile. May include joint stepping <10mm, successful reinstatements, isolated slight surface grinding or minor distress not exceeding 10% of the inspection area. Only minor work required, inclusion in future program.
3	Fair	Reasonable construction with a serviceable surface showing some surface aging and or signs of surface distress, such as fine to moderate cracking and or minor distortion. Such distortions may consist of stepping between 10mm and 25mm vertically or reasonably obvious undulation up to 75mm, non-reinstated areas, minor defect affecting <25% of inspection area, major defect affecting <10% of the inspection area. Rectified with minor maintenance works, inclusion in planned maintenance work.
4	Poor	Footpath displays substantial surface deterioration. May show surface ageing where the majority is rough surface from high exposed or missing aggregates, material oxidation, surface distress, such as cracking or localised disintegration of the asset structure. Displays distortions that consists of stepping between 25mm and 50mm vertically or obvious undulations between 75mm and 150mm affecting pedestrian traffic, minor defects affecting between 25% and 50% of inspection area, major defects affecting <25% of inspection area. Replacement or rehabilitation needed.
5	Very Poor	Footpath displays extensive surface deterioration. May show extreme ageing of surface, surface distress as a result of cracking, material disintegration. Display distortions that consists of stepping >50mm or undulation >150mm within the predominant pedestrian traffic area, minor defects affecting >50% of inspection area, major defects affecting >25% of inspection area. Affected areas are to be made safe immediately. Urgent repair/replacement/rehabilitation required.

Notes:

- The above descriptions are considered generic and apply to all hard standing constructions regardless of the material type.
- Minor defects include, cracking <5mm wide, Chipping or Spalling <150mm diameter & <25mm deep, Corner or Edge Breaks <150mm diagonal & <15mm distortion.
- Major defects include, Cracking >5mm width, cracking with >5mm differential movement, Stepping >25mm, Distortion >75mm, Inadequate surface grip.

A prioritised list of repairs is prepared annually and issued for implementation to the extent of available funds. Defect audits are undertaken by asset staff, recorded and maintenance instruction issued to maintenance team for appropriate action. The frequencies of audits are as follows:

- High usage paths – yearly
- Medium usage paths – every 2 years
- Low usage paths – every 5 years.

Current road infrastructure asset condition scoring is as follows:

Roads	Score	Units Nos.	Length (km)	Road Network (%)	Kerb & Gutter	Score	Units Nos.	Length (km)	K&G Network (%)
	0	59.00	10.08	1.79		0	209	26.913	2.72
	1	496.00	95.77	15.09		1	24	5.531	0.31
	2	1,288.00	228.99	39.17		2	1,262	209.079	16.43
	3	916.00	169.95	27.86		3	6,171	1026.921	80.36
	4	457.00	82.28	13.90		4	12	1.451	0.16
	5	72.00	10.87	2.19		5	1	0.046	0.01
	TOTAL	3,288	598			TOTAL	7,679	1,270	

Footpath	Score	Path Segments	Length (km)	Footpath Network (%)
	0	114	16.794	2.11
	1	1240	161.586	22.96
	2	2446	476.037	45.29
	3	1528	233.333	28.29
	4	65	3.829	1.20
	5	8	0.292	0.15
	TOTAL	5401	892	

Bridges	Score	Units/ Nos.	Total/ Bridge (%)	Car Parks	Score	Units/ Nos.	Total/Car Park (%)
	0	-	-		0	-	-
	1	30.00	27.52		1	65	38.46
	2	72.00	66.06		2	57	33.73
	3	7.00	6.42		3	20	11.83
	4		-		4	16	9.47
	5		-		5	11	6.51
	TOTAL	109.00			TOTAL	169	

5.4 Operation and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. safer road environment, cleaning, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.4.1 Operation and Maintenance Plan

Operations activities affect service levels including quality and function through the types and timing of activities, and the design of the infrastructure. Examples of these include street sweeping and grass mowing frequency, intensity and spacing of streetlights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. e.g. road patching but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned, and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Actual past maintenance expenditure is shown in Table 5.7.

Table 5.7: Maintenance Expenditure Trends

Year (Financial Year ending)	Maintenance budget
2025	\$5,658,623
2026	\$5,785,468
2027	\$5,915,481

Planned maintenance work as a % of total maintenance expenditure is not identified. Information on this will be developed for the next revision of this asset management plan, as higher proportions of planned maintenance expenditure to reactive maintenance will provide better value.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

5.4.2 Operation and Maintenance Strategies

City of Parramatta Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operational activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset use to identify under used assets and appropriate remedies, and over used assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure best value for the resources used.

Asset operation is necessary to keep the asset appropriately utilised. Operational costs are running costs to service the asset. Operational expenditure and maintenance expenditure in the organisation financial systems requires review to ensure correct charges for each work activities are charges correctly. Typical operational activities for road transport assets include:

- Pavement Sweeping,
- Street and Gutter litter collection
- Weed spraying / treatment
- Emergency call outs
- Traffic Management Control.

Although maintenance has been on 'reactive' for roads, kerbs and gutters, recently more emphasis has been on proactive especially in the high pedestrian areas. The inspection process needs to be further developed and budgeted for in the Operational Budget. The more proactive inspections that are undertaken, in theory should, reduce the total amount of maintenance required on assets based on the principle that early intervention of maintenance defects has a 5 to 1 cost saving. Correcting this issue is part of an overall improvement strategy.

5.5 Routine Maintenance Plan

Maintenance are those minor works necessary to keep assets on their expected life-cycle path. Failing to carry out necessary maintenance when it is required will result in assets deteriorating faster than expected.

Not achieving the expected life from assets costs an organisation in the long run as it will be forced to renew its assets earlier resulting in higher annual capital renewal expenditures. In addition, as the overall condition of the assets deteriorates the annual maintenance cost will rise as assets in poorer condition require more maintenance.

When determining the required maintenance in year 2022 based on the distribution of the Roads and kerbs asset stock, Council has adopted an 'As a percentage of Replacement Cost' approach to determine the Required Annual Maintenance. This is consistent with the International Infrastructure Management Manual and other industry standards. The percentage of the Replacement Cost adopted for Roads and kerbs assets is as follows.

Council's current 10 Year LTFP allocation of funding to RI Maintenance and Operating is broken down in the following table:

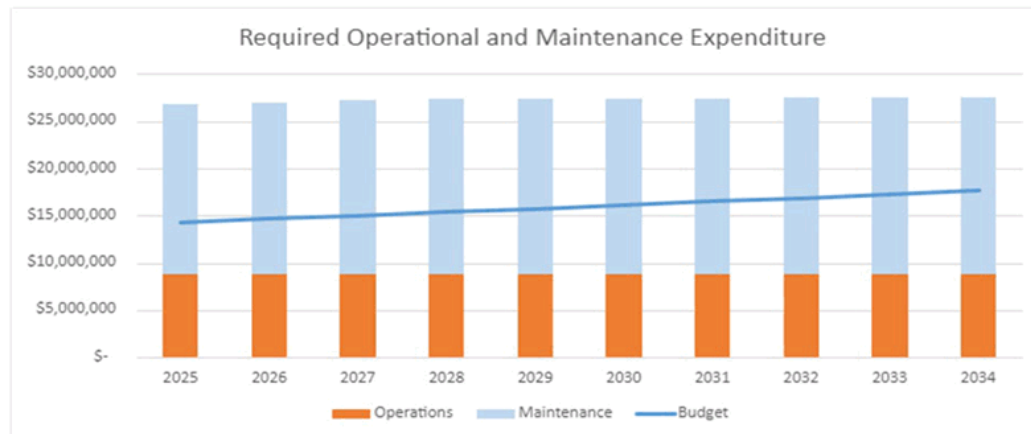
Table 5.8: LTFP - Maintenance and Operating Funding

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Maintenance	5,658,623	5,785,468	5,915,481	6,048,745	6,185,343	6,325,361	6,468,872	6,615,972	6,766,752	6,921,299
Operations	8,734,384	8,941,432	9,153,659	9,371,185	9,594,158	9,822,705	10,056,960	10,297,075	10,543,192	10,795,459

5.5.1 Summary of future operation and maintenance expenditure

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.9 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.9: Projected Operations and Maintenance Expenditure



Deferred maintenance, i.e., works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.6 Renewal /Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade or new works expenditure resulting in additional future operations and maintenance costs.

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a less cost than actual replacement costs. Typical RI renewal works include the treatments of existing assets:-

- Road resurfacing
- Footpath restoration
- Kerb renewal
- Bridge component renewal

With infrastructure assets, the lowest total cost of ownership is achieved through developing a Renewal and Replacement Plan around the practice of replacing assets when they are at the end of the life as determined by their condition.

Budgeting for the future based on historical spending has been shown to be unreliable as it does not consider any growth areas within the municipality. Growth means an increasing asset portfolio and this eventually results in increased asset renewal expenditure demands. While the growth has also resulted in an increasing rate base, the demand for increased expenditure lags at least a decade or two behind due to the long lives of infrastructure assets.

The lag in the need to grow the income can be challenging for both the Council and the community especially if the period of growth has passed. Hence it is vital that Council tracks the consumption of its assets and forecasts the asset renewal up to 20 years ahead.

5.6.1 Renewal Plan

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

It is common that the valuation registers used in Scenario 1 are not developed to a level of maturity where they are reliable for producing a realistic renewal forecast. Ideally when this asset register is sorted by remaining life from 1 to 10 years this should be consistent with the capital renewal program. For City of Parramatta Council the refinement of the asset register to achieve this situation should become an important part of the asset management improvement plan.

Scenario 2 is prepared using the technical estimates of what renewal is required to sustain the current levels of service, plus the known capital upgrade/new expenditures over the 10 year period. It is common that that this estimate will be beyond the current funding capacity of council.

Scenario 3 is a reflection of the actual funding available. The difference between Scenario 2 and

Scenario 3 represents "what we can't do". The discussion about this "gap" will lead us into a much better informed community discussion about what are achievable and acceptable service levels, as well as giving a focus on managing risk.

5.6.2 Renewal and Replacement Strategies

City of Parramatta Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,

- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - The specific requirements of the service provider
 - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
 - the project objectives to rectify the deficiency,
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
 - and evaluate the options against adopted evaluation criteria, and
 - select the best option to be included in capital renewal programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required,
- Review management of capital renewal and replacement activities to ensure the best value for resources used is obtained.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road or accessibility of facilities).⁹

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value represents the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.¹⁰

⁹ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

¹⁰ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Renewal and replacement standards

Renewal work is carried out in accordance with the following Standards and Specifications.

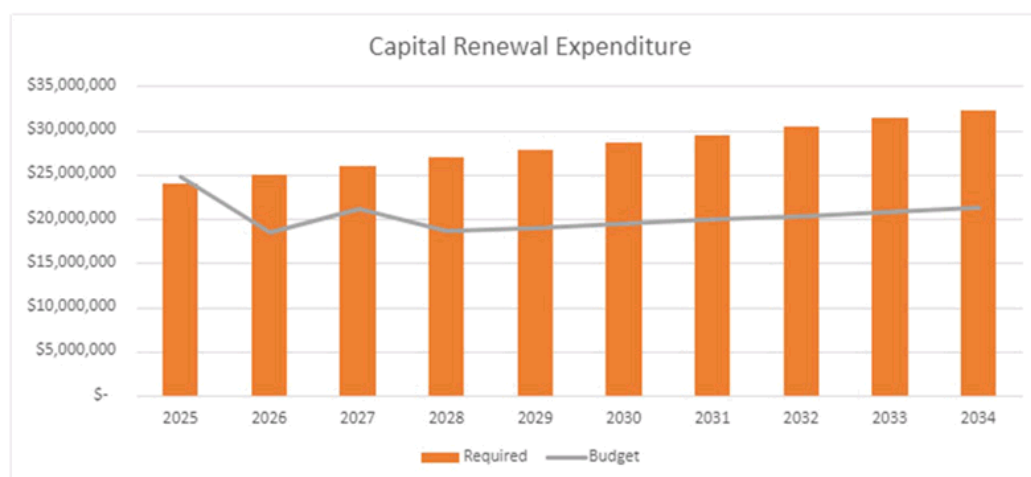
- AUS SPEC Road standards
- Australian Standards
- Project Specific Technical Specifications (e.g. NATSPEC)
- Council Planning Regulations and DCP's
- Other Council Policies & Objectives

5.6.3 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5.10. Note that all amounts are shown in real values.

The projected capital renewal and replacement program is shown in Appendix B.

Fig 5.10: Projected Capital Renewal and Replacement Expenditure



Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

The renewal projection (forecast) in Scenario 1 (Using the asset/valuation register) generates a highly variable renewal profile. Whilst the long term averages and total values from this register are sound, the shorter term renewal forecast are not, and are inconsistent with the known capital renewal plans. This indicates that further refinement of the asset register is required before it is valuable as a capital renewal planning tool. This should be given a high priority in the asset management improvement plan.

5.7 Creation/Acquisition/Upgrade

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

Council has already identified and resolved to undertake a number of upgrade or new asset projects to support existing services. These upgrade/new works are discussed in the following Sections.

5.7.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

5.7.2 Capital investment strategies

Capital upgrade and new projects will be planned to meet level of service objectives by:

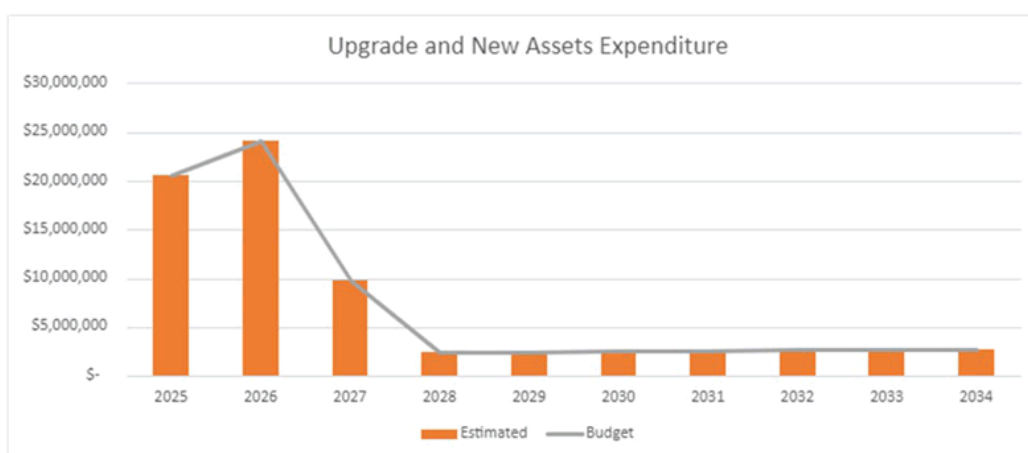
- Continuing to implement Council's major projects
- Finalising a new Developer Contributions Plan
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,
 - the project objectives to rectify the deficiency including value management for major projects,
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
 - management of risks associated with alternative options,
 - and evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.6.2.

5.7.3 Summary of future upgrade

Projected upgrade/new asset expenditures are summarised in Fig 5.11. The projected upgrade/new capital works program is shown in Appendix B. All amounts are shown in real values.

Fig 5.11: Projected Capital Upgrade/New Asset Expenditure



Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.2.

5.8 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets have been identified for possible decommissioning and disposal together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

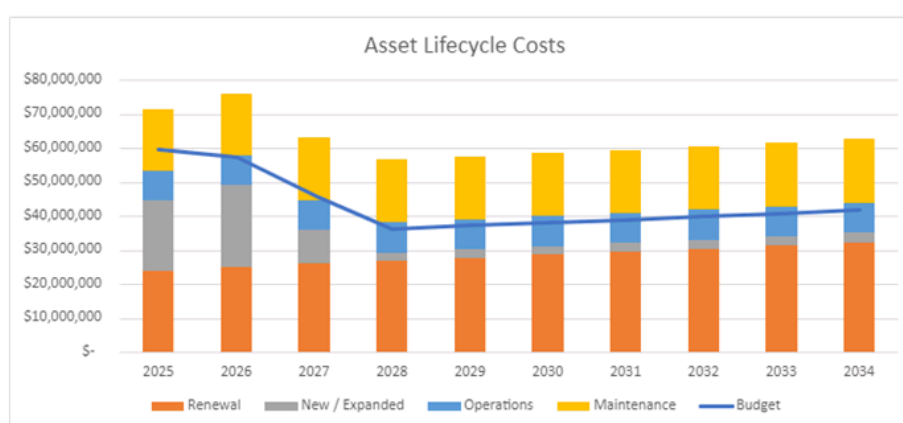
Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

5.9 Summary of Asset Forecast Costs

The financial projections from this asset plan are shown in Figure 5.11. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.11: Lifecycle Summary



All figure values are shown in current day dollars.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: “coordinated activities to direct and control with regard to risk”¹¹.

An assessment of risks¹² associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, investigative activities, maintenance plans and capital expenditure plans can be targeted at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical assets failure modes and required operations and maintenance activities are detailed in section 5.6.2 and 6.2

At the current time City of Parramatta only identifies Regional Roads as ‘critical’ and does not insure any road assets. Council is currently reviewing the Enterprise Risk Management Procedure and the WestPool insurance coverage to ensure that assets that are critical are covered for known risks. Generally, the following road and related assets are regarded as ‘critical’;

- All bridges
- Arterial and sub-arterial roads
- Roads providing access/egress during floods
- Roads through commercial/shopping centres
- Main industrial area access roads
- Footpaths in heavily pedestrianized areas including commercial/shopping centres, outside schools and adjacent to aged person facilities
- Traffic facilities including facilities on arterial and sub-arterial roads and facilities in commercial/shopping centre and school zones
- Major retaining walls and embankments within the road reserve

¹¹ ISO 31000:2009, p 2

Standards and specifications - Maintenance work is carried out in accordance with the following Standards and Specifications.

- AUS SPEC Road standards
- Australian Standards
- Project Specific Technical Specifications (e.g. NATSPEC)
- Council Planning Regulations and DCP's
- Other Council Policies & Objectives

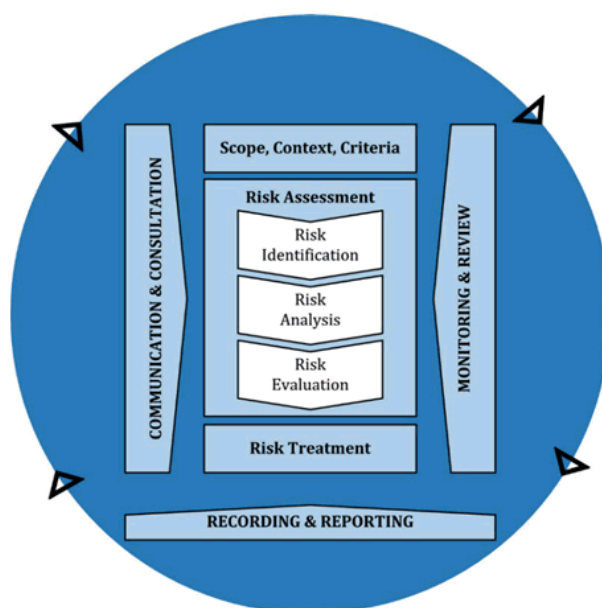
6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.1 below.

It is an analysis and problem solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of ISO risk assessment standard ISO 31000:2009.

Fig 6.1 Risk Management Process – Abridged



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks¹³ associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) rating identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is operational is shown in Table 6.2. These risks and costs are reported to management and Council.

The full details of Enterprise Risk Management are contained within the associated Policy and Procedures. This Asset Management Plan identifies risks, mitigations and insurance measures contained within this asset class.

To further identify and manage the risks associated with providing services from infrastructure assets Council has implemented many management practices and procedures. These include:

- Flood Protection Program (for bridges, roads, contaminated Land)
- Heat and increased extreme weather events impact on assets
- Operating a reactive maintenance service for all assets and services.
- Monitoring condition and remaining service life of assets nearing the end of their service life.
- Renewing and upgrading assets to maintain service delivery
- Closing and disposing of assets that are not providing the required service level.
- Acquiring or constructing new assets to provide new and improved services.
- Developing a planned maintenance system for these assets from the Operating Budget
- Developing inspection program, prioritisation of reactive maintenance based on risk avoidance.
- Not insuring any road assets, even those defined as critical (Regional Roads).

The key risks for roads kerb and gutters are excessive rainfall, storms and flood.

The risk to roads from excessive rainfall, storms and floods arises from excess water over the road surface and water infiltration into road pavements. If there are weak areas on a road surface (caused by vehicle damage, vibration, normal wear and tear or other factors) water will create potholes and pavement failure, allowing water to extend into the sub-surface structure. Clearly this risk is higher if a road is actually submerged during a flood, rather than water running across the road surface in a storm.

The key risk management strategy relating to excessive rainfall, floods and storms is sound design and construction of road pavements and surfacing; and appropriate monitoring and maintenance programs in place. Council aims to repair all road defects that meet the compulsory intervention level within 24 hours of notification, as this minimises the chance of damage to vehicles and also limits the damage created to the road's sub-surface. Information gathered in the road condition monitoring is thus an important part of the risk management strategy. Additionally good surface drainage systems are important and are installed where appropriate with road renewal.

Roads also play a key role in response to and recovery from emergency situations. If roads fail, or are impassable due to floods or fire, there can be significant impacts on local communities. The role of roads in an emergency context is an important consideration. The emergency management function of roads is part of the overall emergency risk management framework. Road levels and topography are considered when identifying evacuation routes. Markers are placed on roads that are known to be below certain flood levels so that in a flood event the depth of water over a road can be accurately judged.

Generally roads in newly developed areas are designed and constructed clear of and above floodplain and overland flow path areas. Bridges are designed to withstand extreme storm runoff and flooding.

Table 6.2: Risk Rating Matrix

Likelihood	Risk Rating				
	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VB
Almost Certain	M	H	H	VB	VB

6.2.1 Transport Specific Risk

The overall strategies for Council to manage risks are generally to either mitigate, avoid, transfer or accept. These will be further refined in future versions of this AM Plan. As it is envisaged that the strategies will be linked to ISO 31000 as it provides greater detail on how to deal with risk:

- Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk
- Accepting or increasing the risk in order to pursue an opportunity
- Removing the risk source
- Changing the likelihood
- Changing the consequences
- Sharing the risk with another party or parties (including contracts and risk financing)
- Retaining the risk by informed decision

To further identify and manage the risks associated with providing services from transport assets, Council has implemented many management practices and procedures. These include:

- Land Accuracy Project
- Heat and increased extreme weather events impact on assets
- Operating a reactive maintenance service for all assets and services.
- Operating a planned maintenance system for key assets.
- Monitoring condition and remaining service life of assets nearing the end of their service life.
- Renewing and upgrading assets to maintain service delivery (CBD increase)
- Closing and disposing of assets that are not providing the required service level.
- Acquiring or constructing new assets to provide new and improved services.
- Inspections, prioritisation of reactive maintenance based on risk avoidance
- Insurance policy addresses the critical assets
- Building and Service Continuity Plans

Council can also attempt to limit the ongoing financial risks of managing the transport assets portfolio by:

- Simplifying the financial reporting and control structures
- Value engineering the materials they are constructed from
- Simplification and allow for adaptability of future designs
- Updated plant and equipment (when required) with an environmental and cost efficient focus
- Integrate Business Information Modelling (BIM) and improved operating systems in new building assets which will lead to performance efficiencies.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

To enhance our capacity to manage unforeseen or unexpected risk to the continuity of operations we take an infrastructure resilience approach using an 'all hazards' methodology.

The 'all-hazards' approach involves:

- An initial assessment of critical assets;
- A resilience assessment for these assets; and
- Identification of related improvements or interventions

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

As discussed in Section 5.4 the expenditure projection (forecast) in Scenario 1 (Using the asset/valuation register) is not consistent with the required works program or the long term financial plan, and is indicative of the continuing work required to improve the asset register.

Funding Sources available for the management of RI within the AM Plan and Program are as follows:

1. General Revenue
3. Special Rates
4. Grants and Contributions
5. Section 7.11 and 7.12
6. Other Reserves
7. Loans (LIRS)

Council is currently reviewing, qualifying and consolidating under the Asset Strategy Unit, all of its financial data and control of funds across all building asset classes with regard to the following:

- Operations, Maintenance & Capital - Actuals, Budget, Benchmarks and Backlog
- Lifecycle Cost Analysis
- Confirming Sustainable Funding Sources
- Adopted Valuation and Depreciation amounts

The current Operational Plan under the 10 year Long Term Financial Plan (LTFP) allocates the following funding to the RI portfolio across the various programs in the Long Term Financial Plan (LTFP) within the Table below.

Table 7.1: City of Parramatta lifecycle budget expenditure for RI assets

Lifecycle Expenditure	Budget	Budget	Budget
\$'000	FY2025	FY2026	FY2027
Operational	\$8,734,384	\$8,941,432	\$9,153,659
Maintenance	\$5,658,623	\$5,785,468	\$5,915,481
Capital renewal	\$24,741,928	\$18,589,852	\$21,103,470
Capital upgrade and new	\$20,554,466	\$24,067,741	\$9,849,643
Total	\$59,689,401	\$57,384,493	\$46,022,253

*Source: LTFP 2023/24 Delivery Plan

It should be noted that Parramatta is undergoing generational change and urban growth. The projected population growth is the highest in NSW and Western Sydney. Therefore, the resource allocation of this AM Plan reflects considerable investment in infrastructure to be constructed in the future.

7.1 Work Category Definitions

Operational: **Operational activities** keep the asset utilised but have little to no effect on condition. Typical operational activities include:

- Cleaning (High pressure)
- Street sweeping
- Utility costs
- Inspection
- Mowing grass
- Insurance
- Plant & Equipment (Heavy Machinery)

Public lighting (Electricity supply)

Maintenance: Maintenance activities are those routine works which keep assets operating to the required service levels. The fall broadly into two categories:

Planned Maintenance (Proactive) - Inspection and maintenance works planned to prevent asset failure; and

Unplanned Maintenance (Reactive) - Reactive action to correct asset faults and failures on an as required basis (i.e. emergency repairs).

Historically, expenditure on infrastructure assets has generally been considered to be Capital when the asset is being provided from new or is subject to some major change or Maintenance when the expenditure is minor during the life of the asset.

Strategic Asset Management requires more clarity about the effect any expenditure is having on an asset, especially its expected life-cycle. As a consequence, infrastructure asset expenditure is better classified into one of five categories. These categories are set out in Table 7.2 below.

Table 7.2: Infrastructure Work Expenditure Categories

Expenditure Type	Description	Typical Work	Effect on Life-cycle
Capital - New	Provision of a new asset.	Construction of a new infrastructure asset such as roads, traffic facilities, paths, bridges etc.	Commences the asset on its life-cycle path.
Capital - Renewal	Renews a degraded asset back to New or Near New condition.	Road resheeting, heavy patching, shape correction, replacement of footpaths, K&G etc.	Resets the asset back to the start of its life-cycle path.
Capital - Upgrade	Improves the functionality of an asset.	Replace traffic facilities to meet the current standard and guidelines such as black spot programs. Provide a safer road environment.	Resets the asset back to the start of its life-cycle path.
Capital - Expansion	Improves the capacity of an asset.	Road widening project, accommodating another lane to improve traffic flow.	Commences the expanded portion on its life-cycle path. Any effect on the original portion of the asset depends on any work done on that portion.

Maintenance	Minor repairs.	Heavy Patching <\$20k, pothole patching, replacement of damaged section of footpath.	Keeps asset on its expected life-cycle path.
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The Operational category is required to be clearly segregated from the capital and maintenance activities references above from an accounting perspective and can be defined as:

Operation	Recurring expenditure incurred from normal business operations	High pressure cleaning, street sweeping, inspection etc.	Activities which are necessary to keep the asset appropriately utilised, being running costs to service the asset
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Future versions of this AM Plan will take into consideration the numerous Strategies and Programs currently under development by Council, including the financial considerations for each being Capital New, Renewal, Maintenance and Operational requirements. These Strategies and Programs include but are not limited to:

1. Lennox Bridge Car Park Redevelopment
2. Riverside Theatre
3. Parramatta Riverbank
4. Multi Storey Car Park Redevelopment Projects
5. North Parramatta Urban Growth Release
6. Parramatta Square (PS) Redevelopment - recently completed project.

7.2 Financial Sustainability and Projections

7.2.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 3 years / forecast renewal costs for next 3 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁴

	2025	2026	2027
Renewals Ratio	103%	74%	81%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 3 years we expect to have 86% of the funds required for the optimal renewal of assets.

Medium term – 10 year financial planning period

¹⁴ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$38,856,854 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$36,363,099 on average per year giving a 10 year funding shortfall of -\$2,493,755 per year. This indicates that 96.70% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.2.2. Forecasts Cost (outlays) for the long-term financial plan

Table 7.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan. Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan. The calculated asset sustainability ratio is 105.5% which indicates that appropriate funding is allocated for the portfolio.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The 'gap' will be managed by developing this AMP to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2024-dollar values.

Table 7.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year (Financial Year ending)	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	\$20,554,466	\$8,734,384	\$5,658,623	\$24,741,928	\$0
2026	\$24,067,741	\$8,941,432	\$5,785,468	\$18,589,852	\$0
2027	\$9,849,643	\$9,153,659	\$5,915,481	\$21,103,470	\$0
2028	\$2,385,313	\$9,371,185	\$6,048,745	\$18,627,458	\$0
2029	\$2,444,946	\$9,594,158	\$6,185,343	\$19,062,079	\$0
2030	\$2,506,069	\$9,822,705	\$6,325,361	\$19,507,597	\$0
2031	\$2,568,721	\$10,056,960	\$6,468,872	\$19,964,288	\$0
2032	\$2,632,939	\$10,297,075	\$6,615,972	\$20,432,430	\$0
2033	\$2,698,762	\$10,543,192	\$6,766,752	\$20,912,312	\$0
2034	\$2,766,231	\$10,795,459	\$6,921,299	\$21,402,961	\$0

7.3 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

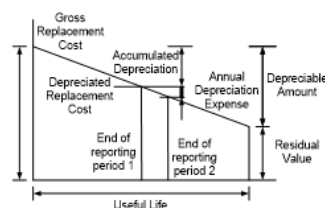
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.4 Valuation Forecasts

7.4.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at Fair Value as at 31 January 2024.

Replacement Cost (Current/Gross)	\$1,930,128,662
Depreciable Amount	\$1,817,161,654
Depreciated Replacement Cost ¹⁵	\$1,443,690,256
Depreciation	\$26,729,089
Non-Depreciable amount	\$112,976,008



7.4.2 Valuation forecast

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4.3 Key Assumption made in AM Plan and Risk of Changes

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

Table 7.4: Key Assumptions made in AM Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
Use of the existing inventory data	Medium-High Risk
Use of existing valuations, useful lives and remaining lives determined from the condition rating	Medium-High Risk
Use of current expenditure information as best as this can be determined	Low-Medium Risk
That the current expenditures are not resulting in a significant decline in the service levels provided in the medium term	Low-Medium Risk

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the

¹⁵ Also reported as Written Down Value, Carrying or Net Book Value.

information is current and accurate. Data confidence is classified on a A - E level scale¹⁶ in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.6.

Table 7.6: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B Reliable	Based on Recreation & Community Facilities Needs studies undertaken
Growth projections	A Highly reliable	Based on Census data
Operations expenditures	B Reliable	Expenditure information taken directly from Council's Power Budget system broken down into operations, maintenance, capital renewal and capital upgrade expenditures. This information is used to populate the LTFP.
Maintenance expenditures	B Reliable	Expenditure information taken directly from Council's Power Budget system broken down into operations, maintenance, capital renewal and capital upgrade expenditures. This information is used to populate the LTFP.
Projected Renewal expenditures.	B Reliable	Direct from budget, but breakdown into operations and maintenance and renewal is estimated and requires development
Asset values	C Uncertain	Based on 'Fair Value' valuations undertaken. New valuation due 2024.
Asset useful lives	C Uncertain	Estimated using typical values. Further substantiation required for next revision of the AMP
Condition modelling	C Uncertain	Based on condition assessments, creation dates and useful/remaining lives, further substantiation required for next revision of the AMP

¹⁶ IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Network renewals	B Reliable	Based on corporate knowledge of asset and recent assessments, further substantiation included in the next revision of the AMP
Defect repairs	B Reliable	Based on a number of condition assessments. Also based on corporate knowledge of assets and recent visual assessments, further substantiation included in the next revision of the AMP
Upgrade/New expenditures	B Reliable	Based on findings of the Recreation & Community Facilities Needs studies undertaken, which is included in the draft s94 Plan
Disposal expenditures	A Highly Reliable	Based on actual Council Resolutions

Over all data sources the data confidence is assessed as medium-high confidence level for data used in the preparation of this AM Plan.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

Council's accounting and financial management system is Technology One.

All operational, maintenance and capital construction cost are recorded in this system.

Required changes to accounting financial systems arising from this AM Plan

- Develop reporting on expenditures, with separation of costs for operations as opposed to maintenance and improved reporting on capital expenditures as renewal or upgrade/new,
- Continued input and development of a single corporate asset register, in which financial calculations including calculation of annual depreciation can be undertaken by council.
- Linking of the customer service system/work orders to the corporate asset register to link requests to asset records,
- Improved project cost accounting to record costs against the asset component and develop valuation unit rates.

8.1.2 Asset management data sources

Asset registers

The key information flows into this Asset Management Plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work / material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models; Linkage from asset management to financial system

Linkage from asset management to financial system

The key information flows from this Asset Management Plan are:

- The assumed asset renewal profile and trends;
- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

Accountabilities for asset management system and data maintenance

- Asset Strategy
- Asset Managers

Required changes to asset management system arising from this AM Plan

- Review of accuracy and currency of asset data,
- Continued development of a single technical asset register as the corporate asset register, in which financial calculations including calculation of annual depreciation can be undertaken by council at an individual asset component level.
- Development of a works costing and maintenance management system to improve works planning and cost recording, in particular to identify expenditure type (operations, maintenance, capital renewal and capital new/upgrade)

Improved project cost accounting to record costs against the asset component and develop valuation unit rates.

8.1.3 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

Table 8.1: Improvement Plan

Ref No.	High Level Strategic Actions	Priority	Deliver by:
1.	Establish transparent and responsible asset management processes that align with best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, Technology One asset registers, levels of service for all asset classes, data collection, validation and reporting.	High	2023/24-2024-25
2.	Review and establish clear assumptions and a consistent approach to calculating depreciation and backlog. Apply this approach across all asset classes to obtain the most accurate backlog. Assess the backlog against Council's infrastructure priorities, financial budgets and Long Term Financial Planning.	High	2023/24
3.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance, and operational. Establish clear budgets and reporting lines for each category. Correctly differentiate between maintenance and operation expenditure for each work activities.	High	2023/24
4.	Allocate and clarify roles, resources and responsibilities for asset management. This includes establishing a good understanding of asset data, finance and budgets. Establish clear communication protocols between finance and the wider organisation.	High	2023/24
5.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Medium	2023/24-2024-25

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Asset Management Plan - Road Infrastructure

6.	Review and estimate the future lifecycle costs of all decisions relating to new service levels and new assets, donated or built.	Medium	2023/24
7.	Review the future lifecycle costs and effects of donated assets on financial sustainability and the level of service delivery to the community. Create a disposal and donated assets plan that feeds information into the Long Term Financial Plan.	Medium	2023/24
8.	Prioritise and plan asset renewals to meet agreed service levels based on site inspections, infrastructure priorities and community importance.	Medium	2023/24
9.	Identify and prioritise critical assets for Council and its community. Establish emergency response plans and asset ownership for critical assets.	Medium	2024/25
10.	Create an environment where Council employees take part in the overall management of Council assets by developing asset management awareness and capability throughout the organisation.	Medium	2024/25
11.	Regular proactive inspection scheduled, data recorded and analysed in a format suitable for the preparation of both short and long-term maintenance, rehabilitation and renewal works programs.	Medium	2023/24

8.2 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within 1 year of each Council election.

8.3 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,

- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9. REFERENCES

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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Community Strategic Plan
- Delivery Program
- Operational Plan

9. APPENDICES

Appendix A	Capital Renewal and Replacement Works Program 2023/24
Appendix B	LTFP Budgeted Expenditures Accommodated in AM Plan
Appendix C	Abbreviations
Appendix D	Glossary

Appendix A Capital Renewal and Replacement Works Program 2034/24

Roads Renewal Program – FY 2023/2024				
Ward	Street Name2	From Street	To Street	Cost
Epping	Alamein Avenue	Pennant Parade	Morshead Avenue	\$100,000
Rosehill	Alfred Street	Hassall Street	Virginia Street	\$200,000
Rosehill	Anderson Street	Parkes Street	Marion Street	\$94,598
Epping	Anthony Street	Ayles Road	Helen Street	\$50,000
North Rocks	Attow Street	Woodberry Road	Cromarty Crescent	\$64,132
North Rocks	Attlee Place	McDonald Avenue	Cul-De-Sac	\$120,000
Parramatta	Balfour Street	Bend	Bevan Street	\$48,232
Rosehill	Bannerman Street	Victoria Road	Marguerette Street	\$95,478
Parramatta	Barangaroo Road	House Number 12A	Creek	\$113,632
North Rocks	Barnetts Road	Marconi Street	Euclid Street	\$120,000
Dundas	Bettington Road	York Street	Acacia Court	\$100,000
Parramatta	Bevan Street	Balfour Street	Burlington Street	\$50,000
Parramatta	Bogalara Road	Fitzwilliam Road	Nada Street	\$95,178
Rosehill	Bowden Street	Harris Street	Wigram Street	\$46,720
Dundas	Bowden Street	Webb Street	Pennant Parade	\$88,352
Dundas	Brabyn Street	Victoria Road	Mason Street	\$100,000
Rosehill	Brisbane Street	Good Street Exit Roundabout	Harris Street	\$81,223
Parramatta	Burlington Street	Kleins Road	Bevan Street	\$120,796
Rosehill	Burnett Street	M4	Crimea Street	\$120,000
Rosehill	Burnett Street	Crimea Street	Napier Street	\$141,075
Dundas	Calder Road	Chudleigh Street	Park Road	\$39,199
Epping	Cambridge Street	Chester Street	Surrey Streer	\$120,000
Epping	Carver Street	Sirius Street	Cul-De-Sac	\$90,000
Epping	Chelmsford Avenue	Midson Road	Edenlee Street	\$90,131
Epping	Chesterfield Road	Victoria Street	Epping Avenue	\$124,498
Parramatta	Cluden Street	Fitzwilliam Road	Cul-De-Sac	\$120,000
Rosehill	Concrete Roads_Rosehill			\$300,000

Parramatta	Concrete Roads_Parramatta			\$200,000
Parramatta	Darcy Road	Hill Street	Railway Street	\$113,014
Epping	Dunrossil Avenue	Pennant Hills Road	Rembrandt Street	\$88,408
Epping	Edensor Street	Ray Road	Canberra Street	\$65,986
Parramatta	Overheads 2023-2024			\$60,000
North Rocks	Overheads 2023-2024			\$60,000
Rosehill	Overheads 2023-2024			\$60,000
Dundas	Overheads 2023-2024			\$60,000
Epping	Overheads 2023-2024			\$60,000
Epping	Fernhill Avenue	Kent Street	House Number 22	\$120,000
Dundas	Gaggin Lane	Gaggin Street	Cul-De-Sac	\$39,089
Parramatta	Grose Street	Villiers Street	Villiers Street	\$54,428
Parramatta	Grose Street	Villiers Street	Church Street	\$30,100
Dundas	Grose Street	Church Street	Sorrell Street	\$130,524
Parramatta	Hammers Road – stage 1	Windsor Road	Kleins Road	\$258,992
Parramatta	Heavy Patching 2023-2024			\$200,000
North Rocks	Heavy Patching 2023-2024			\$200,000
Rosehill	Heavy Patching 2023-2024			\$200,000
Dundas	Heavy Patching 2023-2024			\$200,000
Epping	Heavy Patching 2023-2024			\$200,000
Epping	Helen Street	Ross Street	Anthony Street	\$50,000
Rosehill	High Street	Raymond Street	Junction Street	\$77,869
Rosehill	Holker Street	Jamieson Street	Avenue of Asia	\$210,177
Dundas	Holt Place	Adamson Avenue	Dead End	\$41,672
Rosehill	Inkerman Street	Railway Street	Meehan Street	\$38,000
Dundas	Isabella Street	Brabyn Street	Webb Street	\$92,994
Epping	Kandy Avenue	Ray Road	Treeview Place	\$73,488
Epping	Kent Street	Ray Road	Kawana Close	\$75,000
Rosehill	Lamont Street	Sorrell Street	Dead End	\$33,556
North Rocks	Lomond Avenue	Selkirk Street	Rothsay Street	\$250,000
Epping	Mars Street	Hermington Street	Orchard Street	\$79,966
Dundas	Morton Street	Broughton Street	Thomas Street	\$112,843
Dundas	Myrtle Street	Victoria Road	Pine Street	\$95,386
North Rocks	New North Rocks Road	Shopping Centre	Pembury Avenue	\$171,854
North Rocks	New North Rocks Road	Petrol Station	Shopping Centre	\$68,567
Parramatta	Olive Street	Darcy Road	Dead End	\$180,400
Parramatta	Pavement Investigation 2023-2024			\$60,000

North Rocks	Pavement Investigation 2023-2024			\$60,000
Rosehill	Pavement Investigation 2023-2024			\$60,000
Dundas	Pavement Investigation 2023-2024			\$60,000
Epping	Pavement Investigation 2023-2024			\$60,000
Dundas	Pearce Street	Spurway Street	Ulm Street	\$150,000
Dundas	Pedrick Place	Adamson Avenue	Dead End	\$72,270
Parramatta	Pennant Hills Road	Bellevue Street	Sutherland Street	\$173,679
Parramatta	Pennant Hills Road	Sutherland Street	James Ruse Drive	\$142,461
Dundas	Pine Lane	Pine Street	Victoria Road	\$44,209
Dundas	Pine Street	Park Road	Pine Lane	\$200,000
Rosehill	Railway Street	Marsden Street	Inkerman Street	\$83,967
Rosehill	River Street	Shaft Street	Dead End	\$30,020
Dundas	Ross Street	Church Street	Sorrell Street	\$79,814
Epping	Ryde Street	Wyralla Avenue	Boronia Avenue	\$88,913
Epping	Ryde Street	Lewis Street	George Street	\$123,618
Epping	Sirius Street	Supply Street	Carver Place	\$151,000
Epping	Sirius Street	Carver Street	Supply Street	\$82,000
Dundas	Sorrell Street	Victoria Road	Ross Street	\$59,845
Dundas	Spurway Street	House Number 108	Bartlett Street	\$63,310
Rosehill	Spurway Street	Jackson Street	Coffey Street	\$151,269
Dundas	Station Street	Calder Road	Cul-De-Sac	\$100,000
Epping	Surrey Street	Oxford Street	Cambridge Street	\$75,000
Epping	Victoria Street	Bridge Street	Chainage 50 m	\$45,408
Epping	Victoria Street	Chesterfield Road	William Street	\$153,621
Parramatta	Villiers Street	Ross Street	Grose Street	\$45,680
Parramatta	Villiers Street	Grose Street	Fennell Street	\$41,090
Parramatta	Villiers Street	Fennell Street	Harold Street	\$56,100
Rosehill	Virginia Street	Alfred Street Exit Roundabout	Arthur Street	\$98,000
Parramatta	Warra Street	Page Street	Darcy Road	\$261,580
Parramatta	William Street	Mary Street	Windermere Avenue	\$154,000
Dundas	Yates Avenue – stage 1	Fullford Street	King Street	\$187,594
Total				\$10,100,000
Road to Recovery Program – FY 2023/2024				
Ward	Street Name2	From Street	To Street	Cost
Parramatta	Emma Crescent	Constitution Road	Hollis Street	\$203,841
North Rocks	Frances Street	Windsor Road	Kleins Road	\$180,000
Epping	Honiton Avenue East	Coleman Avenue	Marshall Road	\$150,000
Parramatta	Oakes Road	Old Windsor Road	Baxter Drive	\$190,674

Epping	Ray Road	HN 155	Midson Road	\$145,740
Rosehill	River Road	South Street	Lister Avenue	\$270,138
Dundas	York Street	Bettington Road	Ingleby Street	\$193,013
Total				\$1,333,406
Kerb Renewal Program – FY 2023/2024				
Ward	Street Name2	From Street	To Street	Cost
Epping	Alamein Avenue	Pennant Parade	Morshead Avenue	\$120,000
Rosehill	Anderson Street	Parkes Street	Marion Street	\$50,000
Dundas	Bowden Street	Webb Street	Pennant Parade	\$162,000
Dundas	Brabyn Street	Victoria Road	Mason Street	\$30,000
Rosehill	Brisbane Street	Good Street Exit Roundabout	Harris Street	\$55,000
Parramatta	Cluden Street	Fitzwilliam Road	Cul-De-Sac	\$150,000
Parramatta	Constitution Road	House Number 16	House Number 20	\$50,000
Epping	Coverdale Avenue	Lees Lane	House Number 9	\$85,000
Parramatta	Darcy Road	Hill Street	Railway Street	\$75,000
Parramatta	Engineering overheads 2023-2024			\$30,000
North Rocks	Engineering overheads 2023-2024			\$30,000
Rosehill	Engineering overheads 2023-2024			\$30,000
Dundas	Engineering overheads 2023-2024			\$30,000
Epping	Engineering overheads 2023-2024			\$30,000
Epping	Fernhill Avenue	Kent Street	House Number 22	\$250,000
Parramatta	Frances Street	Windsor Road	Kleins Road	\$400,000
Dundas	Grose Street	Church Street	Sorrell Street	\$100,000
Parramatta	Illoca Place	Bungaree Road	Bungaree Road	\$50,000
Epping	Kandy Avenue	Ray Road	Treeview Place	\$75,000
Parramatta	Designs 2023-2024			\$24,000
North Rocks	Designs 2023-2024			\$24,000
Rosehill	Designs 2023-2024			\$24,000
Dundas	Designs 2023-2024			\$24,000
Epping	Designs 2023-2024			\$24,000
Epping	Lamorna Avenue	Orchard Road	Orchard Road	\$25,000
Dundas	Lind Avenue	Bettington Road	House No 18	\$138,000
Parramatta	Minor Repairs 2023-2024			\$60,000
North Rocks	Minor Repairs 2023-2024			\$60,000
Rosehill	Minor Repairs 2023-2024			\$60,000

Dundas	Minor Repairs 2023-2024			\$60,000
Epping	Minor Repairs 2023-2024			\$60,000
Parramatta	Moss Street	Kleins Road	Deed Place	\$30,000
North Rocks	New North Rocks Road	Shopping Centre	Pembury Avenue	\$25,000
North Rocks	New North Rocks Road	Petrol Station	Shopping Centre	\$25,000
Parramatta	Olive Street	Darcy Road	Dead End	\$40,000
Parramatta	Pennant Hills Road	Bellevue Street	Sutherland Street	\$25,000
Parramatta	Pennant Hills Road	Sutherland Street	James Ruse Drive	\$25,000
Rosehill	Railway Street	Marsden Street	Inkerman Street	\$25,000
Epping	Sirius Street	Carver Street	Supply Street	\$30,000
Rosehill	Spurway Street	Jackson Street	Coffey Street	\$200,000
Dundas	Station Street	Calder Road	Cul-De-Sac	\$15,000
Epping	Surrey Street	Oxford Street	Cambridge Street	\$85,000
Parramatta	Warra Street	Page Street	Darcy Road	\$15,000
North Rocks	William Street	Mary Street	Windermere Avenue	\$75,000
Total				\$3,000,000
Footpath PAMP – FY 2023/2024				
WARD	Street	From	To	EST. Cost (\$)
Dundas	Yurunga Street	Wesley Street	Naranghi Street	\$64,912
Dundas	Sophie Street	Evans Road	Marshall Road	\$79,419
Epping	Skenes Avenue	Midson Road	End	\$72,174
Epping	Cliff Road	Delaware Street	#57	\$66,695
Dundas	Paul Street	Kirby Street	Dorahy Street	\$95,540
Dundas	Kerrie Road	Gollan Avenue	Gollan Avenue	\$95,271
Epping	Barombah Road	32	Dunmore Road	\$39,370
Dundas	Bain Place	King Street	# 54	\$96,241
Rosehill	Sylvia Street	John Street	Antoine Street	\$70,242
North Rocks	Goodacre Avenue	Huxley Drive	Reilleys Road	\$90,528
Rosehill	Lansdowne Street	Burnett Street	Pitt Street	\$80,827
Dundas	Kendall Street	Dennis Street	Lawson Street	\$24,976
Dundas	William Street	Fitzgerald Road	Kissing Point Road	\$86,026
Dundas	Patterson Street	Lawson Street	Gordon Street	\$53,618
Rosehill	Arthur Street	Eleanor St	Cavers Lane	\$13,622
Rosehill	Slough Avenue	Fariola Street	Rachael Close	\$50,264
Rosehill	Slough Avenue	Rachael Close	Fariola Street	\$32,625
Epping	Delaware Street	Midson Street	Kent Street	\$88,010
Epping	Rosen Street	Kent Street	Ray Road	\$104,915
North Rocks	Murray Farm Road	Murray Farm Reserve	#91	\$62,700
Epping	Bambara Crescent	Bingara Road	Bingara Road	\$164,869

Rosehill	Pemberton Street	Thomas Street	Pemberton Lane	\$43,794
Epping	Essex Street	Brucedale Avenue	Abuklea Road	\$88,486
North Rocks	Bradley Drive	63 Bradley Drive	1 Bradley Drive	\$211,520
North Rocks	Lynden Avenue	Woodstock Road	Lochinvar Street	\$76,788
North Rocks	Carolyn Avenue	Murray Farm Road	Lynette Avenue	\$86,140
Epping	Mobbs Lane	52	Raimonde Road	\$103,018
Dundas	Gibbons Street	Shops	17	\$34,458
Epping	Midson Road	Hillcrest Street	Carlingford Road	\$81,562
Dundas	Prince Street	# 10	Bettington Road	\$42,149
North Rocks	Pinetree Drive	9 Carolyn Avenue	4 Pinetree Drive	\$42,197
Dundas	Bennetts Rd W	#1	#19	\$28,218
Epping	Stanley Road	#38 (Park)	#26 (Aquatic Centre)	\$42,948
Epping	Crandon Road	Epping Road	Stanley Road	\$52,691
North Rocks	Plymouth Avenue	27 Somerset Street	33 Plymouth Avenue	\$121,351
Epping	Yaraan Avenue	Epping Ave	Reserve entrance	\$36,018
North Rocks	Douglass Avenue	Opp 17 Douglass Avenue	35 Bradley Drive	\$72,931
North Rocks	Wondabah Place	7 Wondabah Place	11 Pinetree Drive	\$25,765
North Rocks	Northam Drive	15 Northam Drive	Opp #40 Northam Drive	\$90,728
North Rocks	Woodbury Street	32 Catlett Avenue	95 Woodbury Street	\$230,826
Epping	North Rocks Road	Pedestrian Crossing at 1 Bardia Rd	Corner of Bardia Rd	\$8,073
Epping	Karingal Avenue	26	28	\$11,931
Dundas	Rope Street	11 Rope St	Adamson Avenue	\$25,441
North Rocks	Coronet Circuit	#34	Statham Avenue	\$59,003
Parramatta	Thane Street Reserve Playground			\$9,406
Epping	Manning Parade	18 Tilley Street	4 Manning Parade	\$5,000
Total				\$3,163,283
Footpath Renewal Program – FY 2023/2024				
Ward	Street	From	To	Cost Estimate (\$)
North Rocks	Ixion St	Ixion Street	Jupiter	\$5,601
Dundas	Telopea Street	35 Telopea Street	35 Telopea Street	\$2,530
Epping	Honiton Avenue	12A Honiton Avenue	12A Honiton Avenue	\$7,404
Rosehill	Avenue of Europe	1 Avenue of Europe	NewMart Shop	\$3,206
Parramatta	Hart drive	#21	#35	\$60,985

North Rocks	Pembury Avenue	#312 North Rocks Road	#2 Pembury Avenue	\$3,544
North Rocks	Pembury Avenue	#15 New North Rocks Road	#11 Pembury Avenue	\$2,530
Parramatta	Robertson street	Alaska Street	5 Robertson	\$11,495
Rosehill	Kemp Street	Gray Street	Parramatta Road	\$63,636
Rosehill	Derby Street	#89	#95	\$42,939
North Rocks	Walkway Bellotti Avenue	34A Bellotti	7 Willis Pl	\$30,475
Parramatta	Mary Street	Prince Street	Gilbert Street	\$33,403
Parramatta	Slim Place	19 Slim Place	29 Caloola Rd	\$15,746
Parramatta	Reilleys Road	Stephenson street	Stepheson street	\$2,530
Rosehill	Barker Avenue	Beaconsfield Street	END	\$5,060
Rosehill	Blaxland Avenue	Plover Street	Manton Avenue	\$2,530
Rosehill	Blue Gum Place	Bikila Street	Newington Boulevard	\$5,060
Rosehill	Churchill Street	Derby Street	Carnarvon Street	\$3,544
Rosehill	Evans Street	Manton Avenue	Davies Street	\$9,281
Rosehill	Hawkes Avenue	Newington Boulevard	Konrads Avenue	\$12,002
Rosehill	Kuts Avenue	Newington Boulevard	Heidelberg Avenue	\$12,318
Rosehill	Louis Avenue 1	Marathon Ave	Newington Boulevard	\$14,527
Rosehill	O'Neill Avenue	Newington Boulevard	Konrads Avenue	\$17,682
Rosehill	Wenden Avenue 1	Lewis Way	Pearce Avenue	\$22,097
Rosehill	Wenden Avenue 2	Newington Boulevard	Lewis Way	\$15,786
Rosehill	Wenden Avenue 3	Kosmala Close	Lewis Way	\$12,943
Rosehill	Zatopek Avenue	Bikila Street	Newington Boulevard	\$17,051
North Rocks	Walkway Norfolk Place	27 Norfolk Place	Hunts Creek Reserve	\$25,291
North Rocks	Walkway Wandella Avenue	34 Wandella Avenue	Excelsior Reserve	\$38,161
North Rocks	Walkway Walter Place	14 Walter Place	Pye Avenue Reserve	\$26,283
North Rocks	Walkway Sunset Place	9 Sunset Place	2 Tallwood Drive	\$54,367
Dundas	Walkway Acacia Court	2 Acacia Court	1Y Regency Court	\$38,815
North Rocks	Oakes Road	Lynette Avenue	Oakes Road	\$5,060
Epping	North Rocks Road 1	Norwood Avenue	Morshead Avenue	\$9,788
Epping	North Rocks Road 2	Roselea Way	Pennant Hills Road	\$17,174
Rosehill	Beaconsfield Street	Newton Street North	Skarratt Street North	\$27,191
Rosehill	Suttor Street	Salisbury Street	Carnarvon Street	\$15,823

Rosehill	Newington Boulevard	Ottey Avenue	Egerszegi Avenue	\$7,584
Rosehill	Ottey Avenue	Egerszegi Avenue	Newington Boulevard	\$2,530
Rosehill	Jordan Avenue	Cooper Avenue	Devitt Avenue	\$5,060
Rosehill	Konrads Avenue	Elvstrom Avenue	Hawkes Avenue	\$18,624
Rosehill	Louis Avenue 2	Popov Avenue	Clarke Street	\$22,100
Rosehill	Comaneci Avenue	Comaneci Avenue	Newington Boulevard	\$9,168
Dundas	Walkway Azile Court	Azile Court	Pennant Hills Road	\$56,125
North Rocks	Walkway Lemongrove Avenue	17 Lemongrove Avenue	11Y Lime Grove	\$40,100
North Rocks	Walkway Camelot Court	41 Camelot Court	Hunts Creek Reserve	\$39,626
North Rocks	Walkway Dickens St	4A Dickens St	88 Junction Rd	\$69,920
Dundas	Walkway St Sandrews St	7 St Sandrews St	25 Station St	\$35,208
Parramatta	Prince St	Iron St	#40	\$91,287
Parramatta	Mary St Nth Parramatta	Prince St	Gilbert St	\$26,034
Parramatta	Walkway Rausch St	#131 Rausch St	Austin Woodbury Pl	\$45,577
Parramatta	Church Street	Argyle Street	Darcy street	\$82,629
Parramatta	Wigram Street	Parkes Street	Hassall Street	\$50,198
Parramatta	Hunter Street	Pitt Street	#4-14	\$127,911
Parramatta	Pitt Street	Park Pde	Hunter Street	\$122,666
Parramatta	Ross Street	Trott Street	Villiers Street	\$88,901
Rosehill	Alfred Street	A'beckets Street	Eleanor Street	\$56,056
Total				\$1,691,163

Listed 23/24 Program & Project – RI Assets Techone data/expenditure.

Projects / Programs	Budget
Kerb & Gutter Renewal Program	3,000,000
Footpaths Construction Program	2,000,000
Roads Renewal Program	10,000,000
Bridge Assets – Safety Upgrades	150,000
Street Furniture Program	200,000
Roads To Recovery Program	1,286,352
Footpath Renewal Program	1,680,000
Bridge Upgrades & Renewal Program	350,000
Civil Construction Program	240,000
Public Domain Lighting	80,000
George Street East Cycleway	2,876,000
Alfred Street Cycleway Stage Two	9,838,210
Cbd Bike Lanes	193,000
421166 – WICR344 Finlaysons Creek Cycleway	300,000
421102 – Hunts Creek Culvert	2,778,934

Appendix B Budgeted Expenditures Accommodated in LTFP

Year (Financial Year ending)	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2025	\$20,554,466	\$8,734,384	\$5,658,623	\$24,741,928	\$0	\$59,689,401
2026	\$24,067,741	\$8,941,432	\$5,785,468	\$18,589,852	\$0	\$57,384,493
2027	\$9,849,643	\$9,153,659	\$5,915,481	\$21,103,470	\$0	\$46,022,253
2028	\$2,385,313	\$9,371,185	\$6,048,745	\$18,627,458	\$0	\$36,432,701
2029	\$2,444,946	\$9,594,158	\$6,185,343	\$19,062,079	\$0	\$37,286,525
2030	\$2,506,069	\$9,822,705	\$6,325,361	\$19,507,597	\$0	\$38,161,733
2031	\$2,568,721	\$10,056,960	\$6,468,872	\$19,964,288	\$0	\$39,058,841
2032	\$2,632,939	\$10,297,075	\$6,615,972	\$20,432,430	\$0	\$39,978,416
2033	\$2,698,762	\$10,543,192	\$6,766,752	\$20,912,312	\$0	\$40,921,019
2034	\$2,766,231	\$10,795,459	\$6,921,299	\$21,402,961	\$0	\$41,887,984
Total	\$72,474,831	\$97,310,209	\$62,691,916	\$204,344,375	\$0	\$436,823,366

Projected Capital Renewal and Replacement Expenditure

Year	Required	Budget
2025	\$24,012,599	\$24,741,928
2026	\$24,979,631	\$18,589,852
2027	\$26,017,832	\$21,103,470
2028	\$26,916,563	\$18,627,458
2029	\$27,752,684	\$19,062,079
2030	\$28,614,604	\$19,507,597
2031	\$29,503,115	\$19,964,288
2032	\$30,419,033	\$20,432,430
2033	\$31,363,199	\$20,912,312
2034	\$32,336,480	\$21,402,961
Total	\$281,915,739	\$203,628,868

Projected Capital Upgrade/New Asset Expenditure

Year	Estimated	Budget
2025	\$20,554,466	\$20,554,466
2026	\$24,067,741	\$24,067,741
2027	\$9,849,643	\$9,849,643
2028	\$2,385,313	\$2,385,313
2029	\$2,444,946	\$2,444,946
2030	\$2,506,069	\$2,506,069
2031	\$2,568,721	\$2,568,721
2032	\$2,632,939	\$2,632,939
2033	\$2,698,762	\$2,698,762
2034	\$2,766,231	\$2,766,231
Total	\$86,720,342	\$86,720,342

Appendix C Abbreviations

AAAC	Average annual asset consumption
AM	Asset management
AM Plan	Asset management plan
GRC	Gross replacement cost
DA	Depreciable amount
DRC	Depreciated replacement cost
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LTFP	Long term financial plan
MMS	Maintenance management system
RV	Residual value

Appendix D - Glossary

Annual Service Cost (ASC)

1) Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2) For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to

determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset renewal funding ratio (ARFR)

The ratio of the net present value of asset renewal funding accommodated over a 10-year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9].

Average annual asset consumption (AAAC)*

The amount of the asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by

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dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Revenue received generally tied to the specific projects or purposes, which are often

for upgrade and/or expansion or new investment proposals.

Capital investment expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months (See capital expenditure definition)

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recorded as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised in the balance sheet after deducting any accumulated depreciation / amortisation and accumulated impairment losses.

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and a long-term cash flow projection.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets

Those assets that are likely to result in a more significant financial, environment and social cost in terms of impact on organisational objectives.

Deferred maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The gross replacement cost (GRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses

Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Financing gap

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A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Gross replacement cost (GRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. These are typically

large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The parameters or combination of parameters that reflect social, political, economic and environmental outcomes that the organisation delivers.

Levels of service statements describe the outputs or objectives an organisation or activity intends to deliver to customers.

Life Cycle

The cycle of activities that an asset (or facility) goes through while it remains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

Life Cycle Cost (LCC)

Total LCC The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Average LCC The life cycle cost is average cost to provide the service over the longest asset

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life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure (LCE)

The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Maintenance may be classified as:

- **Planned maintenance**

Falls into three categories:

- a) Periodic – necessary to ensure the reliability or to sustain the design life of an asset.
- b) Predictive – condition monitoring activities used to predict failure.
- c) Preventive – maintenance that can be initiated without routine or continuous checking and is not condition based.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.

- **Specific maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques. The modern equivalent asset is evidenced by renewal strategies in asset management plans and financing in a long-term financial plan covering at least 10 years.

***Net present value (NPV)**

The value of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio

Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum

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with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital expenditure - renewal.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life provides an estimate of useful life.

Renewal

See capital expenditure - renewal.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. Residual value reflects consideration receivable from an asset at the end of its useful life to the entity and accordingly would not include cost savings from the re-use of in-situ materials.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating

costs, e.g. public halls and theatres, childcare facilities, sporting and recreation facilities, tourist information facilities, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Asset Management Plan

A plan that documents and specifies how the organizational objectives are to be converted into AM objectives, the approach for developing AM Plans and the role of the AM system in supporting the achievement of AM objectives.

Strategic Plan

A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify

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major targets, actions and resource allocations relating to the long-term survival, value and growth of the organisation.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

(a) the period over which an asset is expected to be available for use by an entity, or

(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the entity.

Valuation

The process of determining the worth of an asset or liability. Assessed asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels, market value for lifecycle costing and optimised deprival value for tariff setting.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, IIMM & AIFMM 2015, Glossary

Additional and modified glossary items shown *

Appendix E Life Cycle Degradation Profiles

Maintenance response is based on site judgement using the condition and risk associated with the defect and to the extent of the current budget.

Council has selected the following four degradation profiles to simulate the progressive deterioration of the various civil assets.

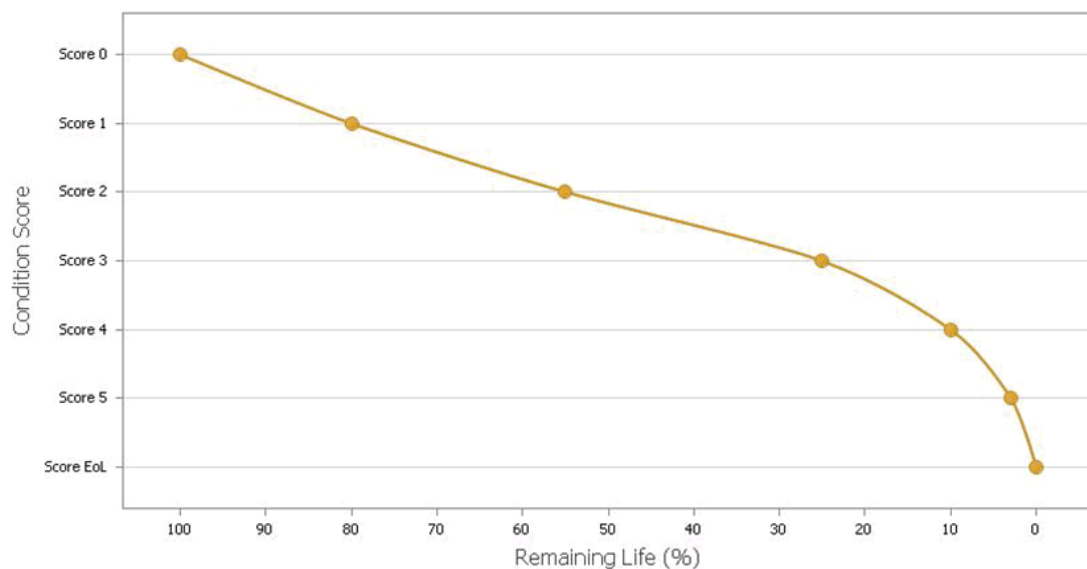


Figure 1 Simulation Curve Representing Overall Deterioration of Infrastructure asset

Appendix F Definition

Explanation of definitions and acronyms used in this plan.

Term/Acronym	Definition
AASB	Australian Accounting Standards Board
AM Strategy	Asset Management Strategy
AMSC	Asset Management Steering Committee
Backlog	<p>The quantum of assets that meet the levels of service reflected in the modelling rule base and hence due for a capital treatment, however, funding is not enough to treat these assets.</p> <p>The current hypothetical cost of recouping this backlog (i.e PDAMP funding required to bring every asset in condition state 5, Very Poor, back to a condition state 1, being Very Good) by immediate capital renewal</p>
CIS	Community Infrastructure Strategy 2018-2038
CSP	City of Parramatta Council Community Strategic Plan 2018-2038
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability of the asset in question to fulfill its function; where 1 is very good and 5 is very poor
ICT	Information and Communication Technology
IIMM	International Infrastructure Management Manual
ISO55000	55000 Series, International Suite of Asset Management Standards
LTFP	Long-Term Financial Plan (10 year)
Average Annual Lifecycle Cost	Total cost lifecycle scenario strategy. Calculation; Total Capital Cost over 10 Years + Total Maintenance & Operational Cost over 10 Years – Backlog Movement Over 10 Years.
Non-current assets	Physical and intangible infrastructure assets, including information and communication technology (ICT) assets, controlled by the organisation
RI - AMP	Road Infrastructure Asset Management Plan
SAM	Strategic Asset Management