CITY OF PARRAMATTA
OPERATIONAL PLAN
2022/23
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 2022/23, Council is budgeting for a small surplus Net Operating Result (before capital grants and contributions), primarily on the assumption of:

- Return to more normal levels of rates and car parking revenue activities, as the impact of the Covid-19 pandemic lessons
- Drop in developers' contribution due to change in timing of receipt from construction to occupation
- Operationalisation of new facilities PHIVE (5 Parramatta Sq) and the new Aquatic & Wellness facility in Parramatta
- Adoption of the IPART approved Additional Special Variation (ASV)

Council will undertake a strategic review in 2022/23 to ensure its net operating result remains in surplus over the medium to long term.

PROCESS FOR ESTABLISHING AND UPDATING THE BUDGET FOR 2022/23

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 \$314.0m (excluding Capital Grants and Contributions of \$60.6m), with \$211.2m coming from rates and annual charges. Operating expenses are budgeted at \$311.4m, resulting in a surplus of \$2.6m as net operating result.

In 2022/23, the budget provides funding for strategic priorities identified in the operational plan including:

- a capital works program of \$209.0m
- the soon to be operational 5 Parramatta Sq i.e., PHIVE and the new aquatic and wellness facility in Parramatta
- IPART rate pegging was initially approved at 0.7% but an ASV of 1.8% (total rate peg of 2.5%) was approved by IPART, resulting into an uplift in rates income of \$2.8m.

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 2022/23, Council will derive 67.3% of total operating revenue from ordinary rates and annual charges.

Full details of rates to apply in 2022/23 are outlined under Rates and Charges.

2022/23 BUDGET BY SERVICE AREA

OPERATING REVENUE AND EXPENDITURE				
		Operating	Operating	Net
	Service Area	Revenue	Expenditure	Operating
		2022/23 \$'000	2022/23 \$'000	2022/23 \$'000
	Finance and Information Administration	-	(3,144)	3,144
	Business Improvement ICT - Information Communication &	-	460	(460)
Ol · · ·	Technology	6	13,325	(13,319)
Chief Finance and	Governance	-	1,501	(1,501)
Information	Legal Services	8	1,898	(1,890)
Office	Financial Accounting and Treasury	7,306	1,533	5,773
	Financial Planning and Analysis	4	5,322	(5,318)
	Rates	-	2,071	(2,071)
	Procurement and Payables	30	1,310	(1,280)
	Asset Strategy	-	751	(751)
Organisation Related	Organisational Related Revenues & Costs	178,427	7,708	167,876
	People and Culture	-	2,635	(2,635)
	People and Culture Business Partners	-	2,069	(2,069)
D 1 C	Payroll	-	570	(570)
People &	WHS and Wellbeing	-	1,105	(1,105)
Culture	Workplace Relations	-	557	(557)
	Organisational Capability	-	1,796	(1,796)
	Risk And Audit	-	4,180	(4,180)
	Customer Service Centre	22	4,836	(4,814)
	Events and Festivals	732	7,203	(6,471)
City	City Experience and Engagement Admin	200	(603)	803
Engagement	Marketing and Brand	-	4,146	(4,146)
and	Digital and Creative	-	1,985	(1,985)
Experience	Corporate Affairs	-	1,585	(1,585)
	B 1 15		4.400	(4.400)
Forestine	Research and Engagement	-	1,128	(1,128)
Executive	Executive Support Office	-	2,118	(2,118)
Office	General Management Support	-	1,158	(1,158)
City	City Streets and	2.400	0.450	(6.160)
Strategy	City Strategy	2,488	8,650	(6,162)
	Civic Place Precinct Redevelopment	-	185	(185)
Property &	Property & Place Admin	-	(1,991)	1,991
Place	Property Development Group Projects	21,117	3,383	17,734
	Property Assets Security and Services	16,354	18,071	(1,717)
	Place	6,995	5,842	1,153
City Assets	City Services Administration	642	(6,158)	6,800
and	City Operations	9,653	39,539	(29,886)
Operations	City Assets & Environment	79,823	90,300	(10,477)
·	Regulatory Services Unit	14,177	14,323	(146)
Community	Riverside Theatres	3,716	6,688	(2,972)
Services	Social and Community Services	9,897	19,411	(9,514)

	Libraries	785	9,592	(8,807)
	Community Infrastructure	-	1,471	(1,471)
	Community Services Admin	-	(2,550)	2,550
	Community Hubs	2,519	10,196	(7,677)
	PAS & Cultural Services	119	1,783	(1,664)
	Development & Traffic Services	7,022	12,033	(5,011)
City	City Design	249	2,904	(2,655)
Planning	Strategic Land Use Planning	11	2,847	(2,836)
and Design	City Planning and Design	-	931	(931)
ana besign	Major Projects and Precincts	162	2,524	(2,362)
	Infrastructure Planning & Design	12,162	2,113	10,049
City of	Net Operating Result Incl. Capital Rev.	374,628	311,391	63,237
Parramatta	Less: Capital Grants and Contributions	(60,626)	0	(60,626)
randilatta	Net Operating Result Excl. Capital Rev.	314,001	311,391	2,610

LIST OF CAPITAL PROJECTS	CAPITAL BU	JDDET
	2022/23	Next 3 Years
Project Name	\$'000	\$'000
Aquatic Centre Parramatta	30,478	-
AF1 Dence Park Pool	15,941	6,783
Upgrade of the Town Hall PRUAIP - FS Garside	15,755	2.500
Community Recycling Facility	10,099 10,000	3,500
Pedestrian Bridge Works - Morton/Alfred	8,598	_
Commercial Buildings Capital Renewal	7,555	7,723
Newington Reserve Upgrade	7,270	-
Charles Street Square Works	6,767	-
Multi-Level Car Parking Upgrade	5,750	3,500
Alfred Street cycleway stage two	5,250	-
Roads Renewal Program	5,000 4,700	30,250
LRCI Doyle Ground Playground Norwest t-way shared path	4,700 4,100	_
Hunts Creek Culvert	4,000	_
TM09 17 Intersection of Hill Road and Bennelong Parkway	3,850	-
Parramatta Square Public Domain Development	3,527	-
George Street east cycleway	2,750	-
ALCP Fit Out	2,700	-
Southern Precinct Renewal Project	2,250	2,200
Phillip Street Smart St stage 2	1,872	-
Civic Link Program (Capital)	1,715	17,415
City River Program of Works	1,585	14,020
Major Council Plant & Other Equipment Replacement Program	1,500	5,143
Kerb & Gutter Renewal Program	1,500	9,075
2020/21 Active Transport Program	1,500	4,538
Max Ruddock Reserve Playground & Amenities	1,453	-
Community Buildings Capital Improvement	1,350	4,050
Barrack Lane, Parramatta	1,300	_
Roads to Recovery Program	1,286	3,891
Parramatta Square Public Art	1,284	-
Concept Plan for waterplay Arthur Phillip	1,241	_
Robin Thomas Reserve Improvements	1,221	_
Motor Vehicle Replacement Program	1,150	6,050
Library Capital Resources	1,100	3,300
	•	700
Major Drainage Construction at Lyndelle Place, Carlingford	1,060	700
Boronia Park Building Amenities Upgrade	1,042	-
PLR Tree Offsets	1,031	-
Playground Replacement Program	1,020	3,086
Stormwater Drainage Renewal Program	1,000	4,840
Client Technology & Computer Renewal Program	980	2,940
BNP - Sherwood Street Shops	918	-
IT Works Upgrade Program	890	3,302
Ermington Foreshore Stage 3	875	-

Fitout 9 Wentworth	868	9,549
Public Safety CCTV Network	800	1,500
Parramatta Art and Culture Walk	771	-
Parramatta Aquatic and Leisure Centre Public Art	725	-
Carter Street Regional Cycleway	700	12,112
St Johns Cathedral Feature Lighting Treatment	700	-
Footpath Renewal Program	680	5,082
Bridge Upgrades & Renewal Program	650	1,213
Parramatta Light Rail MFP CAP	600	-
Drainage Construction Program	530	1,706
Parramatta Road to Marsh Street Cycleway	525	-
2020/21 Black Spot Program	500	1,500
Capital Grant Funded Traffic and Pedestrian Program	500	1,500
Council's Public Toilet Program - CBD	500	-
Implement Sue Savage Park Masterplan 2	500	-
Asbestos Remediation Works Program	500	3,128
Governor Phillip Commemorative Public Art Project	497	-
5 Parramatta Square Development - New Council Facilities	477	-
BNP - Wentworth Shops	435	-
Footpaths Construction Program	415	3,500
Public Trees Program	380	1,466
Contaminated Land Management in Public Parks and Land	380	1,150
CBD Bike Lanes	375	225
Parks Stormwater Reuse Program	360	1,089
Sportsground Capital Improvement Program	350	1,264
Riverside Refurbishment and Upgrades	335	1,005
Ward Initiatives - Dundas	335	300
Protecting Dams Capital Works Program	320	968
Data Centre Solution for exit of Church Street	300	993
GIS RFT & Implementation project	300	-
BNP - Granville Town Centre	297	-
Hill Road Master Plan – Pedestrian and Cycle Upgrades	292	-
Replacement of Library RFID Equipment	290	-
Waterways Restoration	274	908
Ward Initiatives - North Rocks	269	300
ICT Infrastructure Renewal Program	255	765
Smart City Hub (Parramatta Square)	250	80
Phillip Street Smart Street stage 3	250	4,750
Wide Area Network WAN Modernisation	250	-
Pavilion Capital Improvement Program	250	3,781
Civil Construction Program	240	931
Ward Initiatives - Parramatta	224	300
Parks Program	220	871
Ward Initiatives - Rosehill	219	300
Future Workplace ICT Workstream	208	6,846
Ward Initiatives - Epping	206	300
Mobile Garbage Bin Roll Program	200	605

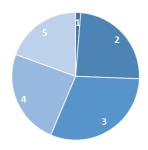
Improving Water Quality in Parramatta Waterways	200	605
Riverside Theatres Building Renewal Program	200	150
Telephony Upgrade Replace Skype for Business with MS Teams	200	-
Energy & Water Upgrades to Council Assets	185	560
Nursery Management for Bushland Plants & Landscaping Works	170	514
Cemeteries and Memorials Program	167	278
Belmore Park Masterplan	167	-
Print & Imaging Optimisation	156	-
Rapid Deployment CCTV Cameras	150	497
Riverside Theatres Plant, Staging Equipment	150	459
Bridge assets - safety upgrades	150	454
Park Signage Replacement Program	132	399
TechOne Modernisation and Optimisation (Capital)	130	-
Duck River cycleway	125	9,000
Finlaysons Creek cycleway	110	7,200
Multi-level Car Parks Capital Renewal Program	100	300
Child Care Centres Capital Renewal	100	300
Libraries Capital Renewal	100	300
Pathway to the Cloud Project	100	-
Sustainable Water Program	100	303
Public Domain Lighting	80	293
Walking Track Construction	70	314
Carlingford Oval LED Lighting	50	-
Installation of Rooftop Solar Panels on City Assets Program	50	151
Real-time Monitoring Network	50	151
Street Furniture Program	50	254
Escarpment Boardwalk	24	28
Tree Offset Program	20	61
Community Facilities & Parks refurbishments	20	-
Riverside Theatre Redevelopment	-	99,000
Flood Mitigation Program	-	9,075
CAP N'Hood Imp Program	-	3,610
CBD - George Street - streetscape upgrade	-	3,100
Granville Town Square	-	3,070
Drainage Improvements in Growth Areas	-	1,366
Dudley Street path	-	900
Parramatta Square Business Planning for 5PS & Public Domain	<u>-</u>	491
Total Projects	209,022	349,973

2022/23 CAPITAL PROGRAM \$209.0M

Aquatic Centre Parramatta 30.478 ***** 6000 AFI Dence Park Pool 15.941 6,783 Upgrade of the Town Holl 15,755 - PRUAIP - FS Carside 10,009 3,500 Community Recycling Facility 10,000 - Pedestrian Bridge Works - Morton/Alfred 8,598 - Commercial Buildings Capital Renewal 7,555 7,723 Nevington Reserve Upgrade 7,270 - Charles Street Square Works 6,767 - Multi-Level Car Parking Upgrade 5,750 3,500 Alfred Street Cycleway stage two 5,250 - Roads Renewal Program 4,000 - LRCI Doyle Ground Playground 4,700 - Norwest t-way shared path 4,100 - Hunts Creek Culvert 4,000 - MO917 Intersection of Hill Road and Bennelong Parkway 3,850 - Parramatta Square Public Domain Development 3,527 - George Street east cycleway 2,750 - ALCP Fit Out 2,70 <t< th=""><th>CAPITAL PROJECTS OVER \$1M</th><th colspan="2">Capital Budget</th></t<>	CAPITAL PROJECTS OVER \$1M	Capital Budget	
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Parramatta Square Public Domain Development 3,527 - George Street east cycleway 2,750 - ALCP Fit Out 2,700 - Southern Precinct Renewal Project 2,250 2,200 Phillip Street Smart St stage 2 1,872 - Civic Link Program (Capital) 1,715 17,415 City River Program of Works 1,585 14,020 Major Council Plant & Other Equipment Replacement Program 1,500 5,143 Kerb & Gutter Renewal Program 1,500 9,075 2020/21 Active Transport Program 1,500 4,538 Max Ruddock Reserve Playground & Amenities 1,453 - Community Buildings Capital Improvement 1,350 4,050 Barrack Lane, Parramatta 1,300 - Roads to Recovery Program 1,284 - Parramatta Square Public Art 1,284 - Concept Plan for waterplay Arthur Phillip 1,241 - Robin Thomas Reserve Improvements 1,150 6,050 Library Capital Resources 1,100 3,300	TM09 17 Intersection of Hill Road and Bennelong Parkway	3,850	-
George Street east cycleway 2,750 - ALCP Fit Out 2,700 - Southern Precinct Renewal Project 2,250 2,200 Phillip Street Smart St stage 2 1,872 - Civic Link Program (Capital) 1,715 17,415 City River Program of Works 1,585 14,020 Major Council Plant & Other Equipment Replacement Program 1,500 5,143 Kerb & Gutter Renewal Program 1,500 9,075 2020/21 Active Transport Program 1,500 4,538 Max Ruddock Reserve Playground & Amenities 1,453 - Community Buildings Capital Improvement 1,350 4,050 Barrack Lane, Parramatta 1,300 - Roads to Recovery Program 1,286 3,891 Parramatta Square Public Art 1,284 - Concept Plan for waterplay Arthur Phillip 1,241 - Robin Thomas Reserve Improvements 1,221 - Motor Vehicle Replacement Program 1,150 6,050 Library Capital Resources 1,00 3,300	- · · · · · · · · · · · · · · · · · · ·		-
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Major Council Plant & Other Equipment Replacement Program1,5005,143Kerb & Gutter Renewal Program1,5009,0752020/21 Active Transport Program1,5004,538Max Ruddock Reserve Playground & Amenities1,453-Community Buildings Capital Improvement1,3504,050Barrack Lane, Parramatta1,300-Roads to Recovery Program1,2863,891Parramatta Square Public Art1,284-Concept Plan for waterplay Arthur Phillip1,241-Robin Thomas Reserve Improvements1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000	City River Program of Works	1,585	14,020
2020/21 Active Transport Program1,5004,538Max Ruddock Reserve Playground & Amenities1,453-Community Buildings Capital Improvement1,3504,050Barrack Lane, Parramatta1,300-Roads to Recovery Program1,2863,891Parramatta Square Public Art1,284-Concept Plan for waterplay Arthur Phillip1,241-Robin Thomas Reserve Improvements1,221-Motor Vehicle Replacement Program1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000		1,500	5,143
Max Ruddock Reserve Playground & Amenities1,453-Community Buildings Capital Improvement1,3504,050Barrack Lane, Parramatta1,300-Roads to Recovery Program1,2863,891Parramatta Square Public Art1,284-Concept Plan for waterplay Arthur Phillip1,241-Robin Thomas Reserve Improvements1,221-Motor Vehicle Replacement Program1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000	Kerb & Gutter Renewal Program	1,500	9,075
Max Ruddock Reserve Playground & Amenities1,453-Community Buildings Capital Improvement1,3504,050Barrack Lane, Parramatta1,300-Roads to Recovery Program1,2863,891Parramatta Square Public Art1,284-Concept Plan for waterplay Arthur Phillip1,241-Robin Thomas Reserve Improvements1,221-Motor Vehicle Replacement Program1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000	2020/21 Active Transport Program	1,500	4,538
Community Buildings Capital Improvement1,3504,050Barrack Lane, Parramatta1,300-Roads to Recovery Program1,2863,891Parramatta Square Public Art1,284-Concept Plan for waterplay Arthur Phillip1,241-Robin Thomas Reserve Improvements1,221-Motor Vehicle Replacement Program1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000	·		-
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Concept Plan for waterplay Arthur Phillip1,241-Robin Thomas Reserve Improvements1,221-Motor Vehicle Replacement Program1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000	Roads to Recovery Program	1,286	3,891
Robin Thomas Reserve Improvements1,221-Motor Vehicle Replacement Program1,1506,050Library Capital Resources1,1003,300Major Drainage Construction at Lyndelle Place, Carlingford1,060700Boronia Park Building Amenities Upgrade1,042-PLR Tree Offsets1,031-Playground Replacement Program1,0203,086Stormwater Drainage Renewal Program1,0004,840Riverside Theatre Redevelopment-99,000	Parramatta Square Public Art	1,284	-
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Stormwater Drainage Renewal Program 1,000 4,840 Riverside Theatre Redevelopment - 99,000	Playground Replacement Program	1,020	3,086
Riverside Theatre Redevelopment - 99,000			
	-	_	
182 551 229 063	Total Projects over \$1m	182,551	229,063

WHERE OUR CASH COMES FROM FOR CAPITAL WORKS

HOW COUNCIL FUNDS THE CAPITAL BUDGET			
Where The Dollars Come From (\$,000) Key %			
Special Rate Reserves	2,680	1	1%
Section 7.11 Reserves	50,897	2	24%
Other Reserves	64,265	3	31%
Grants and Contributions	50,539	4	24%
Revenue Funds	40,640	5	19%
Total	209,022		



WHERE DOES COUNCIL'S MONEY COME FROM

Rates & annual charges 59% - \$211.2m



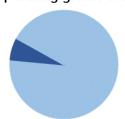
Residential rates, business rates, special rates, domestic waste management charge, stormwater management

Investment interest 2% - \$8.6m



Interest earned on Council's investment portfolio. Interest on overdue rates and charges.

Operating grants & contributions 6% - \$23.4m



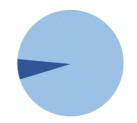
Financial Assistance Grant, library subsidy, child care subsidies, other operating grants.

User chargers and fees 10% - \$34.3m



Development applications, regulatory charges, venue hire, sports field hire, parking fees, child care fees, learn to swim.

Other revenue 6% - \$21.2m



Rental income, parking fines, regulatory fines, gain in share in joint venture, etc.

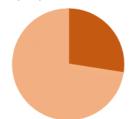
Capital grants & contributions 17% - \$60.6m



Section 94 developer contributions, roads to recovery grants, other capital works grants.

HOW DOES COUNCIL SPEND ITS MONEY

Employee costs 30% - \$136.9m



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

Other expenses & reserves 11% - \$47.9m



Insurance premiums, Street lighting, Electricity, Water & Sewerage Charges, Bank Charges, Fire Service Levy, Council Events, Councillor Expenses, Donations, Telephone, reserve funding.

Materials & contracts 13% - \$60.9m



Domestic garbage collection contracts, garbage disposal expenses, IT Software and Hardware maintenance, building maintenance contracts, plumbers,

Capital expenditure 46% - \$209.0m



Property development, major and minor construction contracts for asset renewals and upgrades, planning consultants, plant and fleet purchases, library resources, ICT infrastructure.

STATEMENT OF FINANCIAL PERFORMANCE

Description	(\$,000)
REVENUE FROM CONTINUING OPERATIONS	2022/23
Ordinary Rates	163,583
Annual Charges	47,663
Total Rates & Annual Charges	211,246
User Charges & Fees	34,325
Interest and Investment Revenue	8,581
Grants and Contributions Provided for Operating Purposes	23,391
Internal Revenue	15,239
Other Revenue	20,720
Joint Venture Income	500
Total Revenues from Continuing Operations	314,002
EXPENSES FROM CONTINUING OPERATIONS	*****
Employee Costs	136,896
Materials & Contracts	60,947
Borrowing Costs	425
Depreciation & Amortisation	49,652
Other Operating Expenses	47,455
Internal Expenses	16,017
Total Expenses from Continuing Operations	311,391
OPERATING RESULT BEFORE CAPITAL REVENUE	2,610
Capital Grants and Contributions	60,626
NET OPERATING RESULT	63,237

BUDGET 2022/23 STATUTORY REPORT FORMAT

STATEMENT OF FINANCIAL POSITION

Description	(\$,000)
ASSETS	2022/23
Current assets	
Cash and cash equivalents	50,000
Investments	164,065
Receivables	16,991
Inventories	117
Other	2,366
Total current assets	233,539
Non-current assets	
Receivables	1,189
Investments	261,524
Infrastructure Property, Plant & Equipment	3,348,914
Leased Assets	81
Investments Accounted for Using Equity Method	5,600
Total non-current assets	3,617,309
Total assets	3,850,847

Description	(\$,000)
LIABILITIES	2022/23
Current liabilities	
Payables	41,478
Borrowings	2,003
Lease Liability	51
Provisions	42,166
Total current liabilities	85,698
Non-current liabilities	
Payables	316
Borrowings	827
Provisions	37,939
Total non-current liabilities	39,083
Total liabilities	124,780
Net assets	3,726,067
EQUITY	
Retained earnings	3,373,373
Reserves	352,694
Total Equity	3,726,067

BUDGET 2022/23 STATUTORY REPORT FORMAT

STATEMENT OF CASH FLOWS

Description	(\$,000)
CASH FLOWS FROM OPERATING ACTIVITIES	2022/23
Receipts:	
Rates and annual charges	211,246
User charges and fees	34,325
Investment revenue and interest	8,581
Grants and contributions	84,017
Other Revenues	20,720
Payments:	
Employee benefits and on-costs	(136,896)
Materials and contracts	(60,947)
Borrowing costs	(425)
Other	(47,357)
Net cash provided (or used in) operating activities	110,422
CASH FLOWS FROM INVESTING ACTIVITIES	
Receipts:	
Sale of investments	12,076
Sale of fixed assets	98,399
Payments:	
Purchase of investments	-
Purchase of fixed assets	(207,471)
Net cash provided by (or used in) investing activities	(96,996)
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts:	
Borrowings and advances	-
Other	-
Payments:	
Borrowings and advances	(9,663)
Lease Liabilities	(3,763)
Other	-
Net cash provided by (or used in) financing activities	(13,426)
Net increase/(decrease) in cash & cash equivalents	-
Cash & cash equivalents at beginning of reporting period	50,000
Cash & cash equivalents at end of reporting period	50,000

STATEMENT OF REVENUE POLICY - Incorporating the Statement of Fees & Charges 2022-23

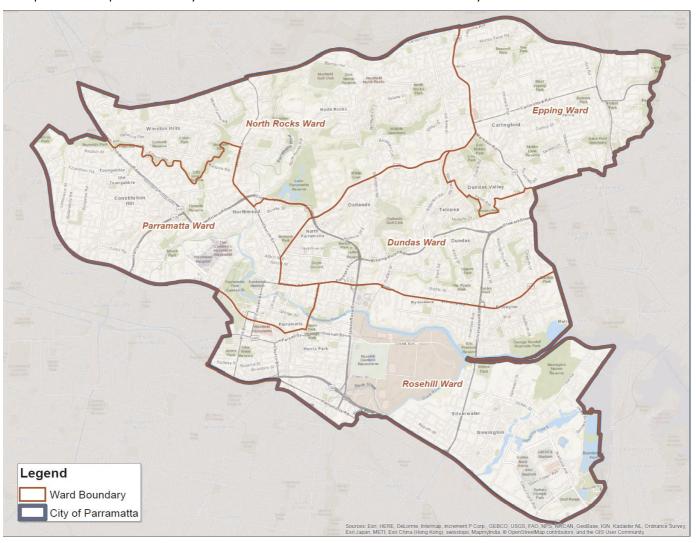
RATES HARMONISATION

The NSW State Government proclaimed the formation of The City of Parramatta Council on 12 May 2016. Councils were given four years to harmonise their rating structures across their new amalgamated local government areas (LGAs).

On 1 July 2021, the City of Parramatta rating system was harmonised to have a single rating structure for the entire LGA.

Council's proposed harmonised rating structure was placed on public exhibition in November 2020 and invited residents to have their say on the proposed structure. The feedback from residents was presented back to Council and on 8 March 2021 - Council adopted the proposed harmonised rating structure.

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



RATES & CHARGES

The principle of Council rating is to levy properties within the Local Government Area in order 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 and sets the maximum general income Council can collect from ordinary rates. General income comprises income from ordinary rates and special 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 nor granted a MDAF are categorised according to the dominant use of the property.

The Rates for 2022/23 will continue to be calculated on land values with a base date of 1 July 2019. This will be the final year base date 1 July 2019 will be used to calculate rates.

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 2022/23 rating year IPART has announced the limit by which Council's general rates income may be varied as +0.7%. General income does not include income from Waste Management charges, Water and Sewerage Service 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 did not receive any addition to the rate peg percentage for the 2022/23 rating year.

But over the previous 10-year period, Council has received rate peg increases between 1.5% and 3.6%.

IPART has agreed to undertake a broader review of its rate peg methodology and in the interim IPART has accepted and processed an additional round of Additional Special Variations (ASV) applications from Council. We applied and received approval for a permanent ASV of 1.8% (a total rate peg of 2.5%) for the 2022/23 rating year and an additional income of \$2.8m is being permanently added to our rating base.

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.

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. 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 tilted 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.

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 levy and 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. In accordance with section 566(3) of the Act the interest rate for 2022/23 will be 6% per annum and will be charged from 1 July 2022.

GENERAL RATING INFORMATION - 2022/2023 RATES & CHARGES

Council applied and received IPART approval for a permanent Additional Special Variation (ASV) of 1.8%, resulting in Council being granted a total rate peg of 2.5% for the 2022/23 rating year.

The estimated rate income for 2022/23 totals \$162,985,697 reflective of the ASV and other mandatory adjustments as per the following table:

Туре	Category/Subcategory	Number	Ad Valorem	Minimum	Estimated Rate
, ,	3 //		Rate	Rate \$	Income \$
Ordinary	Residential	99,310	0.00174558	725.18	101,093,727
Ordinary	Business – General	2,565	0.00410239	512.50	16,056,040
Ordinary	Business – CBD	1,618	0.01106654	743.12	24,516,130
Ordinary	Business - CBD #2	11	0.02365509	-	3,519,144
Ordinary	Business Industrial – ICA	986	0.00800110	743.12	17,800,656
					162,985,697

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 400 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.

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	1,003,825
Residential	All strata properties categorised as Residential or Residential CBD	\$12.50	717,125
		Total Residential	1,720,950
Business	All parcels of rateable urban land categorised as Business (all subcategories) including Business Strata properties	25.00 per 350m2. Capped at \$500	361,000
Business	All strata properties categorised as Business	25.00 per 350m2. Capped at \$500 with a minimum of \$5	16,247
		Total Business	377,247
Total Estimated Yield			

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	436.05	
	Domestic Waste Collection – 1 per Week	140 Litre Bin	476.70	
	Domestic Waste Collection – 1 per Week	240 Litre Bin	718.75	
	Domestic Waste Collection – 1 per Week	660 Litre Bin	1,810.20	
	Domestic Waste Collection – 1 per Week	1100 Litre Bin	2,481.75	
	Alternate Week Recyclables and Garden Waste Collection included in above service charges		123.80	
Additional service	Per Waste Bin – 1 per Week	140 Litre Bin	476.70	
	Per Waste Bin – 1 per Week	240 Litre Bin	718.75	
	Recycling – 1 per Fortnight	240 Litre Bin	123.80	
	Garden Waste – 1 per Fortnight	240 Litre Bin	123.80	
Unoccupied Land	Availability Charge	Not Applicable	85.60	
Note: Estimate m properties.	ay differ to financial statements due to rebo	ates given to eligib	le	
Total Domestic Waste				44,045,804

Commercial waste charges

Service	Service Mix	Size	Charge per Property	Estimated Income \$	
Basic service	Commercial Waste Collection – 1 per Wk	80 Litre Bin	444.50		
	Commercial Waste Collection – 1 per Wk	140 Litre Bin	493.35		
	Commercial Waste Collection – 1 per Wk	240 Litre Bin	743.30		
	Commercial Waste Collection – 1 per WK	660 Litre Bin	1,861.30		
	Commercial Waste Collection – 1 per WK	1100 Litre Bin	2,611.75		
Additional	Per Waste Bin – 1 per Week	140 Litre Bin	493.35		
service	Per Waste Bin – 1 per Week	240 Litre Bin	743.30		
	Recycling – 1 per Fortnight	240 Litre Bin	130.80		
	Recycling – Paper/Cardboard - Annual	660 Litre Bin	631.05		
	Recycling – Paper/Cardboard - Annual	1100 Litre Bin	854.80		
	Garden Waste – 1 per Fortnight	240 Litre Bin	130.80		
Note: Estimate may differ to financial statements due to rebates given to eligible properties.					
Total Commercial Waste					

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 2022/23 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 2022/23. This document also includes the pricing methodology used to determine those fees and charges.