

Sustainable Family
Green Heritage Modern
Clean

BURW2030D
**DELIVERY
PROGRAM**
2018-2021

Safe
Vibrant Multicultural
Creative
SHOPPING Inclusive

Delivered by



Burwood Council
heritage • progress • pride

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Acknowledgements

The Delivery Program has been prepared in accordance with the NSW State Government's Integrated Planning and Reporting framework requirements.

The Program addresses all the strategic goals identified by the community during the *Burwood2030* Community Strategic Plan consultation program.

We acknowledge and thank all stakeholders for their contribution.



Foreword

Message from the Mayor



Cr John Faker
Mayor of Burwood

It is with pleasure that I present the Burwood Council Delivery Program 2018-2021 to our community.

Our mission is to create a quality lifestyle for our residents whilst striving for excellence in the delivery of our services.

It is an exciting time for Burwood with the implementation of our newly revised Community Strategic Plan following extensive consultation with our community in 2017 and 2018.

In the coming years, we will be undertaking an exciting range of capital projects including beautification works in Burwood CBD and our town centres, upgrades to Enfield Aquatic Centre, and major enhancements to our local parks in addition to a comprehensive capital works program aimed at renewing and maintaining our local infrastructure.

The Operational Plan serves as the blueprint for our actions this financial year, ensuring that we achieve the vision and objectives identified by our community on time, on budget and to a high standard.

I look forward to working with my fellow Councillors, the staff and the community to ensure that our Council remains a leader in providing services to the community.

Cr John Faker
Mayor of Burwood

Message from the General Manager



Bruce Macdonnell
General Manager

The Delivery Program sets Council's priorities over the next three years, outlined under the five themes that guide our Community Strategic Plan:

- Community and lifestyle
- Leadership and innovation
- Healthy and sustainable environment
- Planning and infrastructure
- Vibrant city and villages

These priorities will be resourced by our Ten Year Financial Plan, our Asset Management Plan and our Workforce Plan.

The plans originated from the *Burwood2030* process are designed to cascade so that high level objectives – such as the goals identified in the Community Strategic Plan – are translated into specific actions.

In particular supporting the Delivery Program is an annual Plan, which details the individual project and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

Our Delivery Program is based on a realistic understanding of our capacity to deliver the targets identified for the next three years. This Program is a further step in our twenty year journey to achieve all the aspirations and needs expressed by our community.

Bruce Macdonnell
General Manager

Our Councillors



Cr John Faker
Mayor of Burwood

The current Council was elected in September 2017.

The Councillors have been elected to represent the local community and deliver its long term vision for Burwood:

A well connected, innovative, sustainable and safe community that embraces and celebrates its diversity



Cr Lesley Furneaux-Cook
Deputy Mayor



Cr Ernest Chan
Councillor



Cr Heather Crichton
Councillor



Cr Joseph Del Duca
Councillor



Cr Raj Dixit
Councillor



Cr George Mannah
Councillor

Burwood2030: The Framework

In accordance with the Integrated Planning and Reporting Framework introduced by the NSW State Government, Burwood Council has developed its 20 year Community Strategic Plan, Burwood2030. The Plan represents what the community identified as their needs and aspirations for the long-term future of Burwood, and it also outlines the strategies to achieve these goals.

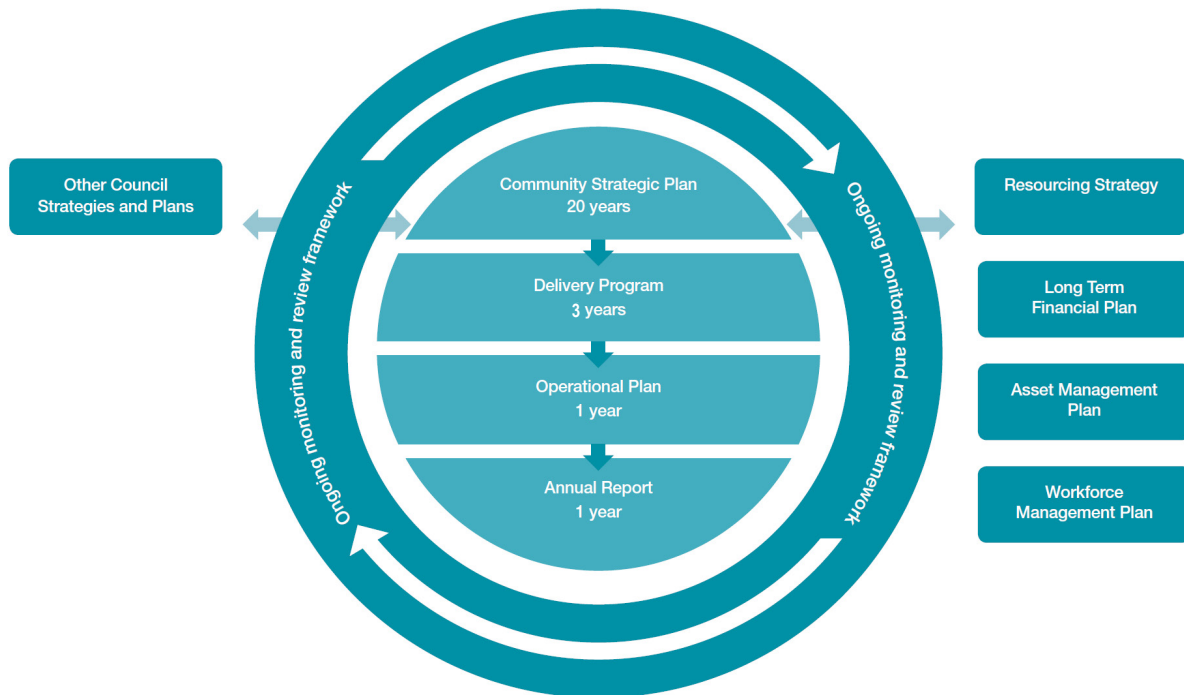
Cascading from the 20 year Community Strategic Plan is the Delivery Program listing the actions Council has identified as necessary to achieve the community's priorities.

The previous Delivery Program 2013-2017 was extended for the 2017-2018 due to pending council mergers, therefore this Program will cover a three year period.

The Delivery Program is then supported by an annual Operational Plan, which details Council's budget and identified the specific initiatives that are able to be funded each year.

These plans and priorities cannot be implemented without sufficient resources, such as assets, people, and money. That is why Burwood Council is developing a Resourcing Strategy, comprising our Ten Year Financial Plan, Asset Management Plan and Workforce Plan in conjunction with the Community Strategic Plan. A snapshot of the current strategy and our position has been attached to the Program.

The components of the new Integrated Planning and Reporting framework are explained in the diagram below:



Implementing the vision

Understanding the Delivery Program

The Delivery Program is divided into five themes identified in the Community Strategic Plan (CSP):

- Community and lifestyle
- Leadership and innovation
- Healthy and sustainable environment
- Planning and infrastructure
- Vibrant city and villages

Each theme has series of numbered strategic goals and objectives which link directly to the CSP to ensure that Council is delivering services in line with the community's vision.

The Operational Achievements will be delivered as part of the Operational Plan.

Responsibilities have been allocated to each of the objectives for implementation between 2018-2021.

Reporting on the outcomes

The objectives outlined in the Delivery Program and Operational Plan will be assessed and reported on a half-yearly basis.

Progress reports will be provided to the Council and the public.

Council's Annual Report will include annual achievements made in line with the Community Strategic Plan.

Endorsing the Program

The Delivery Program was placed on public exhibition from 23 May 2018 until 20 June 2018 and members of the community were invited to provide their feedback.



Community and lifestyle

	<i>Responsibilities</i>	<i>Delivery Program Objectives</i>	<i>Operational Plan Achievements</i>
1.1	High quality facilities, services and initiatives to meet the diverse needs of the community		
1.1.1	Provide a diverse range of strategies and initiatives that meet the needs of the community		
1.1.1.1	Community Services	Provide services to meet the current and future needs of diverse members in the community	Monitor, review and develop programs to assist diverse groups in the community such as seniors, youth, families and children, people living with a disability and people on low income
1.1.1.2	Community Services	Provide financial assistance for community projects and actively seek funding from other sources	Administer a grants program and actively promote other funding opportunities available to community groups
1.1.2	Provide library services that engage the community in lifelong learning and provide recreational and social opportunities in accessible and people-friendly environments and spaces		
1.1.2.1	Facilities & Venues	Provide a range of information and services to meet the needs of new and existing members	Identify and implement resources, information services and programs
1.1.2.2	Facilities & Venues	Provide resources to reflect the needs and interests of the multicultural community	Increase number of language resources available based on the demands and needs of the community
1.1.2.3	Facilities & Venues	Establish key partnerships with agencies and services providers	Deliver services, resources and initiatives in conjunction with agencies and service providers
1.1.3	Provide active and passive recreational and sporting activities that contribute to health and wellbeing		
1.1.3.1	Facilities & Venues	Enhance facilities at the Enfield Aquatic Centre to optimise use	Undertake Stage 2 of the Enfield Aquatic Centre Master Plan
1.1.3.2	Facilities & Venues	Offer programs at the Enfield Aquatic Centre based on the needs of residents and patrons	Improve the design of Learn to Swim and other programs and actively promote to the community
1.1.3.3	Facilities & Venues	Provide a safe and healthy environment for patrons	Undertake continual testing of water quality, safety audits and staff training to ensure a healthy and safe environment in accordance with NSW health standards
1.1.3.4	Urban Design & Landscape	Enhance parks and open spaces to promote recreational activities	Implement master plans for major parks and upgrade existing parks and reserves according to usage type
1.1.3.5	Community Services	Promote an active and healthy lifestyle	Offer programs and activities that promote active and passive recreation in partnership with local organisations and groups
1.1.4	Provide initiatives and facilities that encourage community participation and promote a healthy and harmonious lifestyle		
1.1.4.1	Facilities & Venues	Provide a range of venues and facilities for residents and community groups to meet their diverse needs	Offer a range of facilities for hire that accommodate the various types of use required by the community
1.1.4.2	Parks	Provide space for sporting and recreational activities	Offer parks for hire and identify green and open spaces that can be used for passive and active use by the community
1.1.4.3	Community Services	Promote an inclusive and harmonious lifestyle in the community	Provide programs and activities that encourage active community participation

1.2	A well informed, supported and engaged community		
1.2.1	Inform the community of Council's activities, facilities and services using accessible communication		
1.2.1.1	Community Engagement	Provide regular information in a range of formats to ensure that it is accessible to all members of the community	Deliver ongoing communication through appropriate methods based on the target audience
1.2.1.2	Community Engagement	Ensure language is easy to understand for all members of the community	Identify and utilise the appropriate language to use for communication of information based on the audience
1.2.2.	Modernise and enhance access to information on services		
1.2.2.1	Information & Communications Technology	Ensure all information is available in a digital and accessible format	Identify and implement new digital technology and social platforms to improve access to information
1.2.2.2	Information & Communications Technology	Increase Council's digital presence	Develop a modern website with improved accessibility and digitised services
1.2.3.	Enhance communication and community engagement through innovative solutions		
1.2.3.1	Community Engagement	Engage with, and increase Council presence with its digital community	Monitor and identify emerging technology and communication tools to enhance engagement
1.2.3.2	Community Engagement	Establish regular interaction and communication with the community through targeted methods	Identify local communities and provide relevant information through appropriate communication methods
1.2.3.3	Community Engagement	Promote informal discussions between Council and the community	Engage with residents and the digital community through face to face interactions and social media
1.2.4	Foster a sense of community pride		
1.2.4.1	Community Engagement	Provide leadership on the community's vision and values	Develop a visual identity and vision for Burwood in line with community aspirations
1.3	A safe community for residents, works and visitors		
1.3.1	Work with key partners and the community to minimise crime and enhance community safety		
1.3.1.1	Regulatory Services	Maintain and enhance CCTV capabilities	Ensure CCTV technology is up to date and utilised in key areas around Burwood as needed
1.3.1.2	Community Services	Work in partnership with NSW Police to support crime prevention and increase community safety	Deliver and support safety campaigns to target specific crimes and raise awareness in the community
1.3.1.3	Community Services, Regulatory Services	Liaise closely with NSW Police and other stakeholders to identify crime activity and trends	Regularly meet with NSW Police and other stakeholders and implement strategies to address crime activities and trends
1.3.2	Support and implement programs that aim to reduce anti-social behaviour		
1.3.2.1	Community Services, Regulatory Services	Implement strategies to reduce illegal dumping, vandalism, graffiti and abandoned trolleys	Deliver campaigns and provide initiatives to target illegal dumping, vandalism, graffiti and abandoned trolleys
1.3.2.2	Urban Design & Landscape	Deter anti-social behaviour through design	Implement place activation and design solutions that beautify the area and deter anti-social behaviour
1.3.2.3	Urban Design & Landscape, Civic Events	Encourage and promote a safe night time culture	Enhance street lighting, increase visibility and promote activities in and around town centres at night
1.4	A proud and inclusive community that celebrates diversity		
1.4.1	Celebrate the achievements of the local community		
1.4.1.1	Community Engagement	Share the achievements of the local community and its members	Publish information on local achievements through appropriate methods of communication
1.4.1.2	Community Engagement	Encourage and award achievements within the community	Provide initiatives such as awards and incentives to promote achievements and encourage community participation

1.4.2 Engage with Culturally and Linguistically Diverse communities			
1.4.2.1	Community Engagement	Ensure information is accessible to CALD community members	Provide translation support and information in relevant languages where appropriate
1.4.2.2	Information & Communications Technology	Harness the digital environment to provide information to CALD groups	Identify and implement technology which will assist in providing information to CALD communities
1.4.2.3	Community Services	Develop key relationships with CALD service providers	Identify and support CALD service providers that offer services within the community
1.4.2.4	Community Services	Provide opportunities for CALD communities to share and celebrate their cultures	Host and support inclusive activities and initiatives to improve communication between different cultural groups and between cultural groups and council
1.4.3 Coordinate, facilitate and support inclusive cultural events and initiatives to celebrate community, diversity and cultural heritage			
1.4.3.1	Community Services, Civic Events	Provide a program of inclusive community events which celebrate diversity	Engage with different cultural groups and encourage participation in events and services
1.4.3.2	Civic Events	Seek to support events and activities within the area that celebrate diversity	Provide support or sponsorship to cultural events and activities within the community
1.4.4 Promote and celebrate the area's heritage and Indigenous history			
1.4.4.1	Community Services, Heritage Services	Preserve and maintain the area's heritage and history	Support initiatives which celebrate the area's history and heritage
1.4.4.2	Community Services	Preserve and promote the local Indigenous history and identify existing cultures	Develop a strategy to acknowledge and celebrate the local Indigenous history and community
1.4.4.3	Civic Events	Remember and reflect on Australia's history in local context	Host events and services which promote awareness of Australian history such as Australia Day and Anzac Day and history of a local significance
1.4.5 Promote volunteering opportunities and local participation			
1.4.5.1	Community Services	Work with agencies to support volunteering and partner with culturally specific organisations to provide opportunities for volunteers of CALD background	Form strategic partnerships and support local volunteering initiatives
1.4.5.2	Organisation Development	Provide volunteering opportunities and participation within Council	Seek volunteering opportunities for Council projects, initiatives and events where possible
1.4.5.3	Community Services	Support the capacity of the local community to develop projects, events and activities	Provide skills development and project mentoring for individuals and groups

Leadership and innovation

	<i>Responsibilities</i>	<i>Delivery Program Objectives</i>	<i>Operational Plan Achievements</i>
2.1	Community confidence in Council's decision making		
2.1.1	Provide opportunities for discussions and report decisions back to the community		
2.1.1.1	Community Engagement	Consult and engage with the community on issues that impact the local community	Conduct workshops, special meetings and forums when necessary
2.1.1.2	Community Engagement	Provide an opportunity for the community to provide input and feedback on major decisions	Undertake community consultations in line with the Community Engagement Strategy
2.1.1.3	Governance	Report outcomes of Council decisions and resolutions	Provide information to the community on outcomes of Council decisions and resolutions in a timely manner
2.1.2	Inform the community on key regional projects and plans		
2.1.2.1	Community Engagement	Inform the community on key infrastructure projects which effect the local community	Provide information on major infrastructure projects that impact the local area and community
2.1.2.2	Governance	Provide community education on Council policies and regulations and other legislation which affects the community	Distribute relevant information in a format that is easy to understand to ensure the community are aware of any changes to policies, regulations or legislation
2.1.3	Ensure transparency and accountability in decision making		
2.1.3.1	Executive Services	Audit and evaluate projects and report outcomes to the community where possible	Provide transparent auditing processes and ensure reports are made available to the community where appropriate
2.1.3.2	Governance	Provide information in a transparent manner	Ensure all public information is accessible and made available in a timely manner
2.1.3.3	Finance & Procurement	Provide efficient and transparent procurement and purchasing	Maintain a transparent process when engaging with contractors, suppliers and businesses
2.2	Strong partnerships to benefit the community		
2.2.1	Maintain dialogue between neighbouring councils to share resources and improve provision of services		
2.2.1.1	Executive Team	Participate in regional associations and seek opportunities to work with neighbouring councils	Participate in inter-agencies and networks within the region and deliver initiatives through established Memorandums of Understanding
2.2.2	Develop strategic partnerships that will benefit the area and community		
2.2.2.1	Executive Team	Maintain and establish relationships with State and Federal agencies, service providers and not for profits	Seek funding opportunities and work with State and Federal agencies on initiatives that will benefit the community
2.2.2.2			Participate in regional alliances and local interagencies
2.3	Ensure financial sustainability and organisational effectiveness		
2.3.1	Identify and maintain additional revenue sources to ensure financial sustainability		
2.3.1.1	Finance & Procurement	Maintain an investment strategy and policy	Implement appropriate strategies and report outcomes to Council
2.3.1.2	Property Services	Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets	Manage Council's property portfolio to ensure best value returns and to ensure properties are developed, renewed and maintained for the benefit of the community

2.3.1.3	Finance & Procurement	Seek additional sources of income to improve financial sustainability such as discounted loans, financial grants and special variations	Identify the community's capacity and willingness for additional sources of income and implement where appropriate or required
2.3.2	Ensure the organisation is well led, staff can carry out their roles efficiently and effectively in line with the community's vision		
2.3.2.1	Executive Team	Deliver services and initiatives to the community in line with Council's Community Strategic Plan and supporting documentation	Develop, review and monitor a Resourcing Strategy including a Workforce Plan, Asset Management Plan and Long Term Financial Plan
2.3.2.2	Organisational Development	Ensure corporate values and objectives align with the community's vision	Develop, review and monitor a Corporate Plan
2.3.2.3	Organisational Development	Provide structured procedures and processes to ensure organisational effectiveness	Identify and implement frameworks that will improve organisational efficiency and business excellence
2.4	Efficient and innovative customer focused services		
2.4.1	Provide a 'one stop shop' for customers		
2.4.1.1	Property Services, Customer Service	Optimise the experiences of visitors to Council	Implement a service centre at the new Council Administration offices
2.4.1.2	Customer Service	Identify ways to provide enhanced customer service at key facilities	Identify and implement the use of concierges and undertake customer service training with relevant staff
2.4.1.3	Customer Service	Maintain high quality customer service for all points of contact	Ensure customers are attended to in line with service standards
2.4.2	Modernise and digitise relevant services to meet the needs of the community		
2.4.2.1	Information & Communications Technology	Allow customers to 'do business with council' entirely online	Digitise all forms, applications, requests and payment methods where possible
2.4.2.2	Customer Service, Information & Communications Technology	Explore new online communication tools	Identify and implement technology that will enhance and improve customer experience
2.4.3	Provide opportunity for ongoing community feedback to ensure best practice		
2.4.3.1	Customer Service	Allow customers to provide immediate feedback on their experience	Implement customer feedback mechanisms at Council facilities to receive immediate feedback on customer experience
2.4.3.2	Customer Service	Monitor and measure Council's customer service	Conduct initiatives to support and improve the training of Council staff in customer service
2.4.3.3	Customer Service, Community Engagement	Improve overall customer satisfaction	Conduct regular surveys to gauge customer experience
2.5	Leaders in the Local Government sector		
2.5.1	Provide strong leadership and advocacy on behalf of the community		
2.5.1.1	Governance	Support the roles of the elected body to ensure Councillors can govern efficiently and effectively on behalf of the community	Conduct regular training and induction sessions to support Councillors
2.5.1.2			Provide information and resources and encourage professional development

2.5.2	Monitor and review Council's performance against other councils		
2.5.2.1	Customer Service, Community Engagement	Review Council's services and functions to gauge residents' satisfaction and benchmark performance against other councils	Participate in benchmarking activities and analyse results to improve Council's performance (in areas such as financial sustainability, customer services, and other service provisions)
2.5.3	Strive for business excellence through innovation		
2.5.3.1	Executive Team	Implement technology which will increase efficiencies and productivity	Undertake an assessment of available technology to identify solutions that will streamline business processes
2.5.4	Anticipate emerging trends and changes that will impact the area		
2.5.4.1	Executive Team	Proactively monitor external strategies, technology and solutions that have the potential to impact Burwood	Seek opportunities to be involved in pilot programs and other initiatives aimed at assessing customer needs



Healthy and sustainable environment

	<i>Responsibilities</i>	<i>Delivery Program Objectives</i>	<i>Operational Plan Achievements</i>
3.1	Maintain and enhance green and open spaces		
3.1.1	Ensure strong planning controls to protect and encourage open and green spaces		
3.1.1.1	Strategic Planning	Ensure planning policies enhance and protect open and green space where appropriate	Develop specific plans of management for public spaces
3.1.1.2			Provide strategic planning input into future development proposal where possible
3.1.1.3			Ensure State and District Plan strategies are included into relevant Council planning policies
3.1.1.4			Identify opportunities to increase canopy coverage within the area
3.1.2	Pursue partnerships and opportunities to create new open spaces		
3.1.2.1	Strategic Planning	Negotiate with developers for additional space upon redevelopment of sites	Quantify and report on additional open space provided as part of redevelopment
3.1.3	Ensure regular cleaning and maintenance of local areas to prevent damage to the environment		
3.1.3.1	Works & Operations	Monitor and maintain local streets to mitigate risk to the environment	Provide regular street sweeping and maintenance services
3.1.3.2	Works & Operations	Maintain the stormwater drainage network	Regularly maintain and clean the stormwater drainage network and clear blocked pits
3.1.3.3	Parks	Remove priority weeds from public spaces	Implement a priority weed removal program in line with the Biosecurity Act 2015 (NSW)
3.1.3.4	Works & Operations	Maintain trees and vegetation to ensure that they are attractive and safe	Trees and vegetation are maintained as required to avoid damage or risk and new vegetation is planted where possible
3.1.4	Ensure all public parks and open spaces are accessible, maintained and well managed to meet the current and future needs of the community		
3.1.4.1	Parks	Regularly maintain parks, playgrounds, sportsfields, gardens and open spaces	Undertake scheduled maintenance programs to meet community needs
3.1.4.2	Landscape & Urban Design	Ensure sustainable materials are used for park amenities and facilities	Maintain and upgrade existing park amenities to ensure longevity and sustainability
3.1.4.3	Parks	Provide support for the establishment of sensory and community gardens	Identify opportunities to implement sensory or community gardens in existing parks, reserves and open spaces
3.1.4.4	Landscape & Urban Design	Ensure parks are accessible and offer inclusive activities	Ensure parks can be accessed by people living with a disability or impairment and that playgrounds are inclusive and accessible
3.2	Provide sustainable waste management practices		
3.2.1	Promote existing recycling services		
3.2.1.1	Environmental Services	Provide education and information about Council's recycling services	Use Council communication to inform the community on existing services
3.2.1.2	Environmental Services	Ensure residents adhere to sustainable recycling practices	Conduct bin audits and encourage residents to recycle correctly
3.2.2	Identify emerging waste management solutions		
3.2.2.1	Environmental Services	Actively seek and identify new processes and technology	Implement waste management solutions that will benefit the community

3.2.3	Establish clear targets for recycling and reducing waste to landfill		
3.2.3.1	Environmental Services	Ensure a community wide increase in recycling and reduction in landfill	Continue to report targets to the community
3.3	Educate the community on sustainable practices		
3.3.1	Provide initiatives to encourage more sustainable practices in the community and around home		
3.3.1.1	Environmental Services	Deliver educational programs to the community, networks and businesses that encourage sustainable practices	Provide an annual calendar of initiatives on environmentally sustainable practices
3.3.1.2	Environmental Services	Participate in regional sustainability programs	Work with neighbouring councils and agencies to deliver sustainability programs to the community
3.3.1.3	Environmental Services	Encourage the community to follow sustainable practices	Award residents, streets, businesses or areas that follow sustainable recycling practices
3.3.2	Promote public transport and more active forms of transport such as cycling and walking		
3.3.2.1	Environmental Services	Promote public transport, cycling and walking to residents going to work and those who work in Burwood	Undertake campaigns and initiatives that encourage the use of alternative transport
3.3.3	Encourage the community to take pride in the cleanliness and maintenance of the area		
3.3.3.1	Environmental Services	Promote a clean environment through urban architecture and landscaping	Identify opportunities to provide recycling and other waste collection terminals across town centres
3.3.3.2	Environmental Services	Raise awareness in the community on littering	Undertake campaigns to reduce littering in town centres
3.4	Leadership in environmental sustainability		
3.4.1	Invest in green and renewable technology		
3.4.1.1	Environmental Services	Implement green and renewable energy initiatives across Council facilities	Audit existing facilities and upgrade where appropriate
3.4.2	Promote greater use of more efficient green technologies and alternative energy sources		
3.4.2.1	Environmental Services	Support and promote Federal and State Government initiatives in the rollout of green technologies and alternative energy sources	Actively advertise State and Federal initiatives through Council's established communication channels
3.4.3	Ensure planning promotes environmentally sustainable development to reduce impacts on the environment		
3.4.3.1	Strategic Planning	Work with developers to promote sustainable developments	Provide strategic planning input into developments where possible to encourage vertical gardens and green spaces within the Burwood CBD
3.4.3.2	Building & Development, Regulatory Services	Ensure developers follow sustainable practices during construction	Carry out a regular program of inspections of development sites to ensure compliance with safe and sustainable practices (such as sediment control and removal of materials)
3.5	Encourage and contribute to public health and welfare		
3.5.1	Provide services and encourage the community to take pride in the area to ensure public health		
3.5.1.1	Environmental Services	Reduce spread of foodborne, waterborne and transferrable diseases	Undertake regular inspections of cooling towers and water systems, food premises and health, beauty and cosmetic premises to take action against risk
3.5.1.2	Environmental Services	Minimise urban related pollution such as air, water and noise pollution	Investigate air, water and noise pollution complaints

3.5.1.3	Environmental Services	Educate business owners on public health to ensure compliance with food regulations	An annual calendar of initiatives on public health including information in relevant community languages
3.5.1.4	Environmental Services	Educate the community on public health matters	Undertake and participate in relevant campaigns to raise awareness and engage the community
3.5.2	Provide services and support to encourage responsible animal ownership practices and ensure that animals are well cared for in a safe community		
3.5.2.1	Regulatory Services, Environmental Services	Educate residents on companion animals	Provide information and relevant campaigns to raise awareness in the community
3.5.2.2	Urban Design & Landscape	Establish pet friendly environments for animal owners	Consider pet friendly facilities when undertaken any new plans of management for parks, reserves and open spaces
3.5.2.3	Regulatory Services, Environmental Services	Provide regulatory support to ensure a safe environment for animals and residents	Undertake compliance inspections for dangerous or displaced animals



Planning and infrastructure

	<i>Responsibilities</i>	<i>Delivery Program Objectives</i>	<i>Operational Plan Achievements</i>
4.1	Implement regional traffic and parking strategies		
4.1.1	Ensure strategies accommodate population growth		
4.1.1.1	Traffic & Transport	Design traffic facilities which improve traffic flow and alleviate congestion	Investigate traffic hot spots and implement solutions such as pedestrian refuges, roundabouts or traffic calming devices
4.1.1.2	Strategic Planning	Encourage opportunities for additional public parking spaces within developments	Negotiate with developers for additional public parking within developments in the Burwood CBD where possible
4.1.1.3	Building & Development	Ensure developments provide sufficient parking and off-street parking in line with Council policies	Investigate parking provisions during assessments of development applications
4.1.1.4	Community Services	Consider social impacts of population growth	Investigate the social impact and quality of life of high density living
4.1.2	Implement strategies to promote alternative transport use		
4.1.2.4	Traffic & Transport	Investigate opportunities for bus priority lanes to improve public transport efficiency	Work with RMS and Transport NSW to identify locations for improved bus access
4.1.2.4	Traffic & Transport	Seek funding opportunities for cycling facilities and cycleways	Identify and apply for grants where possible and implement facilities which promote cycling (such a bicycle parking stations)
4.1.3	Work with key stakeholders to ensure an integrated transport plan		
4.1.3.1	Traffic & Transport	Work with RMS, STA, NSW Police and major stakeholders to continue to develop new parking initiatives	Conduct regular meetings with key stakeholders and report outcomes to the community
4.1.3.2	Traffic & Transport	Participate in regional projects to ensure an integrated transport network	Work with key agencies to ensure regional transport projects have a positive impact on the local community
4.1.3.3	Traffic & Transport	Consider pedestrians and cyclists as key stakeholders in traffic management planning	Ensure pedestrians and cyclists are consulted during traffic management planning
4.1.4	Enhance road and pedestrian safety		
4.1.4.1	Traffic & Transport	Educate residents on safe practices to reduce road incidents and fatalities	Undertake safety campaigns and run targeted programs and initiatives to promote safety around schools and town centres, pedestrian and cycling safety.
4.1.4.2	Traffic & Transport	Implement traffic facilities which will enhance road and pedestrian safety	Identify blind spots and hot spots and implement solutions to take action against potential incidents
4.2	Provide connected an accessible infrastructure		
4.2.1	Improve the accessibility of Burwood CBD		
4.2.1.1	Traffic & Transport	Improve pedestrian flow within the Burwood CBD	Investigate opportunities to limit motorist access to certain areas within the Burwood CBD
4.2.1.2	Traffic & Transport	Identify parking solutions that will alleviate traffic congestion	Review parking strategy within the Burwood CBD and investigate parking initiatives to alleviate traffic congestion

4.2.1.3	Traffic & Transport	Improve access and connection between the Burwood CBD and residential areas, facilities and open spaces and linkage to neighbouring areas	Implement strategies and initiatives to enhance connectivity within the area
4.2.2	Provide quality local infrastructure that caters to population growth		
4.2.2.1	Works & Operations	Regularly maintain and upgrade local roads, footpaths, kerbs and gutters	Provide an extensive capital works program to regularly maintain and renew local infrastructure
4.2.2.2	Works & Operations	Continue to monitor the condition of infrastructure across the area	Undertake infrastructure audits in order to determine the condition of local infrastructure
4.2.3	Ensure all Council infrastructure is safe and accessible		
4.2.3.1	Works & Operations	Ensure infrastructure design aids accessibility	Identify and incorporate prams and wheelchair access ramps and other facilities to improve accessibility
4.3	Burwood's existing heritage integrated with high quality urban design		
4.3.1	Encourage architectural integrity and aesthetically appealing buildings		
4.3.1.1	Building & Development	Planning policies to enhance and promote architectural integrity and aesthetically appealing buildings	Ensure that design is assessed as part of the development application process
4.3.2	Maintain and preserve heritage through relevant planning strategies		
4.3.2.1	Strategic Planning	Ensure integrity in planning to preserve heritage	Ensure that all development applications relating to heritage items or heritage conservation include a heritage assessment
4.3.2.2			Provide information and education relating to heritage as it applies to development
4.4	Participate in regional planning and infrastructure projects to ensure the best outcomes for the community		
4.4.1	Provide advocacy on regional and metropolitan projects on behalf of the community		
4.4.1.1	Strategic Planning, Traffic & Transport, Urban Design & Landscape	Ensure that the community's interest are taken into consideration on regional and metropolitan projects	Provide strategic and planning input into major regional infrastructure strategies and projects
4.4.2	Partner with key stakeholders to deliver major projects		
4.4.2.1	Strategic Planning, Traffic & Transport, Urban Design & Landscape	Work with State and Federal Governments and developers to ensure major infrastructure projects benefit the community	Actively participate in the planning process of regional and metropolitan infrastructure projects and advocate for the area's needs
4.5	Ensure customer focused processes for development services		
4.5.1	Ensure support and provide efficient assessment of developments		
4.5.1.1	Building & Development	Provide support and information on development processes	Develop and provide information on development application processes and services in an accessible and easy to understand format
4.5.1.2	Building & Development	Ensure streamlined and timely processes for development services	Assess development applications in a timely manner
4.5.2	Ensure independence and transparency in decision making on significant developments		
4.5.2.1	Governance	Facilitate and coordinate the Independent Hearing and Assessment Panel	Report decisions made by the Independent Hearing and Assessment Panel to the community

Vibrant city and villages

	<i>Responsibilities</i>	<i>Delivery Program Objectives</i>	<i>Operational Plan Achievements</i>
5.1	Maximise Burwood's regional and strategic status within inner western Sydney		
5.1.1	Stimulate the local economy and activate the Burwood CBD		
5.1.1.1	Community Engagement	Plan and facilities economic development strategies that stimulate the economy and attract businesses	Review and monitor Economic Strategies and policies
5.1.1.2	Civic Events	Attract large scale festivals, events and initiatives to the Burwood CBD	Apply for grants and sponsorships, and seek participation in regional, metropolitan and nation-wide initiatives
5.1.1.3	Community Engagement, Civic Events, Urban Design & Landscape	Promote Burwood CBD as a destination for food and culture	Promote and enhance the retail and dining experience in Burwood through initiatives which attract visitors
5.1.2	Encourage mixed use buildings: commercial and residential to maximise Burwood CBD		
5.1.2.1	Strategic Planning	Enhance and promote mix use buildings to ensure the Burwood CBD maintains its regional status	Review planning provisions for development controls and encourage mix use development where possible
5.1.3	Build links and partnerships with educational institutions for the development of diverse local skills		
5.1.3.1	Organisation Development	Promote and support local learning institutions to encourage residents to enter the local workforce	Provide and support opportunities for employment, placements, traineeships and volunteering where appropriate
5.1.4	Provide facilities to businesses, services and institutions for corporate events		
5.1.4.1	Facilities & Venues	Provide venues for businesses and services to conduct corporate events such as expos, conferences and seminars	Offer a range of facilities for hire that accommodate the various types of use required by businesses, services and institutions
5.2	Support and engage with local services and businesses		
5.2.1	???		
5.2.1.1	Community Engagement	Promote the services of local businesses to boost the local economy	Develop communication material that promotes local services and businesses to the community
5.2.2	Develop programs to strengthen and sustain local businesses		
5.2.2.1	Community Engagement	Facilitate educational and advisory initiatives that encourage good economic practices	Support State agencies in delivering business services to the community
5.2.2.2	Community Engagement	Engage with local business organisations and chambers	Maintain ongoing dialogue and identify opportunities to support initiatives or deliver joint projects
5.2.3	Encourage participation of local businesses in community events		
5.2.3.1	Civic Events	Invite local businesses to participate in Council's civic events	Provide regular notice to businesses of Council's upcoming events and provide opportunities for involvement

5.3	Enhance and foster the local identity		
5.3.1	Promote opportunities for public art and culture		
5.3.1.1	Community Services, Civic Events, Urban Design & Landscape	Encourage authorised public art and live performances and activations within the Burwood CBD	Implement public art and street music programs to enhance the culture within the Burwood CBD
5.3.2	Maintain an attractive Burwood CBD		
5.3.2.1	Civic Events	Regularly decorate the Burwood CBD	Develop and implement seasonal banner and decoration programs
5.3.2.2	Urban Design & Landscape	Enhance the aesthetics of the Burwood CBD through architecture and landscaping	Implement a CBD and Strathfield town centre master plan
5.3.2.3	Regulatory Services	Ensure the Burwood CBD and town centres are clean and presentable	Deliver a Safe & Clean program to monitor the CBD and town centres
5.3.3	Support innovation which will enhance local identity and culture		
5.3.3.1	Executive Team	Ensure the Burwood CBD is a modern and innovative centre	Identify and implement emerging technology that will enhance the CBD and attract visitors
5.3.4	Provide civic events which foster a sense of pride in the community		
5.3.4.1	Civic Events	Deliver a range of civic events which attract visitors to the area	Facilitate and coordinate major events that celebrate the area
5.4	Activate village precincts and preserve the distinct characters of surrounding residential areas		
5.4.1	Update and maintain the aesthetics of town centres and villages		
5.4.1.1	Urban Design & Landscape	Enhance the aesthetics of village town centres including Croydon, Croydon Park and Enfield	Develop master plans for village town centres
5.4.2	Promote and recognise local history through urban design		
5.4.2.1	Urban Design & Landscape	Interpret the local history and character of the area through art and design	Identify local history and implement art and design that creates a sense of pride in the area



BUDGET

Funding our future

The conversation so far

Between November 2017 and March 2018, Council reviewed the Community Strategic Plan adopted in 2010, to ensure the strategic objectives set in the Plan are still current and relevant.

As part of the consultation, Council sought feedback from residents on a potential SRV through a residents phone survey and online survey, media release and information on Council's website and social media channels. The phone survey indicated that 75 per cent of residents were at least 'somewhat supportive' of an SRV and 81 per cent of residents interviewed were unaware that a previous SRV was currently in place at the time of the survey.

The Delivery Program 2018-2021 and Budget 2018-2022 were placed on public exhibition between May and June 2018 with three proposed funding models from the community. Council received no submissions regarding the special variation.

- Option 1: Increase by the rate peg
- Option 2: 1% increase each year for three years
- Option 3: 2% increase each year for three years

Following further assessment and the development of Council's Asset Management Plan and Long Term Financial Plan, it is now recommended that Council models its potential special variation application scenario on a 2% increase above rate peg for four years, instead of three.

Council undertook an additional consultation from 12 December 2018 to 20 January 2019 called 'Funding our Future', presenting the revised options to the community.

A revised Delivery Program 2018-2021 and Budget 2018-2022 were placed on public exhibition during this period. Council received no submissions.

It is now recommended that Council applies to IPART for a special variation under Option 3 with an additional fourth year in order to improve the infrastructure backlog.

How we've improved

Over the past few years, we have concentrated on making Burwood Council stronger, more efficient and more strategic.

This has been achieved through a number of ways:

- Implemented an organisation restructure in September 2018
- Instigated a large number of service reviews making our Council more efficient and generating savings
- Sale of assets to inject liquidity
- Introduced a Risk and Audit function
- Review of major projects
- Revision of Community Strategic Plan and Long Term Financial Plan

These achievements were following the NSW Treasury's report on Local Government sustainability which identified Burwood as one of only five councils in NSW with a financial positive outlook.

In saying this, despite maximising efficiencies to better align service delivery with community expectations, these actions are not enough to continue to address Council's infrastructure backlog without compromising services.

As a result, Council is proposing a special rate variation above the permissible rate peg, starting 2019-20.

What is a SRV?

Rate pegging was introduced by the NSW Government in 1977 to limit the amount by which councils can increase its rate revenue from one year to the next.

Currently, council rates are determined by the Independent Pricing and Regulatory Tribunal (IPART), which sets a 'rate peg', however it does not take into consideration rising costs and residents' demand for increased services.

As a result, councils are able to apply for an SRV under s 508A of the Local Government Act 1993.

Why do we need an SRV?

Our major source of revenue has been limited in growth because of rate pegging. Despite consecutive years of returning to surplus, the community's increasing demand for services and the rising costs associated with providing them will mean that Council will not be able to address the backlog in infrastructure.

Without an SRV, Council will only be able to upgrade roads, footpaths, kerbs and gutters that are considered a high priority and not reduce the infrastructure backlog. As a result, other important Council services may likely be compromised long term in order to fund infrastructure upgrades.

Our infrastructure

Maintaining local roads and drains is a high priority for Council. In fact, last year alone we upgraded 8,300 lineal metres of roads and 600 lineal metres of pipes across the area.

An SRV will provide Council an additional \$1.992 million income which will be injected into road and kerb and gutter renewal in order to reduce the \$20 million infrastructure backlog.

What are the options?

Council will apply for a compounded increase under s 508A of the Local Government Act 1993. Two funding options have been put forward: maintain service and improve service. Council is currently undertaking consultation with the community in order to inform them on the various options available. A decision will be made in the first Council Meeting of 2019.

MAINTAIN SERVICE (Option 1)	Current service levels would be maintained in the short term, but later decline. Rates increase only by approved 'rate peg' amount. Council's capital works program may be compromised and priority will be given to essential infrastructure projects.
IMPROVE SERVICE (Option 2)	Improved service levels, new capital projects, upgrading and maintaining of existing infrastructure. Rates will increase progressively each year over four years.

What is the percentage increase in rates per year?

	2019-2020	2020-2021	2021-2022	2022-2023	Additional income	Cumulative Impact
MAINTAIN SERVICE	2.7% (rate peg)	2.5% (rate peg)	2.5% (rate peg)	2.5% (rate peg)	N/A	10.6%
IMPROVE SERVICE	4.7%	4.5%	4.5%	4.5%	\$1.992m	19.5%

Note: All scenarios include the rate peg adjustment by IPART estimated at 2.5%

Impact on ratepayers

Council has ensured that the proposed special variation has a minimal impact to ratepayers. The rate increase would cost less than \$4 per week by the final year for 66 per cent of ratepayers.

Furthermore, Council implemented an incremental increase to the Pensioner Rebate Scheme commencing 2018-19. In order to minimise the impact of an SRV, Council has introduced an additional pensioner rebate. The rebate scheme is as follows:

Additional Council Pensioner Rebate

	2018-2019	2019-2020	2020-2021	2021-22 and beyond
Rebate each year	\$50	\$75	\$125	\$125

How will this affect you?

MAINTAIN SERVICE	2018-2019	2019-2020	2020-2021	2021-2022	2022-23	Additional Payment at the end of 4 years
Business A	\$3,011	\$3,092	\$3,170	\$3,249	\$3,330	\$319
Business B	\$13,397	\$13,758	\$14,102	\$14,455	\$14,816	\$1,420
Business C	\$12,881	\$13,229	\$13,559	\$13,898	\$14,246	\$1,365
Business D	\$45,881	\$47,120	\$48,298	\$49,505	\$50,743	\$4,862
Mixed Development	\$2,042	\$2,097	\$2,149	\$2,203	\$2,258	\$216
Residential	\$1,358	\$1,395	\$1,430	\$1,466	\$1,502	\$144
Town Centre - Minor	\$3,481	\$3,575	\$3,664	\$3,756	\$3,850	\$369
Town Centre - Residential	\$1,256	\$1,290	\$1,322	\$1,355	\$1,389	\$133
IMPROVE SERVICE	2018-2019	2019-2020	2020-2021	2021-2022	2022-23	Additional Payment at the end of 4 years
Business A	\$3,011	\$3,153	\$3,295	\$3,443	\$3,598	\$587
Business B	\$13,397	\$14,026	\$14,657	\$15,317	\$16,006	\$2,610
Business C	\$12,881	\$13,486	\$14,093	\$14,727	\$15,390	\$2,509
Business D	\$45,881	\$48,037	\$50,199	\$52,458	\$54,819	\$8,938
Mixed Development	\$2,042	\$2,138	\$2,234	\$2,335	\$2,440	\$398
Residential	\$1,358	\$1,422	\$1,486	\$1,553	\$1,623	\$265
Town Centre - Minor	\$3,481	\$3,645	\$3,809	\$3,980	\$4,159	\$678
Town Centre - Residential	\$1,256	\$1,315	\$1,374	\$1,436	\$1,501	\$245

Note: All scenarios include the rate peg adjustment by IPART estimated at 2.5% (2.7% for 2019-20)

Option 1: Maintain Rate Peg Increase

Forward Estimates of Income & Expenditure

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
Operating Income				
Rates & Annual Charges	27,641,284	28,766,776	29,984,440	31,038,261
User Charges & Fees	10,361,515	10,758,553	11,173,575	11,496,247
Interest & Investment Revenue	1,300,000	1,421,500	1,547,500	1,728,500
Other Revenue	4,646,813	4,808,149	4,904,312	5,002,399
Operating Grants & Contributions	3,286,542	3,362,203	3,447,258	3,534,696
Capital Grants & Contributions	4,530,000	4,595,000	4,655,000	4,691,570
Total Operating Income	51,766,154	53,712,181	55,712,085	57,491,673
Operating Expenditure				
Employment Costs	20,651,120	21,206,830	21,812,444	22,508,575
Borrowing Costs	346,640	341,171	315,467	288,384
Materials & Contracts	10,730,579	10,843,365	11,282,855	11,506,755
Depreciation	7,175,000	7,246,750	7,319,218	7,392,410
Other Expenses	9,670,207	9,893,873	10,383,719	10,702,631
Total Operating Expenditure	48,573,546	49,531,989	51,113,703	52,398,755
Operating Result	3,192,608	4,180,192	4,598,382	5,092,918
Net Operating Result before Capital Items	(1,337,392)	(414,808)	(56,618)	401,348
Funding Statement				
Operating Result	3,192,608	4,180,192	4,598,382	5,092,918
Add Back Non Cash Items				
Depreciation	7,175,000	7,246,750	7,319,218	7,392,410
Total Non Cash Items	7,175,000	7,246,750	7,319,218	7,392,410
Adjusted Operating Result	10,367,608	11,426,942	11,917,600	12,485,328
Source of Capital Funds				
Sale of Assets	700,000	950,000	960,000	970,000
Loan Funds	1,000,000	-	-	-
Transferred From Section 94	2,400,000	2,150,000	2,200,000	900,000
Transferred From Reserves	2,895,000	2,215,000	1,905,000	2,425,000
Funds Available	17,362,608	16,741,942	16,982,600	16,780,328
Less Funds Utilised				
Acquisition of Assets	11,903,000	10,976,250	11,007,950	10,669,500
Loan Principal Repayment	633,015	705,061	737,741	701,696
Transfer to Section 94	4,030,000	4,095,000	4,155,000	4,191,570
Transfer to Reserves	740,000	915,000	1,025,000	1,160,000
Net Movement in Working Capital	56,593	50,631	56,909	57,562

Income Statement

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
Income from Continuing Operations				
Rates & Annual Charges	27,641,284	28,766,775	29,984,441	31,038,261
User Charges & Fees	10,361,515	10,758,553	11,173,575	11,496,247
Interest & Investment Revenue	1,300,000	1,421,500	1,547,500	1,728,500
Other Revenues	4,646,813	4,808,149	4,904,312	5,002,398
Grants & Contributions provided for Operating Purposes	3,286,542	3,362,203	3,447,258	3,534,696
Grants & Contributions provided for Capital Purposes	4,530,000	4,595,000	4,655,000	4,691,570
Total Income From Continuing Operations	51,766,154	53,712,180	55,712,086	57,491,672
Expenses From Continuing Operations				
Employee Benefits & On-Costs	20,651,120	21,206,830	21,812,444	22,508,575
Borrowing Costs	346,640	341,171	315,467	288,384
Materials & Contracts	10,730,579	10,843,365	11,282,856	11,506,755
Depreciation & Amortisation	7,175,000	7,246,750	7,319,218	7,392,410
Other Expenses	9,670,207	9,893,872	10,383,718	10,702,632
Total Expenses From Continuing Operations	48,573,546	49,531,988	51,113,703	52,398,756
Operating Result from Continuing Operations	3,192,608	4,180,192	4,598,383	5,092,916
Net Operating Result before Capital Items	(1,337,392)	(414,808)	(56,617)	401,346
Depreciation Contra	7,175,000	7,246,750	7,319,218	7,392,410
Disposal of Assets	700,000	950,000	960,000	970,000
Operating Funds Available	6,537,608	7,781,942	8,222,601	8,763,756

Balance Sheet

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
Assets				
<i>Current Assets</i>				
Cash & Cash Equivalents	6,696,736	9,076,005	12,478,419	15,543,842
Investments	39,750,000	39,750,000	39,750,000	39,750,000
Receivables	2,907,791	3,001,371	3,105,557	3,135,982
Other	357,684	363,583	379,877	389,394
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	49,712,211	52,190,959	55,713,853	58,819,218
<i>Non-Current Assets</i>				
Receivables	-	-	-	-
Infrastructure, Property, Plant & Equipment	384,221,894	387,001,394	389,730,127	392,037,217
Investment Property	3,600,000	3,600,000	3,600,000	3,600,000
Other	-	-	-	-
Total Non-Current Assets	387,821,894	390,601,394	393,330,127	395,637,217
Total Assets	437,534,105	442,792,353	449,043,980	454,456,435
Liabilities				
<i>Current Liabilities</i>				
Payables	8,808,750	8,410,975	8,573,675	8,671,629
Income Received in advance	830,401	861,295	889,579	912,859
Borrowings	705,061	737,741	701,697	661,315
Provisions	6,595,883	6,595,883	6,595,883	6,595,883
Total Current Liabilities	16,940,095	16,605,894	16,760,834	16,841,686
<i>Non-Current Liabilities</i>				
Payables	-	-	-	-
Borrowings	6,142,386	5,404,644	4,702,948	4,041,633
Provisions	202,117	202,117	202,117	202,117
Total Non-Current Liabilities	6,344,503	5,606,761	4,905,065	4,243,750
Total Liabilities	23,284,598	22,212,656	21,665,899	21,085,436
Net Assets	414,249,507	420,579,697	427,378,081	433,370,999
Equity				
Accumulated Surplus	213,210,507	219,540,697	226,339,081	232,331,999
Revaluation Reserves	201,039,000	201,039,000	201,039,000	201,039,000
Total Equity	414,249,507	420,579,697	427,378,081	433,370,999

Cash Flow Statement

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
Cash Flows from Operating Activities				
<i>Receipts</i>				
Rates & Annual Charges	27,619,388	28,740,601	29,956,123	31,013,754
User Charges & Fees	10,364,308	10,747,357	11,161,871	11,487,148
Interest & Investment Revenue Received	1,290,678	1,402,390	1,523,953	1,707,898
Grants & Contributions	10,346,422	10,109,589	10,298,002	9,151,930
Other	4,775,396	4,799,558	4,896,235	5,023,798
	54,396,192	55,799,495	57,836,184	58,384,528
<i>Payments</i>				
Employee Benefits & On-Costs	20,611,502	21,665,814	21,812,444	22,508,575
Materials & Contracts	10,925,015	10,786,102	11,134,405	11,416,373
Borrowing Costs	344,982	343,126	317,512	290,328
Other	9,670,207	9,893,872	10,383,718	10,702,632
	41,551,706	42,688,914	43,648,079	44,917,908
Net Cash provided (or used in) Operating Activities	12,844,486	13,110,581	14,188,105	13,466,620
Cash Flows from Investing Activities				
<i>Receipts</i>				
Sale of Infrastructure, Property, Plant & Equipment	700,000	950,000	960,000	970,000
<i>Payments</i>				
Purchase of Infrastructure, Property, Plant & Equipment	11,903,000	10,976,250	11,007,950	10,669,500
Net Cash provided (or used in) Investing Activities	(11,203,000)	(10,026,250)	(10,047,950)	(9,699,500)
Cash Flows from Financing Activities				
<i>Receipts</i>				
Proceeds from Borrowings & Advances	1,000,000	-	-	-
<i>Payments</i>				
Repayment of Borrowings & Advances	632,807	705,061	737,741	701,697
Net Cash Flow provided (used in) Financing Activities	367,193	(705,061)	(737,741)	(701,697)
Net Increase / (Decrease) in Cash & Cash Equivalents	2,008,679	2,379,270	3,402,414	3,065,423
Cash at the Beginning of the Reporting Year	44,438,055	46,446,734	48,826,004	52,228,418
Cash & Cash Equivalents - End of the Year	46,446,734	48,826,004	52,228,418	55,293,841

Option 2: Improve 2% Above Rate Peg

Forward Estimates of Income & Expenditure

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Operating Income					
Rates & Annual Charges	27,641,284	29,206,903	30,904,231	32,479,707	34,205,464
User Charges & Fees	10,361,515	10,758,553	11,173,575	11,496,247	11,828,294
Interest & Investment Revenue	1,300,000	1,421,500	1,547,500	1,728,500	1,879,500
Other Revenue	4,646,813	4,808,149	4,904,312	5,002,399	5,102,447
Operating Grants & Contributions	3,286,542	3,362,203	3,447,258	3,534,696	3,628,836
Capital Grants & Contributions	4,530,000	4,595,000	4,655,000	4,691,570	4,733,486
Total Operating Income	51,766,154	54,152,308	56,631,876	58,933,119	61,378,027

Operating Expenditure					
Employment Costs	20,651,120	21,206,830	21,742,444	22,508,575	23,227,308
Borrowing Costs	346,640	341,171	315,467	288,384	265,816
Materials & Contracts	10,730,579	10,843,365	11,352,855	11,506,755	11,714,719
Depreciation	7,175,000	7,246,750	7,319,218	7,392,410	7,466,334
Other Expenses	9,670,207	9,893,873	10,383,719	10,702,631	11,001,336
Total Operating Expenditure	48,573,546	49,531,989	51,113,703	52,398,755	53,675,513
Operating Result	3,192,608	4,620,319	5,518,173	6,534,364	7,702,514
Net Operating Result before Capital Items	(1,337,392)	25,319	863,173	1,842,794	2,969,028

Funding Statement					
Operating Result	3,192,608	4,620,319	5,518,173	6,534,364	7,702,514
Add Back Non Cash Items					
Depreciation	7,175,000	7,246,750	7,319,218	7,392,410	7,466,334
Total Non Cash Items	7,175,000	7,246,750	7,319,218	7,392,410	7,466,334
Adjusted Operating Result	10,367,608	11,867,069	12,837,391	13,926,774	15,168,848

Source of Capital Funds					
Sale of Assets	700,000	950,000	960,000	970,000	985,000
Loan Funds	1,000,000	-	-	-	-
Transferred From Section 94	2,400,000	2,150,000	2,200,000	900,000	800,000
Transferred From Reserves	2,895,000	2,215,000	1,905,000	2,425,000	980,000
Funds Available	17,362,608	17,182,069	17,902,391	18,221,774	17,933,848

Less Funds Utilised					
Acquisition of Assets	11,903,000	11,414,250	11,923,950	12,104,500	11,714,165
Loan Principal Repayment	633,015	705,061	737,741	701,696	661,315
Transfer to Section 94	4,030,000	4,095,000	4,155,000	4,191,570	4,233,486
Transfer to Reserves	740,000	915,000	1,025,000	1,160,000	1,256,530
Net Movement in Working Capital	56,593	52,758	60,700	64,008	68,352

Income Statement

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Income from Continuing Operations					
Rates & Annual Charges	27,641,284	29,206,902	30,904,231	32,479,707	34,205,463
User Charges & Fees	10,361,515	10,758,553	11,173,575	11,496,247	11,828,294
Interest & Investment Revenue	1,300,000	1,421,500	1,547,500	1,728,500	1,879,500
Other Revenues	4,646,813	4,808,149	4,904,312	5,002,398	5,102,446
Grants & Contributions provided for Operating Purposes	3,286,542	3,362,203	3,447,258	3,534,696	3,628,836
Grants & Contributions provided for Capital Purposes	6,930,000	6,745,000	6,855,000	5,591,570	5,533,486
Total Income From Continuing Operations	54,166,154	56,302,307	58,831,876	59,833,119	62,178,025
Expenses From Continuing Operations					
Employee Benefits & On-Costs	20,651,120	21,206,830	21,812,444	22,508,575	23,227,307
Borrowing Costs	345,999	341,172	315,468	288,384	265,817
Materials & Contracts	10,730,579	10,843,365	11,282,856	11,506,755	11,714,719
Depreciation & Amortisation	7,175,000	7,246,750	7,319,218	7,392,410	7,466,334
Other Expenses	9,670,207	9,893,872	10,383,718	10,702,632	11,001,336
Total Expenses From Continuing Operations	48,572,905	49,531,989	51,113,703	52,398,755	53,675,512
Operating Result from Continuing Operations	5,593,249	6,770,318	7,718,173	7,434,364	8,502,512
Net Operating Result before Capital Items	(1,336,751)	25,318	863,173	1,842,794	2,969,027
Depreciation Contra	7,175,000	7,246,750	7,319,218	7,392,410	7,466,334
Disposal of Assets	700,000	950,000	960,000	970,000	970,000
Operating Funds Available	6,538,249	8,222,068	9,142,391	10,205,204	11,405,361

Balance Sheet

\$	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Assets					
<i>Current Assets</i>					
Cash & Cash Equivalents	6,660,759	9,066,667	12,460,435	15,518,765	20,091,134
Investments	39,750,000	39,750,000	39,750,000	39,750,000	39,750,000
Receivables	2,917,258	3,012,837	3,129,458	3,173,422	3,286,090
Other	353,926	363,583	379,877	389,394	398,277
Non-current assets classified as "held for sale"	-	-	-	-	-
Total Current Assets	49,681,943	52,193,086	55,719,770	58,831,581	63,525,501
<i>Non-Current Assets</i>					
Receivables	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	384,221,894	387,439,394	391,084,126	394,826,217	398,089,048
Investment Property	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Other	-	-	-	-	-
Total Non-Current Assets	387,821,894	391,039,394	394,684,126	398,426,217	401,689,048
Total Assets	437,503,837	443,232,480	450,403,896	457,257,798	465,214,549
Liabilities					
<i>Current Liabilities</i>					
Payables	8,808,750	8,410,975	8,573,675	8,671,629	8,763,276
Income Received in advance	830,401	861,295	889,579	912,859	936,767
Borrowings	705,061	737,741	701,697	661,315	623,739
Provisions	6,595,883	6,595,883	6,595,883	6,595,883	6,595,883
Total Current Liabilities	16,940,095	16,605,894	16,760,834	16,841,686	16,919,665
<i>Non-Current Liabilities</i>					
Payables	-	-	-	-	-
Borrowings	6,142,386	5,404,644	4,702,948	4,041,633	3,417,894
Provisions	202,117	202,117	202,117	202,117	202,117
Total Non-Current Liabilities	6,344,503	5,606,761	4,905,065	4,243,750	3,620,011
Total Liabilities	23,284,598	22,212,655	21,665,898	21,085,436	20,539,675
Net Assets	414,219,239	421,019,825	428,737,998	436,172,362	444,674,874
Equity					
Accumulated Surplus	213,210,507	219,980,825	227,698,998	235,133,362	243,635,874
Revaluation Reserves	201,039,000	201,039,000	201,039,000	201,039,000	201,039,000
Total Equity	414,249,507	421,019,825	428,737,998	436,172,362	444,674,874

Cash Flow Statement

	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Cash Flows from Operating Activities					
			\$		
<i>Receipts</i>					
Rates & Annual Charges	27,619,388	29,170,492	30,864,759	32,443,068	34,165,330
User Charges & Fees	10,364,308	10,747,357	11,161,871	11,487,148	11,818,930
Interest & Investment Revenue Received	1,290,678	1,401,160	1,522,672	1,706,490	1,847,288
Grants & Contributions	10,346,422	10,109,589	10,298,002	9,151,930	9,161,535
Other	4,775,396	4,799,558	4,896,235	5,023,798	5,096,183
Total Receipts	54,396,192	56,228,157	58,743,538	59,812,435	62,089,265
<i>Payments</i>					
Employee Benefits & On-Costs	20,611,502	21,665,814	21,812,444	22,508,575	23,227,307
Materials & Contracts	10,925,015	10,786,102	11,134,405	11,416,373	11,630,124
Borrowing Costs	344,982	343,126	317,512	290,328	267,649
Other	9,670,207	9,893,872	10,383,718	10,702,632	11,001,336
Total Payments	41,551,706	42,688,914	43,648,079	44,917,908	46,126,416
Net Cash provided (or used in) Operating Activities	12,844,486	13,539,243	15,095,459	14,894,527	15,962,849
Cash Flows from Investing Activities					
<i>Receipts</i>					
Sale of Infrastructure, Property, Plant & Equipment	700,000	950,000	960,000	970,000	985,000
<i>Payments</i>					
Purchase of Infrastructure, Property, Plant & Equipment	11,903,000	11,414,250	11,923,950	12,104,500	11,714,165
Net Cash provided (or used in) Investing Activities	(11,203,000)	(10,464,250)	(10,963,950)	(11,134,500)	(10,729,165)
Cash Flows from Financing Activities					
<i>Receipts</i>					
Proceeds from Borrowings & Advances	1,000,000	-	-	-	-
<i>Payments</i>					
Repayment of Borrowings & Advances	632,807	705,061	737,741	701,697	661,315
Net Cash Flow provided (used in) Financing Activities	367,193	(705,061)	(737,741)	(701,697)	(661,315)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,008,679	2,369,932	3,393,768	3,058,330	4,572,369
Cash at the Beginning of the Reporting Year	44,438,055	46,446,734	48,816,666	52,210,434	55,268,764
Cash & Cash Equivalents - End of the Year	46,446,734	48,816,666	52,210,434	55,268,764	59,841,133

END OF PLAN

**If you have a comment or a question about the
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