

Sustainable Family
Green Heritage Modern
Clean

BURW2030D
**OPERATIONAL
PLAN**
2018-2019

Safe
Vibrant Multicultural
Creative
SHOPPING Inclusive

Delivered by



Burwood Council
heritage • progress • pride

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Acknowledgements

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

The Plan 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.

71 Burwood Road, Burwood
9745 3993

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Foreword

Message from the Mayor



Cr John Faker
Mayor of Burwood

It is with pleasure that I present the Burwood Council Operational Plan 2018-19 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 2018-19, we will be undertaking an exciting range of capital projects including beautification works in the 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 Operational Plan details the individual projects and services that Council will undertake in the 2018-19 financial year.

These activities will be resourced through the annual budget, which in turn is part of our Long Term Financial Plan.

Burwood is in a strong position financially to continue delivering a high level of services and initiatives to our community following the implementation of numerous strategies which have made Council a more efficient and sustainable organisation.

Council will provide a high level of capital works while delivering an intensive program of community services and civic events to residents and stakeholders throughout the year.

As with any plan or budget, our Operational Plan is based on a realistic understanding of our financial, staffing and asset capacity to deliver the targets identified for the next twelve months.

Changes in circumstances might require adjustments in the prioritisation of projects and services however Burwood Council will endeavour to keep its community informed throughout the process.

I look forward to working with the Council, the staff and the community in working together to create an even better Burwood.

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

Implementing the vision

Understanding the Operational Plan

The Operational Plan 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.

Responsibilities have been allocated to each of the objectives and achievements have been identified for Council to implement in 2018-2019.

Reporting on the outcomes

The objectives outlined in the 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 Plan

The Operational Plan and Budget will be placed on public exhibition from 23 May 2018 until 20 June 2018 and members of the community are invited to provide their feedback.

Community and lifestyle

| | Responsibilities | Delivery Program Objectives | Operational Plan Achievements |
|--------------|---|---|--|
| 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 | | |
| | 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, family and children, economically disadvantaged and people living with a disability |
| | 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 an accessible and people-friendly environment | | |
| | Facilities & Venues | Provide a range of information and services to meet the needs of new and existing members | Identify and implement resources and information services |
| | 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 |
| | 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 sport and recreational initiatives to promote active and passive recreation that contribute to health and wellbeing | | |
| | Facilities & Venues | Enhance facilities at the Enfield Aquatic Centre to optimise use | Undertake Stage 2 of the Enfield Aquatic Centre Master Plan |
| | Facilities & Venues | Offer programs at the Enfield Aquatic Centre based on the needs of residents and patrons | Consult with patrons to inform the design of Learn to Swim and other programs |
| | Facilities & Venues | Provide a safe and healthy environment for patrons | Undertake testing of water quality, safety audits and staff training to ensure a healthy and safe environment |
| | 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 |
| | Community Services | Promote an active and healthy lifestyle | Offer programs and activities that promote active and passive recreation |
| 1.1.4 | Provide initiatives and facilities that encourage community participation and promote a healthy and harmonious lifestyle | | |
| | 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 |
| | 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 |
| | Community Services | Promote an inclusive and harmonious lifestyle | Provide programs and activities that encourage an inclusive and harmonious lifestyle |

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| 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 | | |
| | 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 |
| | 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 | | |
| | 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 |
| | 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 | | |
| | Community Engagement | Engage with, and increase Council presence with its digital community | Monitor and identify emerging technology and communication tools to enhance engagement |
| | Community Engagement | Establish regular interaction and communication with the community through targeted methods | Identify local communities and provide relevant information through appropriate communication methods |
| | 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 | | |
| | 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, workers and visitors | | |
| 1.3.1 | Work with key partners and the community to minimise crime and enhance community safety | | |
| | Regulatory Services | Maintain and enhance CCTV capabilities | Ensure CCTV technology is up to date and utilised in key areas around Burwood as needed |
| | 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 |
| | 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 | | |
| | 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 |
| | Urban Design & Landscape | Deter anti-social behaviour through design | Implement place activation and design solutions that beautify the area and deter anti-social behaviour |
| | 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 | | |
| | Community Engagement | Share the achievements of the local community and its members | Publish information on local achievements through appropriate methods of communication |
| | Community Services | Encourage and award achievements within the community | Provide initiatives such as awards and incentives to promote achievements and encourage community participation |

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| 1.4.2 | Engage with Culturally and Linguistically Diverse community | | |
| | Community Engagement | Ensure information is accessible to culturally and linguistically diverse (CALD) community members | Provide translation support and information in relevant languages where appropriate |
| | 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 |
| | Community Services | Develop key relationships with CALD service providers | Identify and support CALD service providers that offer services within the community |
| | Community Services | Provide opportunities for CALD members to integrate with the community | 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 | | |
| | 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 |
| | 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 | | |
| | Community Services, Heritage Services | Preserve and maintain the area's heritage and history | Support initiatives which celebrate the area's history and heritage |
| | 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 |
| | 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 | | |
| | 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 |
| | Organisation Development | Provide volunteering opportunities and participation within Council | Seek volunteering opportunities for Council projects, initiatives and events where possible |

Leadership and innovation

| | <i>Responsibilities</i> | <i>Delivery Program Objectives</i> | <i>Operational Plan Achievements</i> |
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| 2.1 | Community confidence in Council's decision making | | |
| 2.1.1 | Provide opportunities for discussions and report decisions back to the community | | |
| | Community Engagement | Consult and engage with the community on issues that impact the local community | Conduct workshops, special meetings and forums when necessary |
| | 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 |
| | 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 | | |
| | 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 |
| | 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 | | |
| | 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 |
| | Governance | Provide information in a transparent manner | Ensure all public information is accessible and made available in a timely manner |
| | 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 | | |
| | 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 | | |
| | 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 |
| | | | Participate in regional alliances |
| 2.3 | Ensure financial sustainability and organisational effectiveness | | |
| 2.3.1 | Identify and maintain additional revenue sources to ensure financial sustainability | | |
| | Finance & Procurement | Maintain an investment strategy and policy | Implement appropriate strategies and report outcomes to Council |
| | 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 |
| | 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 |

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| 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 | | |
| | 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 |
| | Organisational Development | Ensure corporate values and objectives align with the community's vision | Develop, review and monitor a Corporate Plan |
| | 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 | | |
| | Property Services, Customer Service | Optimise the experiences of visitors to Council | Implement a service centre at the new Council Administration offices |
| | 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 |
| | 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 | | |
| | Information & Communications Technology | Allow customers to 'do business with council' entirely online | Digitise all forms, applications, requests and payment methods where possible |
| | 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 | | |
| | 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 |
| | Customer Service | Monitor and measure Council's customer service | Conduct initiatives to support and improve the training of Council staff in customer service |
| | 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 | | |
| | 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 |
| | | | Provide information and resources and encourage professional development |
| 2.5.2 | Monitor and review Council's performance against other councils | | |
| | 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) |

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| 2.5.3 | Strive for business excellence through innovation | | |
| | 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 | | |
| | 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

| | Responsibilities | Delivery Program Objectives | Operational Plan Achievements |
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| 3.1 | Maintain and enhance green and open spaces | | |
| 3.1.1 | Ensure strong planning controls to protect and encourage open and green spaces | | |
| | Strategic Planning | Ensure planning policies enhance and protect open and green space where appropriate | Develop specific plans of management for public spaces |
| | | | Provide strategic planning input into future development proposal where possible |
| | | | Ensure State and District Plan strategies are included into relevant Council planning policies |
| | | | Identify opportunities to increase canopy coverage within the area |
| 3.1.2 | Pursue partnerships and opportunities to create new open spaces | | |
| | 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 | | |
| | Works & Operations | Monitor and maintain local streets to mitigate risk to the environment | Provide regular street sweeping and maintenance services |
| | Works & Operations | Maintain the stormwater drainage network | Regularly maintain and clean the stormwater drainage network and clear blocked pits |
| | Parks | Remove priority weeds from public spaces | Implement a priority weed removal program in line with the Biosecurity Act 2015 (NSW) |
| | 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 | | |
| | Parks | Regularly maintain parks, playgrounds, sportsfields, gardens and open spaces | Undertake scheduled maintenance programs to meet community needs |
| | Urban Design & Landscape | Ensure sustainable materials are used for park amenities and facilities | Maintain and upgrade existing park amenities to ensure longevity and sustainability |
| | Parks, Urban Design & Landscape | 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 |
| | Urban Design & Landscape | 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 | | |
| | Environmental Services | Provide education and information about Council's recycling services | Use Council communication to inform the community on existing services |
| | 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 | | |
| | Environmental Services | Actively seek and identify new processes and technology | Implement waste management solutions that will benefit the community |

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| 3.2.3 | Establish clear targets for recycling and reducing waste to landfill | | |
| | 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 | | |
| | 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 |
| | Environmental Services | Participate in regional sustainability programs | Work with neighbouring councils and agencies to deliver sustainability programs to the community |
| | 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 | | |
| | 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 | | |
| | Environmental Services | Promote a clean environment through urban architecture and landscaping | Identify opportunities to provide recycling and other waste collection terminals across town centres |
| | 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 | | |
| | 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 | | |
| | 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 | | |
| | 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 |
| | 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 | | |
| | 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 |
| | Environmental Services | Minimise urban related pollution such as air, water and noise pollution | Investigate air, water and noise pollution complaints |

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| | 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 |
| | 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 | | |
| | Regulatory Services, Environmental Services | Educate residents on companion animals | Provide information and relevant campaigns to raise awareness in the community |
| | Urban Design & Landspace | Establish pet friendly environments for animal owners | Consider pet friendly facilities when undertaking any new plans of management for parks, reserves and open spaces |
| | 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 | | |
| | 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 |
| | 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 |
| | Building & Development | Ensure developments provide sufficient parking and off-street parking in line with Council policies | Investigate parking provisions during assessments of development applications |
| 4.1.2 | Implement strategies to promote alternative transport use | | |
| | 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 |
| | 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 interegrated transport plan | | |
| | 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 |
| | 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 |
| | 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 | | |
| | 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. |
| | 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 accessibilty of Burwood CBD | | |
| | Traffic & Transport | Improve pedestrian flow within the Burwood CBD | Investigate opportunities to limit motorist access to certain areas within the Burwood CBD |
| | 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 |
| | 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 |

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| 4.2.2 | Provide quality local infrastructure that caters to population growth | | |
| | 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 |
| | 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 | | |
| | Works & Operations | Ensure infrastructure design aids accessibility | Identify and incorporate prams and wheelchair access ramps and other facilities to improve accessibility |
| 4.3 | Integrate Burwood's existing heritage with high quality urban design | | |
| 4.3.1 | Encourage architectural integrity and aesthetically appealing buildings | | |
| | 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 | | |
| | 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 |
| | | | 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 | | |
| | 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 | | |
| | 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 | | |
| | 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 |
| | 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 | | |
| | 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 | | |
| | Community Engagement | Plan and facilities economic development strategies that stimulate the economy and attract businesses | Review and monitor Economic Strategies and policies |
| | 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 |
| | 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 | | |
| | 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 | | |
| | 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 | | |
| | 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 | Promote local businesses and services to the community | | |
| | 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 | | |
| | Community Engagement | Facilitate educational and advisory initiatives that encourage good economic practices | Support State agencies in delivering business services to the community |
| | 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 | | |
| | 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 | | |
| | Civic Events, Community Services, 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 | | |
| | Civic Events | Regularly decorate the Burwood CBD | Develop and implement seasonal banner and decoration programs |
| | Urban Design & Landscape | Enhance the aesthetics of the Burwood CBD through architecture and landscaping | Implement a Burwood CBD master plan |
| | 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 | | |
| | 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 | | |
| | 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 | | |
| | 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 | | |
| | 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 |

Sustainable Family
Green
Heritage Modern
Clean

BURW2030D

BUDGET

2018-2019

Safe
Vibrant Multicultural
Creative
SHOPPING
Parks
Inclusive

Budget overview

Delivering for our community

Burwood Council's Budget 2018-19 and four year projections have been developed with a clear focus on delivering the community's long term vision outlined in the *Burwood2030* Community Strategic Plan.

The Operational Plan puts into action the objectives the community has identified as high-priority and forms part of the Delivery Program 2018-2021.

The following major projects have been considered in the budget:

- Town Centre Beautification Master Plan
- Enfield Aquatic Centre upgrades
- Parks and playground upgrades
- Ongoing infrastructure and renewal works

Funding our future

In addition to delivering these services to the community, Council is committed to maintaining long term financial sustainability and aims to achieve this through strategic planning and prudent investment.

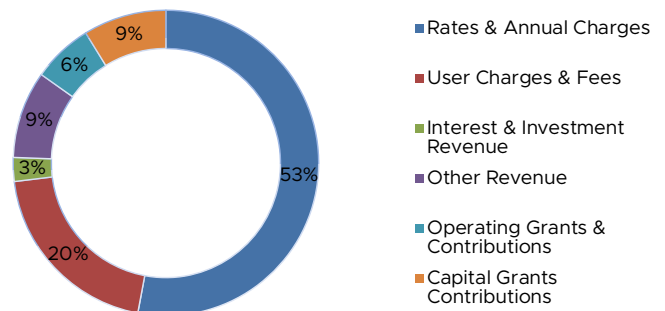
Therefore, in order to ensure that Council can continue to deliver services at its current level, Council is proposing to apply for a special variation for a three year period commencing in the year 2019-2020. Two different special variation models have been put forward: option 1 will be a 1% increase above the rate peg per annum, option 2 will be a 2% increase above the rate peg per annum.

The additional funding received from the special variation will be used to fund Council's comprehensive capital works program to upgrade local roads, footpaths, kerbs and gutters, and drainage.

Revenue

Revenue

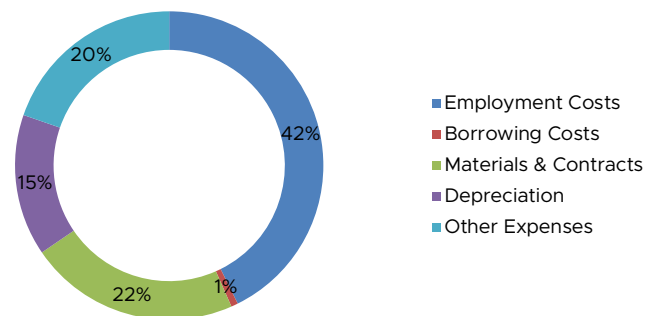
| | |
|----------------------------------|-------------------|
| Rates & Annual Charges | 27,281,929 |
| User Charges & Fees | 10,361,515 |
| Interest & Investment Revenue | 1,300,000 |
| Other Revenue | 4,761,813 |
| Operating Grants & Contributions | 3,286,542 |
| Capital Grants Contributions | 4,530,000 |
| Total Operating Revenue | 51,521,799 |



Expenditure

Expenditure

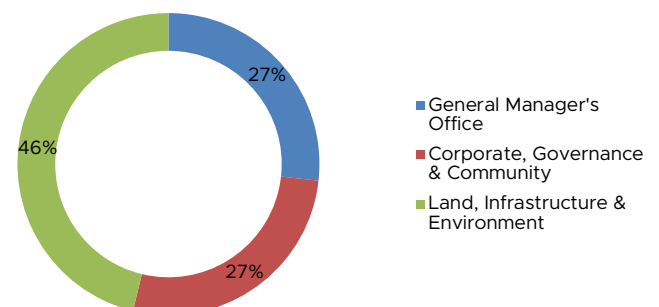
| | |
|------------------------------------|-------------------|
| Employment Costs | 20,621,120 |
| Borrowing Costs | 346,640 |
| Materials & Contracts | 10,670,579 |
| Depreciation | 7,175,000 |
| Other Expenses | 9,515,852 |
| Total Operating Expenditure | 48,329,191 |



Expenditure by Division

Division

| | |
|------------------------------------|-------------------|
| General Managers Office | 12,930,519 |
| Corporate, Governance & Community | 13,057,739 |
| Land, Infrastructure & Environment | 22,340,933 |
| Total Operating Expenditure | 48,329,191 |



Division Summary

| Division | Team | Op Exp (Excl Depn & Int Chgs) | Total Op Revenue | Acquisition of Assets | Loan Repay- ment | Sale of Assets | Loan Bor- rowings | Net Re- serve Movement | Net S94 Movementw | Net Move- ment in Working Capital |
|--|--|-------------------------------------|---------------------|--------------------------|------------------------|-------------------|----------------------|------------------------------|----------------------|--|
| Office of the General Manager | | | | | | | | | | |
| General Managers Office | General Managers Office | 2,071,560 | 28,485,340 | 400,000 | 633,015 | 0 | | 0 | (4,030,000) | 21,350,765 |
| General Managers Office | Mayors Office | 317,013 | 0 | 0 | 0 | 0 | | 0 | 0 | (317,013) |
| General Managers Office | Councillors | 429,222 | 7,000 | 0 | 0 | 0 | | 0 | 0 | (422,222) |
| Media, Events & Communication | Media & Events | 887,383 | 116,000 | 0 | 0 | 0 | | 0 | 0 | (771,383) |
| Executive Management | Executive Manager | 279,839 | 0 | 0 | 0 | 0 | | 0 | 0 | (279,839) |
| Organisational Development | Organisational Development | 1,770,502 | 143,662 | 0 | 0 | 0 | | (150,000) | 0 | (1,776,840) |
| Sub Total Office of the General Manager | | 5,755,519 | 28,752,002 | 400,000 | 633,015 | 0 | 0 | (150,000) | (4,030,000) | 17,783,468 |
| Corporate, Governance and Community | | | | | | | | | | |
| Deputy General Manager Administration | Corporate, Governance Community Administration | 377,174 | 0 | 0 | 0 | 0 | | 0 | 0 | (377,174) |
| Economic Development | Economic Development | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Property Management | Property Management | 1,580,207 | 1,738,363 | 2,700,000 | 0 | 0 | 0 | 1,300,000 | 1,400,000 | 158,156 |
| Financial Services | Financial Services | 1,284,183 | 144,500 | 0 | 0 | 0 | | 0 | 0 | (1,139,683) |
| Enfield Aquatic Centre | Enfield Aquatic Centre | 2,159,768 | 1,477,100 | 0 | 0 | 0 | | (75,000) | 0 | (757,668) |
| Procurement | Procurement | 123,352 | 1,100 | 0 | 0 | 0 | | 0 | 0 | (122,252) |
| Corporate & Governance | Governance | 396,876 | 1,300 | 0 | 0 | 0 | | (90,000) | 0 | (485,576) |
| Library & Community Services | Community Services | 1,157,312 | 99,479 | 0 | 0 | 0 | | 0 | 0 | (1,057,833) |
| Library & Community Services | CHSP | 940,626 | 958,436 | 0 | 0 | 0 | | 0 | 0 | 17,810 |
| Library & Community Services | Library Services | 1,901,711 | 127,003 | 150,000 | 0 | 0 | | 0 | 0 | (1,924,708) |
| Customer Services & Records | Customer Services | 842,208 | 4,900 | 0 | 0 | 0 | | 0 | 0 | (837,308) |

(Continued)

| Division | Team | Op Exp (Excl Depn & Int Chgs) | Total Op Revenue | Acquisition of Assets | Loan Repay- ment | Sale of Assets | Loan Bor- rowings | Net Re- serve Movement | Net S94 Movement | Net Move- ment in Working Capital |
|---|---|-------------------------------------|---------------------|--------------------------|------------------------|-------------------|----------------------|------------------------------|---------------------|--|
| Customer Services & Records | Records | 315,125 | 15,000 | 0 | 0 | 0 | | 0 | 0 | (300,125) |
| Information Services | Information Services | 1,979,197 | 0 | 505,000 | 0 | 0 | | 195,000 | 0 | (2,289,197) |
| Sub Total Corporate, Governance & Community | | 13,057,739 | 4,567,181 | 3,355,000 | 0 | 0 | 0 | 1,330,000 | 1,400,000 | (9,115,558) |
| Land, Infrastructure & Environment | | | | | | | | | | |
| Deputy General Manager Administration | Land, Infrastructure & Environment Administration | 408,541 | 0 | 0 | 0 | 0 | | 0 | 0 | (408,541) |
| Building & Development | Building & Development | 1,618,543 | 1,016,000 | 0 | 0 | 0 | | 0 | 0 | (602,543) |
| Strategic Planning | Strategic Planning | 737,440 | 60,000 | 0 | 0 | 0 | | 0 | 125,000 | (552,440) |
| Environment & Health | Environment & Health | 4,755,002 | 5,528,550 | 85,000 | 0 | 0 | | 150,000 | 0 | 838,548 |
| Compliance | Compliance | 2,537,545 | 4,134,500 | 0 | 0 | 0 | | 0 | 0 | 1,596,955 |
| Assets, Landscape & Urban Design | City Asset Services | 877,525 | 120,000 | 4,773,000 | 0 | 0 | 1,000,000 | 0 | 400,000 | (4,130,525) |
| Assets, Landscape & Urban Design | City Assets - Landscape Planning & Design | 232,874 | 18,700 | 740,000 | 0 | 0 | | 300,000 | 0 | (654,174) |
| Traffic & Transport | Traffic & Transport | 2,032,661 | 5,001,650 | 600,000 | 0 | 0 | | (100,000) | 600,000 | 2,868,989 |
| Works Operations & Parks | Depot | 1,718,261 | 206,500 | 1,450,000 | 0 | 700,000 | | 500,000 | 0 | (1,761,761) |
| Works Operations & Parks | Civil Engineering | 2,630,071 | 1,550,538 | 500,000 | 0 | 0 | | 0 | 0 | (1,579,533) |
| Works Operations & Parks | Parks & Gardens | 2,920,312 | 106,000 | 0 | 0 | 0 | | 0 | 0 | (2,814,312) |
| Works Operations & Parks | Waste & Cleansing Services | 1,872,158 | 460,178 | 0 | 0 | 0 | | 0 | 0 | (1,411,980) |
| Sub Total Land, Infrastructure & Environment | | 22,340,933 | 18,202,616 | 8,148,000 | 0 | 700,000 | 1,000,000 | 850,000 | 1,125,000 | (8,611,317) |
| Consolidated Result | | 41,154,191 | 51,521,799 | 11,903,000 | 633,015 | 700,000 | 1,000,000 | 2,030,000 | (1,505,000) | 56,593 |

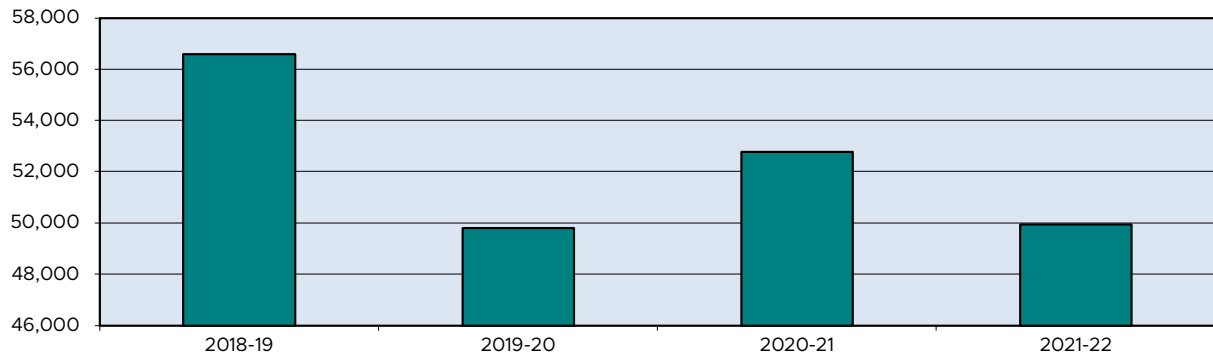
Division Summary

| Division | Project | Amount (\$'000) |
|---------------------------------------|---|-----------------|
| General Manager | Corporate Projects – <i>to be determined</i> | 400 |
| Corporate Governance & Community | Enfield Aquatic Centre Upgrade – Stage 2 | 2,300 |
| | Information Technology | 505 |
| | Library Resources | 150 |
| | Buildings Upgrade | 400 |
| Land, Infrastructure & Environment | Annual Infrastructure Upgrade VProgram | 3,638 |
| | Infrastructure - Loan | 1,000 |
| | Town Centres Beautification | 600 |
| | Parks & Playgrounds Upgrade | 940 |
| | Plant & Equipment | 1,450 |
| | Stormwater Management | 435 |
| | Waste Disposal Bins | 85 |
| Total | | 11,903 |

BUDGET FORECAST 2018-2022

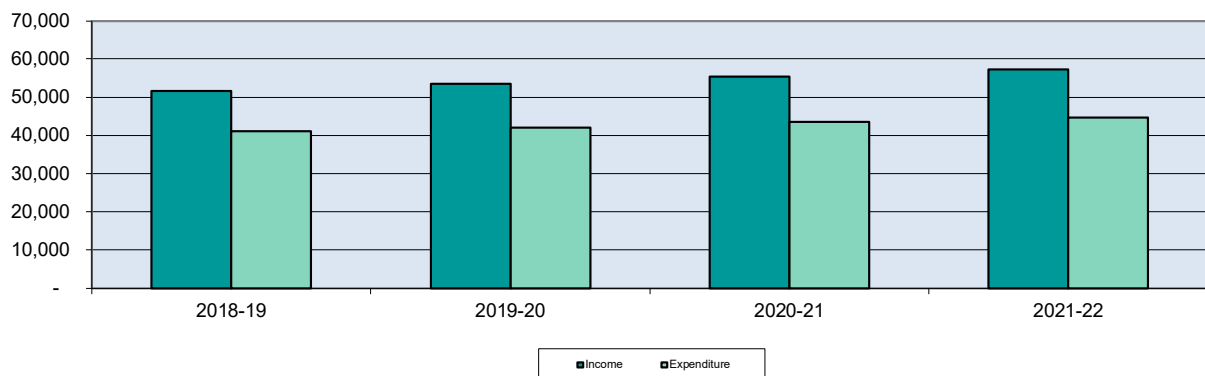
Forecast result

Forecasted Budget Result
2018-19 to 2021-22



Operating: Income v Expenditure

Operating - Income v Expenditure
(excluding depreciation)



Forward Estimates of Income & Expenditure

| | Budget 2018-19 | Budget 2019-20 | Budget 2020-21 | Budget 2021-22 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Income | \$ | | | |
| <i>Type</i> | | | | |
| Rates & Annual Charges | 27,281,929 | 28,399,099 | 29,605,734 | 30,648,193 |
| 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 | 4,761,813 | 4,925,449 | 5,023,958 | 5,124,437 |
| 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 | 51,521,799 | 53,461,804 | 55,453,025 | 57,223,643 |

Operating Expenditure

| | | | | |
|--|--------------------|-------------------|-------------------|-------------------|
| <i>Type</i> | | | | |
| Employment Costs | 20,621,120 | 21,175,930 | 21,780,540 | 22,475,634 |
| Borrowing Costs | 346,640 | 341,171 | 315,467 | 288,384 |
| Materials & Contracts | 10,670,579 | 10,782,165 | 11,220,432 | 11,443,082 |
| Depreciation | 7,175,000 | 7,246,750 | 7,319,218 | 7,392,410 |
| Other Expenses | 9,515,852 | 9,736,430 | 10,223,127 | 10,538,829 |
| Total Operating Expenditure | 48,329,191 | 49,282,446 | 50,858,784 | 52,138,339 |
| Operating Result | 3,192,608 | 4,179,358 | 4,594,241 | 5,085,304 |
| Net Operating Result before Capital Items | (1,337,392) | (415,642) | (60,759) | 393,734 |

Funding Statement

| | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Result | 3,192,608 | 4,179,358 | 4,594,241 | 5,085,304 |
| 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 | 11,426,108 | 11,913,459 | 12,477,714 |

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 | 16,741,108 | 16,978,459 | 16,772,714 |

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 | 49,797 | 52,768 | 49,948 |

Forward Estimates of Income & Expenditure: Office of the General Manager

| | Budget 2018-19 | Budget 2019-20 | Budget 2020-21 | Budget 2021-22 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Income | \$ | | | |
| <i>Type</i> | | | | |
| Rates & Annual Charges | 22,221,549 | 23,102,684 | 24,003,627 | 24,841,323 |
| User Charges & Fees | 90,000 | 92,250 | 95,018 | 97,868 |
| Interest & Investment Revenue | 1,300,000 | 1,421,500 | 1,547,500 | 1,728,500 |
| Other Revenue | 146,662 | 149,595 | 152,587 | 155,639 |
| Operating Grants & Contributions | 963,791 | 978,907 | 998,884 | 1,019,419 |
| Capital Grants & Contributions | 4,030,000 | 4,095,000 | 4,155,000 | 4,191,570 |
| Total Operating Income | 28,752,002 | 29,839,936 | 30,952,616 | 32,034,319 |

Operating Expenditure

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| <i>Type</i> | | | | |
| Employment Costs | 2,297,684 | 2,314,327 | 2,305,935 | 2,368,104 |
| Borrowing Costs | 346,640 | 341,171 | 315,467 | 288,384 |
| Materials & Contracts | 886,950 | 1,004,387 | 992,167 | 1,090,298 |
| Depreciation | 7,175,000 | 7,246,750 | 7,319,218 | 7,392,410 |
| Other Expenses | 2,224,245 | 2,274,450 | 2,325,831 | 2,378,415 |
| Total Operating Expenditure | 12,930,519 | 13,181,085 | 13,258,618 | 13,517,611 |
| Operating Result | 15,821,483 | 16,658,851 | 17,693,998 | 18,516,708 |
| Net Operating Result before Capital Items | 11,791,483 | 12,563,851 | 13,538,998 | 14,325,138 |

Funding Statement

| | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Result | 15,821,483 | 16,658,851 | 17,693,998 | 18,516,708 |
| 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 | 22,996,483 | 23,905,601 | 25,013,216 | 25,909,118 |

Source of Capital Funds

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Sale of Assets | - | - | - | - |
| Loan Funds | - | - | - | - |
| Transferred From Section 94 | - | - | - | - |
| Transferred From Reserves | - | - | - | - |
| Funds Available | 22,996,483 | 23,905,601 | 25,013,216 | 25,909,118 |

Less Funds Utilised

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| Acquisition of Assets | 400,000 | 400,000 | 400,000 | 400,000 |
| 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 | 150,000 | 150,000 | 100,000 | 100,000 |
| Net Movement in Working Capital | 17,783,468 | 18,555,540 | 19,620,475 | 20,515,852 |

Forward Estimates of Income & Expenditure: Corporate, Governance & Community

| | Budget 2018-19 | Budget 2019-20 | Budget 2020-21 | Budget 2021-22 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Income | \$ | | | |
| <i>Type</i> | | | | |
| Rates & Annual Charges | 9,975 | 10,126 | 10,429 | 10,742 |
| User Charges & Fees | 2,959,137 | 3,083,115 | 3,279,801 | 3,377,880 |
| Interest & Investment Revenue | - | - | - | - |
| Other Revenue | 440,151 | 475,954 | 485,473 | 495,183 |
| Operating Grants & Contributions | 1,157,918 | 1,186,808 | 1,222,295 | 1,258,845 |
| Capital Grants & Contributions | - | - | - | - |
| Total Operating Income | 4,567,181 | 4,756,003 | 4,997,998 | 5,142,650 |

Operating Expenditure

| | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| <i>Type</i> | | | | |
| Employment Costs | 8,314,416 | 8,552,312 | 8,830,263 | 9,117,246 |
| Borrowing Costs | - | - | - | - |
| Materials & Contracts | 2,311,492 | 2,350,845 | 2,654,582 | 2,497,536 |
| Depreciation | - | - | - | - |
| Other Expenses | 2,431,831 | 2,494,332 | 2,616,942 | 2,644,266 |
| Total Operating Expenditure | 13,057,739 | 13,397,489 | 14,101,787 | 14,259,048 |
| Operating Result | (8,490,558) | (8,641,486) | (9,103,789) | (9,116,398) |
| Net Operating Result before Capital Items | (8,490,558) | (8,641,486) | (9,103,789) | (9,116,398) |

Funding Statement

| | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Operating Result | (8,490,558) | (8,641,486) | (9,103,789) | (9,116,398) |
| Add Back Non Cash Items | - | - | - | - |
| Depreciation | - | - | - | - |
| Total Non Cash Items | - | - | - | - |
| Adjusted Operating Result | (8,490,558) | (8,641,486) | (9,103,789) | (9,116,398) |

Source of Capital Funds

| | | | | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| Sale of Assets | - | - | - | - |
| Loan Funds | - | - | - | - |
| Transferred From Section 94 | 1,400,000 | 1,400,000 | 1,400,000 | - |
| Transferred From Reserves | 1,570,000 | 1,270,000 | 900,000 | 1,600,000 |
| Funds Available | (5,520,558) | (5,971,486) | (6,803,789) | (7,516,398) |

Less Funds Utilised

| | | | | |
|--|--------------------|--------------------|---------------------|---------------------|
| Acquisition of Assets | 3,355,000 | 3,202,000 | 2,989,000 | 2,091,000 |
| Loan Principal Repayment | - | - | - | - |
| Transfer to Section 94 | - | - | - | - |
| Transfer to Reserves | 240,000 | 365,000 | 415,000 | 460,000 |
| Net Movement in Working Capital | (9,115,558) | (9,538,486) | (10,207,789) | (10,067,398) |

Forward Estimates of Income & Expenditure: Land, Infrastructure & Environment

| | Budget 2018-19 | Budget 2019-20 | Budget 2020-21 | Budget 2021-22 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Income | \$ | | | |
| <i>Type</i> | | | | |
| Rates & Annual Charges | 5,050,405 | 5,286,289 | 5,591,678 | 5,796,128 |
| User Charges & Fees | 7,312,378 | 7,583,188 | 7,798,756 | 8,020,499 |
| Interest & Investment Revenue | - | | | |
| Other Revenue | 4,175,000 | 4,299,900 | 4,385,898 | 4,473,615 |
| Operating Grants & Contributions | 1,164,833 | 1,196,488 | 1,226,079 | 1,256,432 |
| Capital Grants & Contributions | 500,000 | 500,000 | 500,000 | 500,000 |
| Total Operating Income | 18,202,616 | 18,865,865 | 19,502,411 | 20,046,674 |

Operating Expenditure

| | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| <i>Type</i> | | | | |
| Employment Costs | 10,009,020 | 10,309,291 | 10,644,342 | 10,990,284 |
| Borrowing Costs | - | - | - | - |
| Materials & Contracts | 7,472,137 | 7,426,933 | 7,573,683 | 7,855,248 |
| Depreciation | - | - | - | - |
| Other Expenses | 4,859,776 | 4,967,648 | 5,280,354 | 5,516,148 |
| Total Operating Expenditure | 22,340,933 | 22,703,872 | 23,498,379 | 24,361,680 |
| Operating Result | (4,138,317) | (3,838,007) | (3,995,968) | (4,315,006) |
| Net Operating Result before Capital Items | (4,638,317) | (4,338,007) | (4,495,968) | (4,815,006) |

Funding Statement

| | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Operating Result | (4,138,317) | (3,838,007) | (3,995,968) | (4,315,006) |
| Add Back Non Cash Items | - | - | - | - |
| Depreciation | - | - | - | - |
| Total Non Cash Items | - | - | - | - |
| Adjusted Operating Result | (4,138,317) | (3,838,007) | (3,995,968) | (4,315,006) |

Source of Capital Funds

| | | | | |
|-----------------------------|------------------|--------------------|--------------------|--------------------|
| Sale of Assets | 700,000 | 950,000 | 960,000 | 970,000 |
| Loan Funds | 1,000,000 | - | - | - |
| Transferred From Section 94 | 1,000,000 | 750,000 | 800,000 | 900,000 |
| Transferred From Reserves | 1,325,000 | 945,000 | 1,005,000 | 825,000 |
| Funds Available | (113,317) | (1,193,007) | (1,230,968) | (1,620,006) |

Less Funds Utilised

| | | | | |
|--|--------------------|--------------------|--------------------|---------------------|
| Acquisition of Assets | 8,148,000 | 7,374,250 | 7,618,950 | 8,178,500 |
| Loan Principal Repayment | - | - | - | - |
| Transfer to Section 94 | - | - | - | - |
| Transfer to Reserves | 350,000 | 400,000 | 510,000 | 600,000 |
| Net Movement in Working Capital | (8,611,317) | (8,967,257) | (9,359,918) | (10,398,506) |

Income Statement

| | Budget 2018-19 | Budget 2019-20 | Budget 2020-21 | Budget 2021-22 |
|--|--------------------|-------------------|-------------------|-------------------|
| Income from Continuing Operations | | | \$ | |
| Rates & Annual Charges | 27,281,929 | 28,399,099 | 29,605,734 | 30,648,193 |
| 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 | 4,761,813 | 4,925,449 | 5,023,958 | 5,124,437 |
| 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 | 51,521,799 | 53,461,804 | 55,453,025 | 57,223,643 |
| Expenses From Continuing Operations | | | | |
| Employee Benefits & On-Costs | 20,621,120 | 21,175,930 | 21,780,540 | 22,475,634 |
| Borrowing Costs | 346,640 | 341,171 | 315,467 | 288,384 |
| Materials & Contracts | 10,670,579 | 10,782,165 | 11,220,432 | 11,443,082 |
| Depreciation & Amortisation | 7,175,000 | 7,246,750 | 7,319,218 | 7,392,410 |
| Other Expenses | 9,515,852 | 9,736,430 | 10,223,127 | 10,538,829 |
| Total Expenses From Continuing Operations | 48,329,191 | 49,282,446 | 50,858,784 | 52,138,339 |
| Operating Result from Continuing Operations | 3,192,608 | 4,179,358 | 4,594,241 | 5,085,304 |
| Net Operating Result before Capital Items | (1,337,392) | (415,642) | (60,759) | 393,734 |
| 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 | 7,781,108 | 8,218,459 | 8,756,144 |

Balance Sheet

| | <i>Budget As at 30 June 2019</i> | <i>Budget As at 30 June 2020</i> | <i>Budget As at 30 June 2021</i> | <i>Budget As at 30 June 2022</i> |
|--|--|--|--|--|
| Assets | | | \$ | |
| <i>Current Assets</i> | | | | |
| Cash & Cash Equivalents | 6,660,759 | 9,038,565 | 12,436,224 | 15,493,433 |
| Investments | 39,750,000 | 39,750,000 | 39,750,000 | 39,750,000 |
| Receivables | 2,917,258 | 3,010,937 | 3,115,194 | 3,145,670 |
| Other | 353,926 | 359,749 | 375,967 | 385,405 |
| Non-current assets classified as "held for sale" | - | - | - | - |
| Total Current Assets | 49,681,943 | 52,159,251 | 55,677,385 | 58,774,508 |
| <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 | 437,503,837 | 442,760,645 | 449,007,512 | 454,411,725 |
| Liabilities | | | | |
| <i>Current Liabilities</i> | | | | |
| Payables | 8,772,119 | 8,373,611 | 8,535,564 | 8,632,756 |
| Income Received inadvance | 836,764 | 867,785 | 896,199 | 919,611 |
| 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 | 16,909,827 | 16,575,021 | 16,729,343 | 16,809,566 |
| <i>Non-Current Liabilities</i> | | | | |
| Payables | 0 | 0 | 0 | 0 |
| 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 | 23,254,330 | 22,181,782 | 21,634,408 | 21,053,316 |
| Net Assets | 414,249,507 | 420,578,863 | 427,373,104 | 433,358,409 |
| Equity | | | | |
| Accummulated Surplus | 213,210,507 | 219,539,863 | 226,334,104 | 232,319,409 |
| Revaluation Reserves | 201,039,000 | 201,039,000 | 201,039,000 | 201,039,000 |
| Total Equity | 414,249,507 | 420,578,863 | 427,373,104 | 433,358,409 |

Cash Flow Statement

| | <i>Budget As at 30 June 2019</i> | <i>Budget As at 30 June 2020</i> | <i>Budget As at 30 June 2021</i> | <i>Budget As at 30 June 2022</i> |
|---|--|--|--|--|
| Cash Flows from Operating Activities | \$ | | | |
| <i>Receipts</i> | | | | |
| Rates & Annual Charges | 27,268,390 | 28,373,118 | 29,577,673 | 30,623,950 |
| User Charges & Fees | 10,364,308 | 10,747,357 | 11,161,871 | 11,487,148 |
| Interest & Investment Revenue Received | 1,291,829 | 1,402,477 | 1,524,012 | 1,707,978 |
| Grants & Contributions | 10,346,422 | 10,109,589 | 10,298,002 | 9,151,930 |
| Other | 4,877,785 | 4,916,605 | 5,015,624 | 5,145,575 |
| | 54,148,734 | 55,549,146 | 57,577,182 | 58,116,581 |
| <i>Payments</i> | | | | |
| Employee Benefits & On-Costs | 20,581,502 | 21,634,914 | 21,780,540 | 22,475,634 |
| Materials & Contracts | 10,897,888 | 10,725,560 | 11,072,651 | 11,353,385 |
| Borrowing Costs | 344,982 | 343,126 | 317,512 | 290,328 |
| Other | 9,515,852 | 9,736,430 | 10,223,127 | 10,528,829 |
| | 41,340,224 | 42,440,030 | 43,393,830 | 44,648,176 |
| Net Cash provided (or used in) Operating Activities | 12,808,510 | 13,109,116 | 14,183,352 | 13,468,405 |
| 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 | 1,000,000.00 | - | - | - |
| <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 | 1,972,703 | 2,377,805 | 3,397,661 | 3,067,208 |
| Cash at the Beginning of the Reporting Year | 44,438,055 | 46,410,758 | 48,788,563 | 52,186,224 |
| Cash & Cash Equivalents - End of the Year | 46,410,758 | 48,788,563 | 52,186,224 | 55,253,432 |

END OF PLAN

BURW2030D

If you have a comment or a question about the Operational Plan 2018-19 please contact us:

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Phone: 9911 9911

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In person: 1-17 Elsie Street, Burwood