

BURW2030D
**OPERATIONAL
PLAN**
2019-2020



Delivered by



Burwood Council
heritage • progress • pride



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Acknowledgement

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.

About Burwood Local Government Area

Located between Sydney and Parramatta cities, Burwood is a melting pot of culture with a thriving business and retail centre surrounded by historic villages, each with their own distinct character and charm, including Burwood Heights, Croydon, Croydon Park, Enfield and Strathfield.

The quality of life residents enjoy, the central location, local schools and excellent transport infrastructure has made Burwood an attractive destination for people to live, work and visit.

The Burwood Local Government Area is rich in cultural diversity with more than half of our residents born overseas. Burwood Council covers 7 square kilometres with a population of more than 39,800.

Foreword

Message from the Mayor



Cr John Faker
Mayor of Burwood

Over the past few months, Council has been out and about listening to our community about what's important to them and where Council should set its priorities. This has informed the Operational Plan and Budget for 2019-2020.

This important document outlines the goals, objectives and actions Council will undertake in the coming year to fulfill its commitment to deliver the community's vision and aspirations. The plan focuses on supporting the projects which make Burwood the extraordinary place it is to live, work and enjoy.

We will continue to improve our services and facilities to support the needs and lifestyle of our community. Building on our programs we will ensure during this exciting time of growth, we can enhance our healthy, safe and sustainable environment and provide opportunities for our residents, local businesses and visitors to celebrate our diverse and vibrant cultural life.

We are investing over \$13m in a range of infrastructure projects. Initiatives including major upgrades to our parks, roads, footpaths and Enfield Aquatic Centre. This also includes beautification works in the Burwood CBD and our town centres. This investment will add to the quality of life in our local government area once complete.

I remain committed to actively engage with our community, to seek input and valuable feedback and to demonstrate Burwood is a place where everyone is welcome, can have their say and ensure Council is effective and responsible in our decision-making.

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

Cr John Faker
Mayor of Burwood

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

Integrated Planning and Reporting

The Operational Plan is part of the process of Integrated Planning and Reporting (IP&R). The process is led by the NSW Government and provides a framework for all NSW Councils to plan, deliver and monitor services for our community. The key elements of the framework are structures as follows:

1. *Burwood 2030* Community Strategic Plan (CSP) identifies the community aspirations for 2030.
2. Delivery Program 2018-2021 is a three to four year Council plan that sets out the goals and objectives Council will undertake during its term of office.
3. Operational Plan and Budget 2019-2020 outlines the annual actions and planned expenditure that Council will undertake work towards the community's vision.
4. The Resourcing Strategy outlines how Council will resource its long term commitment.



Understanding the Operational Plan and budget

The Operational Plan is divided into five themes identified in *Burwood 2030* 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 2019-2020.

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 28 May 2019 until 24 June 2019 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

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

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>
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

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)

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

	<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		
	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

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 food-borne, waterborne and transferable 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

	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 & Landscape	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 integrated 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 accessibility 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

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



Budget overview

Delivering for our community

Burwood Council's Budget 2019-20 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
- Tree planting program
- Stormwater drainage upgrade

Funding our future

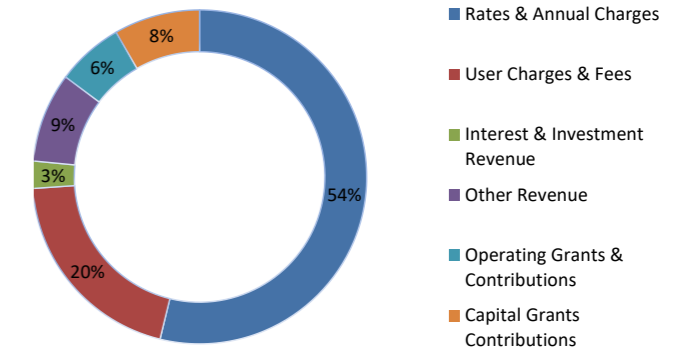
In addition to delivering these services to the community, Council is committed to maintaining long term financial sustainability and aims to achieve this through strategic planning and prudent investment.

To ensure Council continued to deliver services at its current level, and after undertaking community engagement, Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a special variation for a four year period commencing in the year 2019-2020. This was approved on 14 May with a 2% increase above the rate peg per annum. The additional funding received from the special variation will be used to fund additional infrastructure upgrade works on Council's stormwater drainage network throughout the local government area.

Revenue

Revenue

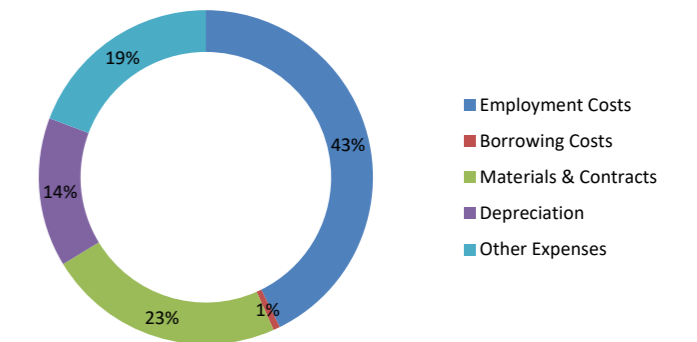
Rates & Annual Charges	29,275,293
User Charges & Fees	10,929,128
Interest & Investment Revenue	1,430,000
Other Revenue	4,723,116
Operating Grants & Contributions	3,517,168
Capital Grants Contributions	4,530,000
Total Operating Revenue	54,404,705



Expenditure

Expenditure

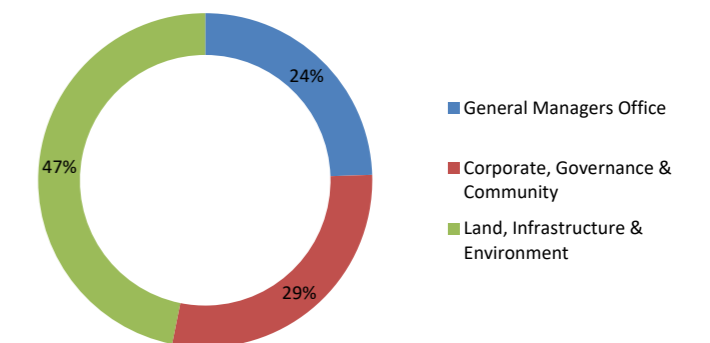
Employment Costs	21,693,052
Borrowing Costs	332,401
Materials & Contracts	11,653,216
Depreciation	7,335,000
Other Expenses	9,783,252
Total Operating Expenditure	50,796,921



Expenditure by Division

Division

General Managers Office	12,436,396
Corporate, Governance & Community	14,578,336
Land, Infrastructure & Environment	23,782,189
Total Operating Expenditure	50,796,921



Division Summary

Division	Team	Op Exp (Excl Depn & Int Chgs)	Total Op Revenue	Acquisition of Assets	Loan Repayment	Sale of Assets	Loan Borrowings	Net Reserve Movement	Net S94 Movement	Net Movement in Working Capital
Office of the General Manager										
General Managers Office	General Managers Office	2,395,459	29,956,286	350,000	707,937	0	0	0	(4,030,000)	22,472,890
General Managers Office	Mayors Office	364,185	0	0	0	0	0	0	0	(364,185)
General Managers Office	Councillors	410,604	7,000	0	0	0	0	0	0	(403,604)
Organisational Development	Organisational Development	1,931,148	90,000	0	0	0	0	(150,000)	0	(1,991,148)
Sub Total Office of the General Manager		5,101,396	30,053,286	350,000	707,937	0	0	(150,000)	(4,030,000)	19,713,953
Corporate, Governance and Community										
Deputy General Administration	Corporate, Governance Community Administration	376,719	0	0	0	0	0	0	0	(376,719)
Media, Events & Communication	Media & Events	789,591	126,000	0	0	0	0	0	0	(663,591)
Executive Management	Corporate Planning & Communications	302,646	0	0	0	0	0	0	0	(302,646)
Property Management	Property Management	1,546,571	1,765,999	4,450,000	0	0	0	2,150,000	2,300,000	219,428
Financial Services	Financial Services	1,357,560	149,500	0	0	0	0	0	0	(1,208,060)
Enfield Aquatic Centre	Enfield Aquatic Centre	2,243,749	1,565,100	0	0	0	0	(100,000)	0	(778,649)
Procurement	Procurement	124,067	1,100	0	0	0	0	0	0	(122,967)
Corporate & Governance	Governance	410,881	1,300	0	0	0	0	(80,000)	0	(489,581)
Library & Community Services	Community Services	1,203,872	68,570	0	0	0	0	0	0	(1,135,302)
Library & Community Services	CHSP	941,697	979,845	0	0	0	0	0	0	38,148
Library & Community Services	Library Services	1,896,503	129,114	150,000	0	0	0	0	0	(1,917,389)
Customer Services & Records	Customer Services	879,452	4,900	0	0	0	0	0	0	(874,552)
Customer Services & Records	Records	374,762	15,000	0	0	0	0	0	0	(359,762)
Information Services	Information Services	2,130,266	0	400,000	0	0	0	190,000	0	(2,340,266)
Sub Total Corporate, Governance & Community		14,578,336	4,806,428	5,000,000	0	0	0	2,160,000	2,300,000	(10,311,908)

Division	Team	Op Exp (Excl Depn & Int Chgs)	Total Op Revenue	Acquisition of Assets	Loan Repayment	Sale of Assets	Loan Borrowings	Net Reserve Movement	Net S94 Movement	Net Movement in Working Capital
Land, Infrastructure & Environment										
Deputy General Administration	Land, Infrastructure & Environment Administration	584,659	0	0	0	0	0	0	0	(584,659)
Building & Development	Building & Development	1,588,097	986,000	0	0	0	0	0	0	(602,097)
Strategic Planning	Strategic Planning	763,878	60,000	0	0	0	0	0	178,000	(525,878)
Environment & Health	Environment & Health	5,242,968	6,112,269	100,000	0	0	0	296,500	0	1,065,801
Compliance	Compliance	2,589,776	4,251,500	0	0	0	0	0	0	1,661,724
Assets, Landscape & Urban Design	City Asset Services	899,857	270,334	4,378,348	0	0	0	0	200,000	(4,807,871)
Assets, Landscape & Urban Design	City Assets - Landscape Planning & Design	277,787	18,700	770,000	0	0	0	300,000	0	(729,087)
Traffic & Transport	Traffic & Transport	2,251,151	5,916,150	600,000	0	0	0	(100,000)	600,000	3,564,999
Works Operations & Parks	Depot	1,817,910	206,500	1,450,000	0	950,000	0	250,000	0	(1,861,410)
Works Operations & Parks	Civil Engineering	2,721,178	1,617,538	500,000	0	0	0	0	0	(1,603,640)
Works Operations & Parks	Parks & Gardens	3,320,194	106,000	0	0	0	0	0	0	(3,214,194)
Works Operations & Parks	Waste & Cleansing Services	1,724,734	0	0	0	0	0	0	0	(1,724,734)
Sub Total Land, Infrastructure & Environment		23,782,189	19,544,991	7,798,348	0	950,000	0	746,500	978,000	(9,361,046)
Consolidated Result		43,461,921	54,404,705	13,148,348	707,937	950,000	0	2,756,500	(752,000)	40,999

Division Summary

Capital Works Program

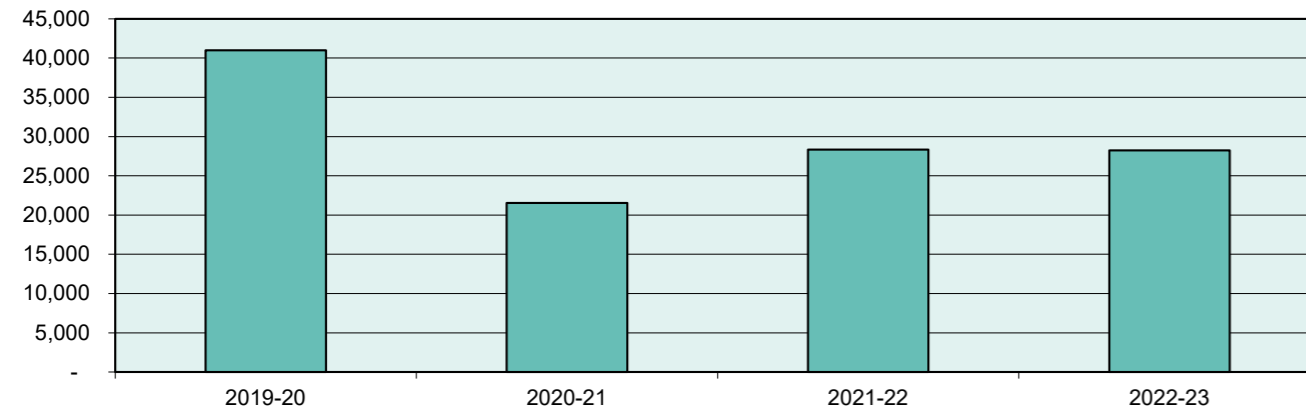
Division	Project	Amount (\$'000)
General Manager	Corporate Projects – <i>to be determined</i>	350
Corporate Governance & Community	Enfield Aquatic Centre Upgrade – Stage 2	2,200
	Information Technology	400
	Library Resources	150
	Buildings Upgrade	2,250
Land, Infrastructure & Environment	Annual Infrastructure Upgrade Program	3,765
	Infrastructure - SRV - Drainage	453
	Town Centres Beautification	600
	Parks & Playgrounds Upgrade	970
	Plant & Equipment	1,450
	Stormwater Management	460
	Waste Disposal Bins	100
Total		13,148

BUDGET FORECAST

2019-2020
to
2022-2023

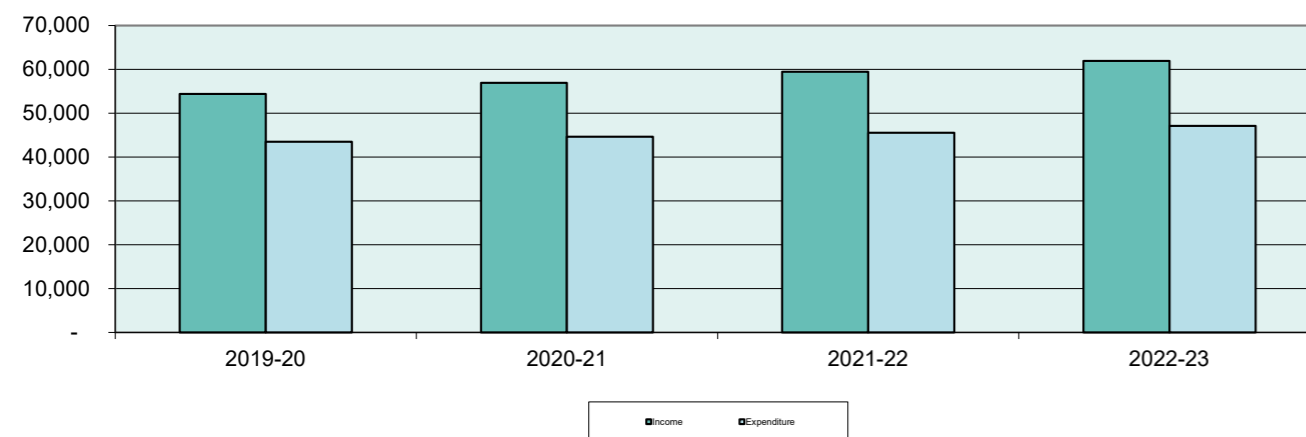
Forecast result

Forecasted Budget Result
2019-20 to 2022-23



Operating: Income v Expenditure

Operating - Income v Expenditure
(excluding depreciation)



Forward Estimates of Income & Expenditure

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Operating Income				
\$				
<i>Type</i>				
Rates & Annual Charges	29,275,293	30,915,124	32,613,147	34,370,451
User Charges & Fees	10,929,128	11,346,190	11,760,880	12,087,319
Interest & Investment Revenue	1,430,000	1,656,000	1,837,000	1,988,000
Other Revenue	4,723,116	4,817,578	4,913,930	5,012,208
Operating Grants & Contributions	3,517,168	3,606,949	3,699,255	3,798,413
Capital Grants & Contributions	4,530,000	4,590,000	4,625,920	4,667,179
Total Operating Income	54,404,705	56,931,841	59,450,132	61,923,570

Operating Expenditure

<i>Type</i>				
Employment Costs	21,693,052	22,183,858	22,738,454	23,356,915
Borrowing Costs	332,401	308,123	281,856	260,170
Materials & Contracts	11,653,216	12,131,254	12,190,858	12,642,445
Depreciation	7,335,000	7,408,350	7,482,434	7,557,258
Other Expenses	9,783,252	10,032,487	10,341,562	10,818,311
Total Operating Expenditure	50,796,921	52,064,072	53,035,164	54,635,099
Operating Result	3,607,784	4,867,769	6,414,968	7,288,471
Net Operating Result before Capital Items	(922,216)	277,769	1,789,048	2,621,292

Funding Statement

Operating Result	3,607,784	4,867,769	6,414,968	7,288,471
Add Back Non Cash Items	-	-	-	-
Depreciation	7,335,000	7,408,350	7,482,434	7,557,258
Total Non Cash Items	7,335,000	7,408,350	7,482,434	7,557,258
Adjusted Operating Result	10,942,784	12,276,119	13,897,402	14,845,729

Source of Capital Funds

Sale of Assets	950,000	960,000	970,000	985,000
Loan Funds	-	-	-	-
Transferred From Section 94	3,278,000	2,950,000	2,450,000	950,000
Transferred From Reserves	3,511,500	3,385,110	1,039,210	1,093,000
Funds Available	18,682,284	19,571,229	18,356,612	17,873,729

Less Funds Utilised

Acquisition of Assets	13,148,348	13,855,097	12,498,984	11,815,552
Loan Principal Repayment	707,937	739,588	702,726	661,464
Transfer to Section 94	4,030,000	4,090,000	4,126,570	4,168,486
Transfer to Reserves	755,000	865,000	1,000,000	1,200,000
Net Movement in Working Capital	40,999	21,544	28,332	28,227

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

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Operating Income				
<i>Type</i>				
Rates & Annual Charges	23,500,314	24,729,600	26,081,632	27,426,166
User Charges & Fees	-	-	-	-
Interest & Investment Revenue	1,430,000	1,656,000	1,837,000	1,988,000
Other Revenue	92,000	93,840	95,717	97,631
Operating Grants & Contributions	1,000,972	1,021,867	1,043,353	1,069,699
Capital Grants & Contributions	4,030,000	4,090,000	4,125,920	4,167,179
Total Operating Income	30,053,286	31,591,307	33,183,622	34,748,675

Operating Expenditure

<i>Type</i>				
Employment Costs	2,193,245	2,248,077	2,304,278	2,361,885
Borrowing Costs	332,401	308,123	281,856	260,170
Materials & Contracts	474,350	483,591	493,011	627,617
Depreciation	7,335,000	7,408,350	7,482,434	7,557,258
Other Expenses	2,101,400	2,148,758	2,197,223	2,256,822
Total Operating Expenditure	12,436,396	12,596,899	12,758,802	13,063,752
Operating Result	17,616,890	18,994,408	20,424,820	21,684,923
Net Operating Result before Capital Items	13,586,890	14,904,408	16,298,900	17,517,744

Funding Statement

Operating Result	17,616,890	18,994,408	20,424,820	21,684,923
Add Back Non Cash Items	-	-	-	-
Depreciation	7,335,000	7,408,350	7,482,434	7,557,258
Total Non Cash Items	7,335,000	7,408,350	7,482,434	7,557,258
Adjusted Operating Result	24,951,890	26,402,758	27,907,254	29,242,181

Source of Capital Funds

Sale of Assets	-	-	-	-
Loan Funds	-	-	-	-
Transferred From Section 94	-	-	-	-
Transferred From Reserves	-	-	-	-
Funds Available	24,951,890	26,402,758	27,907,254	29,242,181

Less Funds Utilised

Acquisition of Assets	350,000	400,000	400,000	400,000
Loan Principal Repayment	707,937	739,588	702,726	661,464
Transfer to Section 94	4,030,000	4,090,000	4,126,570	4,168,486
Transfer to Reserves	150,000	100,000	100,000	100,000
Net Movement in Working Capital	19,713,953	21,073,170	22,577,958	23,912,231

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

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Operating Income				
<i>Type</i>				
Rates & Annual Charges	7,855	8,051	8,253	8,459
User Charges & Fees	3,175,428	3,374,866	3,525,779	3,631,211
Interest & Investment Revenue	-	-	-	-
Other Revenue	444,116	452,998	462,058	471,299
Operating Grants & Contributions	1,179,029	1,214,130	1,250,278	1,287,506
Capital Grants & Contributions	-	-	-	-
Total Operating Income	4,806,428	5,050,045	5,246,368	5,398,475

Operating Expenditure

<i>Type</i>				
Employment Costs	9,180,072	9,409,574	9,644,813	9,885,934
Borrowing Costs	-	-	-	-
Materials & Contracts	2,638,598	2,940,671	2,768,778	2,823,442
Depreciation	-	-	-	-
Other Expenses	2,759,666	2,831,678	2,895,332	3,010,470
Total Operating Expenditure	14,578,336	15,181,923	15,308,923	15,719,846
Operating Result	(9,771,908)	(10,131,878)	(10,062,555)	(10,321,371)
Net Operating Result before Capital Items	(9,771,908)	(10,131,878)	(10,062,555)	(10,321,371)

Funding Statement

Operating Result	(9,771,908)	(10,131,878)	(10,062,555)	(10,321,371)
Add Back Non Cash Items	-	-	-	-
Depreciation	-	-	-	-
Total Non Cash Items	-	-	-	-
Adjusted Operating Result	(9,771,908)	(10,131,878)	(10,062,555)	(10,321,371)

Source of Capital Funds

Sale of Assets	-	-	-	-
Loan Funds	-	-	-	-
Transferred From Section 94	2,300,000	2,200,000	1,700,000	200,000
Transferred From Reserves	2,415,000	2,480,000	230,000	200,000
Funds Available	(5,056,908)	(5,451,878)	(8,132,555)	(9,921,371)

Less Funds Utilised

Acquisition of Assets	5,000,000	4,950,000	2,540,000	1,100,000
Loan Principal Repayment	-	-	-	-
Transfer to Section 94	-	-	-	-
Transfer to Reserves	255,000	305,000	350,000	550,000
Net Movement in Working Capital	(10,311,908)	(10,706,878)	(11,022,555)	(11,571,371)

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

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Operating Income				
<i>Type</i>				
Rates & Annual Charges	5,767,124	6,177,473	6,523,262	6,935,826
User Charges & Fees	7,753,700	7,971,324	8,235,101	8,456,108
Interest & Investment Revenue	-	-	-	-
Other Revenue	4,187,000	4,270,740	4,356,155	4,443,278
Operating Grants & Contributions	1,337,167	1,370,952	1,405,624	1,441,208
Capital Grants & Contributions	500,000	500,000	500,000	500,000
Total Operating Income	19,544,991	20,290,489	21,020,142	21,776,420

Operating Expenditure

<i>Type</i>				
Employment Costs	10,319,735	10,526,207	10,789,363	11,109,096
Borrowing Costs	-	-	-	-
Materials & Contracts	8,540,268	8,706,992	8,929,069	9,191,386
Depreciation & Amortisation	-	-	-	-
Other Expenses	4,922,186	5,052,051	5,249,007	5,551,019
Total Operating Expenditure	23,782,189	24,285,250	24,967,439	25,851,501
Operating Result	(4,237,198)	(3,994,761)	(3,947,297)	(4,075,081)
Net Operating Result before Capital Items	(4,737,198)	(4,494,761)	(4,447,297)	(4,575,081)

Funding Statement

Operating Result	(4,237,198)	(3,994,761)	(3,947,297)	(4,075,081)
Add Back Non Cash Items	-	-	-	-
Depreciation	-	-	-	-
Total Non Cash Items	-	-	-	-
Adjusted Operating Result	(4,237,198)	(3,994,761)	(3,947,297)	(4,075,081)

Source of Capital Funds

Sale of Assets	950,000	960,000	970,000	985,000
Loan Funds	-	-	-	-
Transferred From Section 94	978,000	750,000	750,000	750,000
Transferred From Reserves	1,096,500	905,110	809,210	893,000
Funds Available	(1,212,698)	(1,379,651)	(1,418,087)	(1,447,081)

Less Funds Utilised

Acquisition of Assets	7,798,348	8,505,097	9,558,984	10,315,552
Loan Principal Repayment	-	-	-	-
Transfer to Section 94	-	-	-	-
Transfer to Reserves	350,000	460,000	550,000	550,000
Net Movement in Working Capital	(9,361,046)	(10,344,748)	(11,527,071)	(12,312,633)

Income Statement

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
Income from Continuing Operations				
<i>Type</i>				
Rates & Annual Charges	29,275,293	30,915,720	32,614,358	34,370,450
User Charges & Fees	10,929,128	11,346,189	11,760,880	12,087,318
Interest & Investment Revenue	1,430,000	1,656,000	1,837,000	1,988,000
Other Revenues	4,723,116	4,817,578	4,913,930	5,012,208
Grants & Contributions provided for Operating Purposes	3,517,168	3,606,949	3,699,256	3,798,413
Grants & Contributions provided for Capital Purposes	7,530,000	7,540,000	7,075,920	5,617,179
Total Income From Continuing Operations	57,404,705	59,882,436	61,901,343	62,873,568

Expenses From Continuing Operations

Employee Benefits & On-Costs	21,693,052	22,183,857	22,738,454	23,356,915
Borrowing Costs	331,922	307,066	280,897	259,314
Materials & Contracts	11,653,216	12,131,253	12,190,859	12,642,444
Depreciation & Amortisation	7,335,000	7,408,350	7,482,434	7,557,258
Other Expenses	9,783,252	10,032,487	10,341,563	10,818,310
Total Expenses From Continuing Operations	50,796,442	52,063,013	53,034,206	54,634,241

Operating Result from Continuing Operations	6,608,263	7,819,424	8,867,137	8,239,327
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Net Operating Result before Capital Items	(921,737)	279,424	1,791,217	2,622,148
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Depreciation Contra	7,335,000	7,408,350	7,482,434	7,557,258
Disposal of Assets	950,000	960,000	970,000	985,000
Operating Funds Available	7,363,263	8,647,774	10,243,650	11,164,406

Balance Sheet

	Budget As at 30 June 2020	Budget As at 30 June 2021	Budget As at 30 June 2022	Budget As at 30 June 2023
Assets				
	\$			
<i>Current Assets</i>				
Cash & Cash Equivalents	9,344,042	10,997,772	15,085,598	19,513,360
Investments	47,500,000	47,500,000	47,500,000	47,500,000
Receivables	3,308,999	3,414,292	3,505,216	3,534,238
Other	436,835	451,655	459,168	478,086
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	60,589,875	62,363,719	66,549,982	71,025,683
<i>Non-Current Assets</i>				
Investments	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	-	-	-	-
Infrastructure, Property, Plant & Equipment	476,335,096	481,821,843	485,868,394	489,141,688
Investment Property	3,820,000	3,820,000	3,820,000	3,820,000
Other	-	-	-	-
Total Non-Current Assets	482,655,096	488,141,843	492,188,394	495,461,688
Total Assets	543,244,971	550,505,562	558,738,376	566,487,371
Liabilities				
<i>Current Liabilities</i>				
Payables	9,558,842	9,709,288	9,747,313	9,893,142
Income Received in advance	938,895	969,579	1,000,234	1,025,710
Borrowings	739,962	703,004	661,637	623,003
Provisions	6,712,090	6,712,090	6,712,090	6,712,090
Total Current Liabilities	17,949,790	18,093,961	18,121,274	18,253,945
<i>Non-Current Liabilities</i>				
Payables	-	-	-	-
Borrowings	5,431,606	4,728,602	4,066,965	3,443,962
Provisions	161,910	161,910	161,910	161,910
Total Non-Current Liabilities	5,593,516	4,890,512	4,228,875	3,605,872
Total Liabilities	23,543,306	22,984,473	22,350,149	21,859,817
Net Assets	519,701,666	527,521,089	536,388,227	544,627,554
Equity				
Accumulated Surplus	233,217,666	241,037,089	249,904,227	258,143,554
Revaluation Reserves	286,484,000	286,484,000	286,484,000	286,484,000
Total Equity	519,701,666	527,521,089	536,388,227	544,627,554

Cash Flow Statement

	Budget As at 30 June 2020	Budget As at 30 June 2021	Budget As at 30 June 2022	Budget As at 30 June 2023
Cash Flows from Operating Activities				
	\$			
<i>Receipts</i>				
Rates & Annual Charges	29,244,382	30,877,074	32,574,341	34,329,079
User Charges & Fees	10,928,980	11,335,795	11,750,545	12,079,183
Interest & Investment Revenue Received	1,418,402	1,637,212	1,805,375	1,954,277
Grants & Contributions	11,337,828	11,143,062	10,789,659	9,468,559
Other	4,885,268	4,814,684	4,921,154	5,038,926
	57,814,859	59,807,826	61,841,074	62,870,023
<i>Payments</i>				
Employee Benefits & On-Costs	21,627,557	22,168,351	22,720,688	23,337,350
Materials & Contracts	11,820,216	12,029,966	12,136,027	12,513,027
Borrowing Costs	333,907	309,139	282,867	261,168
Other	9,783,252	10,032,487	10,341,563	10,818,311
	43,564,932	44,539,943	45,481,145	46,929,856
Net Cash provided (or used in) Operating Activities	14,249,927	15,267,883	16,359,929	15,940,167
Cash Flows from Investing Activities				
<i>Receipts</i>				
Sale of Infrastructure, Property, Plant & Equipment	950,000	960,000	970,000	985,000
<i>Payments</i>				
Purchase of Infrastructure, Property, Plant & Equipment	13,415,271	13,834,191	12,539,099	11,835,769
Net Cash provided (or used in) Investing Activities	(12,465,271)	(12,874,191)	(11,569,099)	(10,850,769)
Cash Flows from Financing Activities				
<i>Receipts</i>				
Proceeds from Borrowings & Advances	-	-	-	-
<i>Payments</i>				
Repayment of Borrowings & Advances	708,131	739,962	703,004	661,637
Net Cash Flow provided (used in) Financing Activities	(708,131)	(739,962)	(703,004)	(661,637)
Net Increase / (Decrease) in Cash & Cash Equivalents	1,076,525	1,653,730	4,087,826	4,427,761
Cash at the Beginning of the Reporting Year	8,267,517	9,344,042	10,997,772	15,085,598
Cash & Cash Equivalents - End of the Year	9,344,042	10,997,773	15,085,598	19,513,360

**If you have a comment or a question
about the Operational Plan 2019-2020
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Burwood Council

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