

Sustainable Family  
Green Heritage Modern  
Clean

BURW2030D  
**DELIVERY  
PROGRAM**  
2018-2021

Safe  
Vibrant Multicultural  
Creative  
SHOPPING  
Inclusive

Delivered by



*Burwood Council*  
heritage • progress • pride



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# Acknowledgements

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

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

We acknowledge and thank all stakeholders for their contribution.



# Foreword

## Message from the Mayor



**Cr John Faker**  
Mayor of Burwood

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

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

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

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

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

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

**Cr John Faker**  
Mayor of Burwood

## Message from the General Manager



**Bruce Macdonnell**  
General Manager

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

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

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

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

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

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

**Bruce Macdonnell**  
General Manager

# Our Councillors



**Cr John Faker**  
Mayor of Burwood

**The current Council was elected in September 2017.**

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

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



**Cr Lesley Furneaux-Cook**  
Deputy Mayor



**Cr Ernest Chan**  
Councillor



**Cr Heather Crichton**  
Councillor



**Cr Joseph Del Duca**  
Councillor



**Cr Raj Dixit**  
Councillor



**Cr George Mannah**  
Councillor

# Burwood2030: The Framework

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

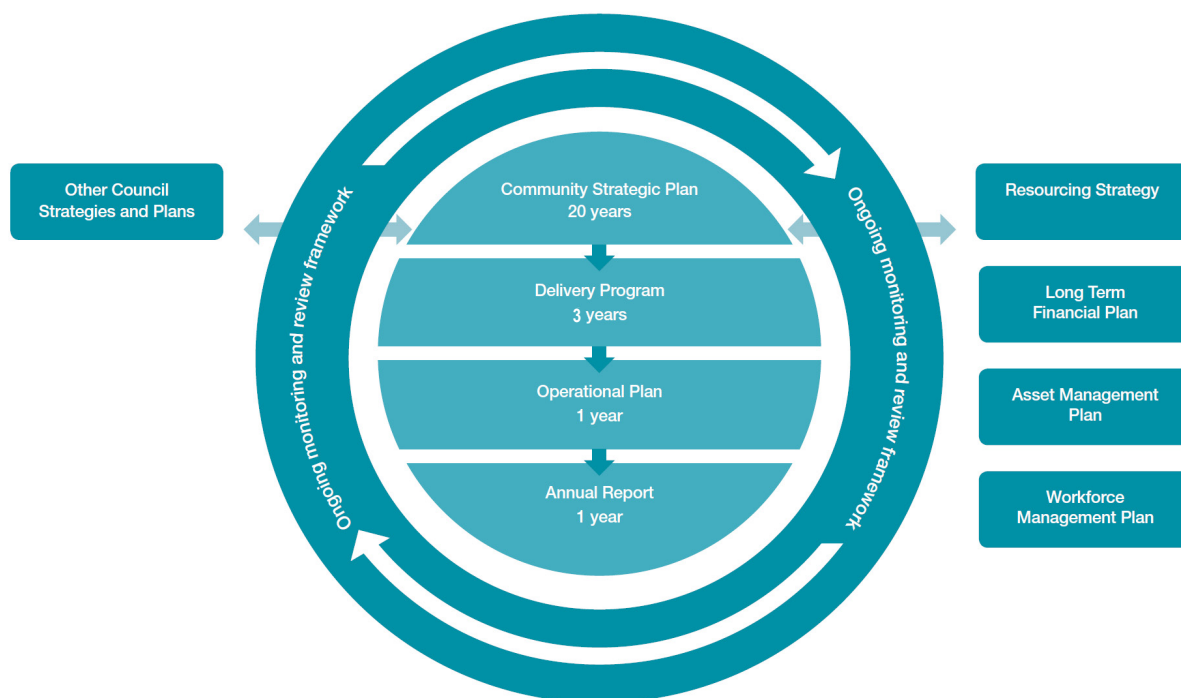
Cascading from the 20 year Community Strategic Plan is the Delivery Program listing the actions Council has identified as necessary to achieve the community's priorities.

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

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

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

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



# Implementing the vision

## Understanding the Delivery Program

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

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

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

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

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

## Reporting on the outcomes

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

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

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

## Endorsing the Program

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





# Community and lifestyle

	<i>Responsibilities</i>	<i>Delivery Program Objectives</i>	<i>Operational Plan Achievements</i>
<b>1.1</b>	<b>High quality facilities, services and initiatives to meet the diverse needs of the community</b>		
<b>1.1.1</b>	<b>Provide a diverse range of strategies and initiatives that meet the needs of the community</b>		
	Community Services	Provide services to meet the current and future needs of diverse members in the community	Monitor, review and develop programs to assist diverse groups in the community such as seniors, youth, families and children, people living with a disability and people on low income
	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
<b>1.1.2</b>	<b>Provide library services that engage the community in lifelong learning and provide recreational and social opportunities in accessible and people-friendly environments and spaces</b>		
	Facilities & Venues	Provide a range of information and services to meet the needs of new and existing members	Identify and implement resources, information services and programs
	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
<b>1.1.3</b>	<b>Provide active and passive recreational and sporting activities that contribute to health and wellbeing</b>		
	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	Improve the design of Learn to Swim and other programs and actively promote to the community
	Facilities & Venues	Provide a safe and healthy environment for patrons	Undertake continual testing of water quality, safety audits and staff training to ensure a healthy and safe environment in accordance with NSW health standards
	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 in partnership with local organisations and groups
<b>1.1.4</b>	<b>Provide initiatives and facilities that encourage community participation and promote a healthy and harmonious lifestyle</b>		
	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 in the community	Provide programs and activities that encourage active community participation

<b>1.2</b>	<b>A well informed, supported and engaged community</b>		
<b>1.2.1</b>	<b>Inform the community of Council's activities, facilities and services using accessible communication</b>		
	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
<b>1.2.2.</b>	<b>Modernise and enhance access to information on services</b>		
	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
<b>1.2.3.</b>	<b>Enhance communication and community engagement through innovative solutions</b>		
	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
<b>1.2.4</b>	<b>Foster a sense of community pride</b>		
	Community Engagement	Provide leadership on the community's vision and values	Develop a visual identity and vision for Burwood in line with community aspirations
<b>1.3</b>	<b>A safe community for residents, works and visitors</b>		
<b>1.3.1</b>	<b>Work with key partners and the community to minimise crime and enhance community safety</b>		
	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
<b>1.3.2</b>	<b>Support and implement programs that aim to reduce anti-social behaviour</b>		
	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
<b>1.4</b>	<b>A proud and inclusive community that celebrates diversity</b>		
<b>1.4.1</b>	<b>Celebrate the achievements of the local community</b>		
	Community Engagement	Share the achievements of the local community and its members	Publish information on local achievements through appropriate methods of communication
	Community Engagement	Encourage and award achievements within the community	Provide initiatives such as awards and incentives to promote achievements and encourage community participation

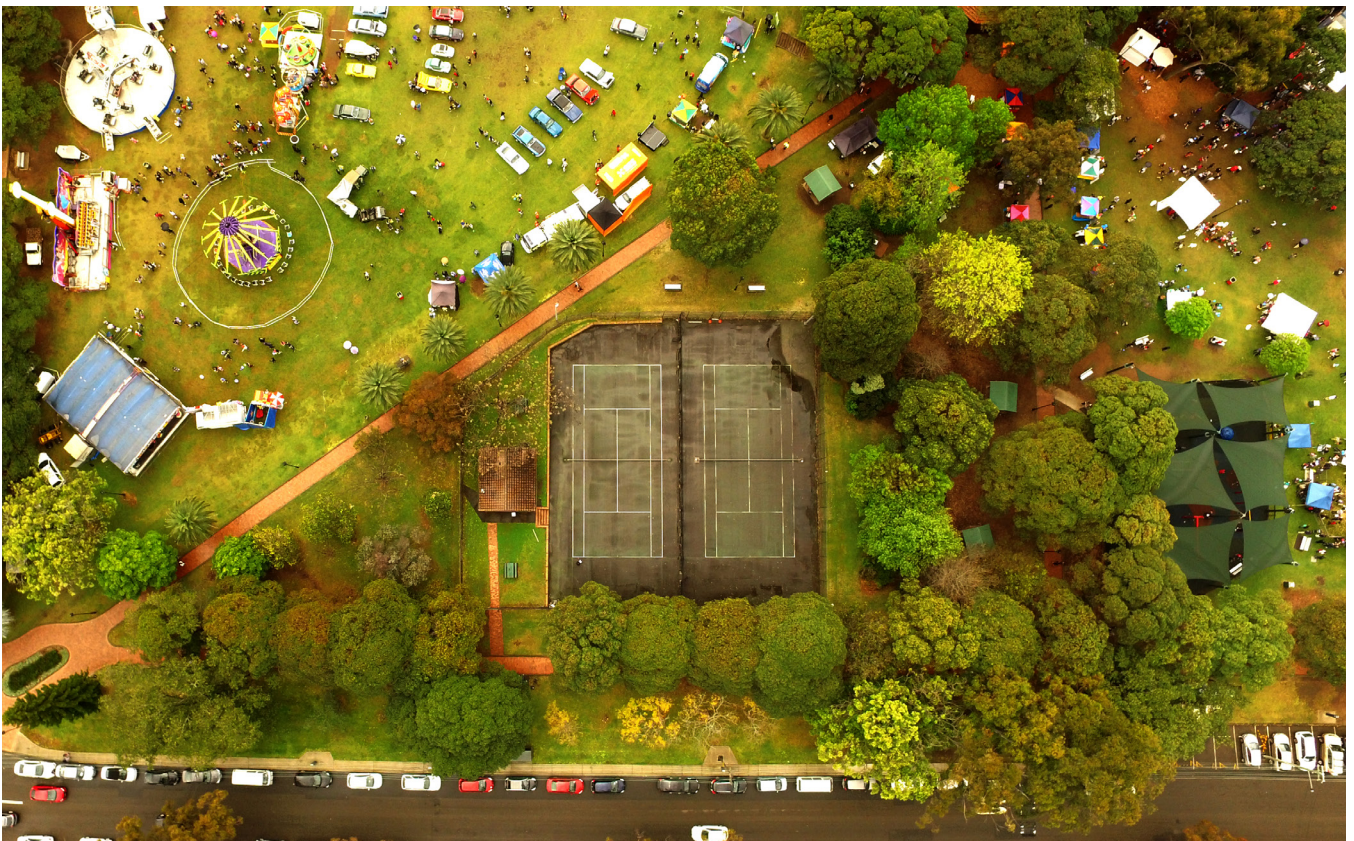
<b>1.4.2</b>	<b>Engage with Culturally and Linguistically Diverse communities</b>		
	Community Engagement	Ensure information is accessible to CALD community members	Provide translation support and information in relevant languages where appropriate
	Information & Communications Technology	Harness the 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 communities to share and celebrate their cultures	Host and support inclusive activities and initiatives to improve communication between different cultural groups and between cultural groups and council
<b>1.4.3</b>	<b>Coordinate, facilitate and support inclusive cultural events and initiatives to celebrate community, diversity and cultural heritage</b>		
	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
<b>1.4.4</b>	<b>Promote and celebrate the area's heritage and Indigenous history</b>		
	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
<b>1.4.5</b>	<b>Promote volunteering opportunities and local participation</b>		
	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>
<b>2.1</b>	<b>Community confidence in Council's decision making</b>		
<b>2.1.1</b>	<b>Provide opportunities for discussions and report decisions back to the community</b>		
	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
<b>2.1.2</b>	<b>Inform the community on key regional projects and plans</b>		
	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
<b>2.1.3</b>	<b>Ensure transparency and accountability in decision making</b>		
	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
<b>2.2</b>	<b>Strong partnerships to benefit the community</b>		
<b>2.2.1</b>	<b>Maintain dialogue between neighbouring councils to share resources and improve provision of services</b>		
	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
<b>2.2.2</b>	<b>Develop strategic partnerships that will benefit the area and community</b>		
	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 and local interagencies
<b>2.3</b>	<b>Ensure financial sustainability and organisational effectiveness</b>		
<b>2.3.1</b>	<b>Identify and maintain additional revenue sources to ensure financial sustainability</b>		
	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
<b>2.3.2</b>	<b>Ensure the organisation is well led, staff can carry out their roles efficiently and effectively in line with the community's vision</b>		
	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
<b>2.4</b>	<b>Efficient and innovative customer focused services</b>		
<b>2.4.1</b>	<b>Provide a 'one stop shop' for customers</b>		
	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
<b>2.4.2</b>	<b>Modernise and digitise relevant services to meet the needs of the community</b>		
	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
<b>2.4.3</b>	<b>Provide opportunity for ongoing community feedback to ensure best practice</b>		
	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
<b>2.5</b>	<b>Leaders in the Local Government sector</b>		
<b>2.5.1</b>	<b>Provide strong leadership and advocacy on behalf of the community</b>		
	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

<b>2.5.2</b>	<b>Monitor and review Council's performance against other councils</b>	
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)
<b>2.5.3</b>	<b>Strive for business excellence through innovation</b>	
Executive Team	Implement technology which will increase efficiencies and productivity	Undertake an assessment of available technology to identify solutions that will streamline business processes
<b>2.5.4</b>	<b>Anticipate emerging trends and changes that will impact the area</b>	
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>
<b>3.1</b>	<b>Maintain and enhance green and open spaces</b>		
<b>3.1.1</b>	<b>Ensure strong planning controls to protect and encourage open and green spaces</b>		
	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
<b>3.1.2</b>	<b>Pursue partnerships and opportunities to create new open spaces</b>		
	Strategic Planning	Negotiate with developers for additional space upon redevelopment of sites	Quantify and report on additional open space provided as part of redevelopment
<b>3.1.3</b>	<b>Ensure regular cleaning and maintenance of local areas to prevent damage to the environment</b>		
	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
<b>3.1.4</b>	<b>Ensure all public parks and open spaces are accessible, maintained and well managed to meet the current and future needs of the community</b>		
	Parks	Regularly maintain parks, playgrounds, sportsfields, gardens and open spaces	Undertake scheduled maintenance programs to meet community needs
	Landscape & Urban Design	Ensure sustainable materials are used for park amenities and facilities	Maintain and upgrade existing park amenities to ensure longevity and sustainability
	Parks	Provide support for the establishment of sensory and community gardens	Identify opportunities to implement sensory or community gardens in existing parks, reserves and open spaces
	Landscape & Urban Design	Ensure parks are accessible and offer inclusive activities	Ensure parks can be accessed by people living with a disability or impairment and that playgrounds are inclusive and accessible
<b>3.2</b>	<b>Provide sustainable waste management practices</b>		
<b>3.2.1</b>	<b>Promote existing recycling services</b>		
	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
<b>3.2.2</b>	<b>Identify emerging waste management solutions</b>		
	Environmental Services	Actively seek and identify new processes and technology	Implement waste management solutions that will benefit the community

<b>3.2.3</b>	<b>Establish clear targets for recycling and reducing waste to landfill</b>		
	Environmental Services	Ensure a community wide increase in recycling and reduction in landfill	Continue to report targets to the community
<b>3.3</b>	<b>Educate the community on sustainable practices</b>		
<b>3.3.1</b>	<b>Provide initiatives to encourage more sustainable practices in the community and around home</b>		
	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
<b>3.3.2</b>	<b>Promote public transport and more active forms of transport such as cycling and walking</b>		
	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
<b>3.3.3</b>	<b>Encourage the community to take pride in the cleanliness and maintenance of the area</b>		
	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
<b>3.4</b>	<b>Leadership in environmental sustainability</b>		
<b>3.4.1</b>	<b>Invest in green and renewable technology</b>		
	Environmental Services	Implement green and renewable energy initiatives across Council facilities	Audit existing facilities and upgrade where appropriate
<b>3.4.2</b>	<b>Promote greater use of more efficient green technologies and alternative energy sources</b>		
	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
<b>3.4.3</b>	<b>Ensure planning promotes environmentally sustainable development to reduce impacts on the environment</b>		
	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)
<b>3.5</b>	<b>Encourage and contribute to public health and welfare</b>		
<b>3.5.1</b>	<b>Provide services and encourage the community to take pride in the area to ensure public health</b>		
	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



	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
<b>3.5.2</b>	<b>Provide services and support to encourage responsible animal ownership practices and ensure that animals are well cared for in a safe community</b>		
	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 undertaken 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>
<b>4.1</b>	<b>Implement regional traffic and parking strategies</b>		
<b>4.1.1</b>	<b>Ensure strategies accommodate population growth</b>		
	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
<b>4.1.2</b>	<b>Implement strategies to promote alternative transport use</b>		
	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)
<b>4.1.3</b>	<b>Work with key stakeholders to ensure an integrated transport plan</b>		
	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
<b>4.1.4</b>	<b>Enhance road and pedestrian safety</b>		
	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
<b>4.2</b>	<b>Provide connected an accessible infrastructure</b>		
<b>4.2.1</b>	<b>Improve the accessibility of Burwood CBD</b>		
	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
<b>4.2.2</b>	<b>Provide quality local infrastructure that caters to population growth</b>		
	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
<b>4.2.3</b>	<b>Ensure all Council infrastructure is safe and accessible</b>		
	Works & Operations	Ensure infrastructure design aids accessibility	Identify and incorporate prams and wheelchair access ramps and other facilities to improve accessibility
<b>4.3</b>	<b>Burwood's existing heritage integrated with high quality urban design</b>		
<b>4.3.1</b>	<b>Encourage architectural integrity and aesthetically appealing buildings</b>		
	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
<b>4.3.2</b>	<b>Maintain and preserve heritage through relevant planning strategies</b>		
	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
<b>4.4</b>	<b>Participate in regional planning and infrastructure projects to ensure the best outcomes for the community</b>		
<b>4.4.1</b>	<b>Provide advocacy on regional and metropolitan projects on behalf of the community</b>		
	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
<b>4.4.2</b>	<b>Partner with key stakeholders to deliver major projects</b>		
	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
<b>4.5</b>	<b>Ensure customer focused processes for development services</b>		
<b>4.5.1</b>	<b>Ensure support and provide efficient assessment of developments</b>		
	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
<b>4.5.2</b>	<b>Ensure independence and transparency in decision making on significant developments</b>		
	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>
<b>5.1</b>	<b>Maximise Burwood's regional and strategic status within inner western Sydney</b>		
<b>5.1.1</b>	<b>Stimulate the local economy and activate the Burwood CBD</b>		
	Community Engagement	Plan and facilitate 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
<b>5.1.2</b>	<b>Encourage mixed use buildings: commercial and residential to maximise Burwood CBD</b>		
	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
<b>5.1.3</b>	<b>Build links and partnerships with educational institutions for the development of diverse local skills</b>		
	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
<b>5.1.4</b>	<b>Provide facilities to businesses, services and institutions for corporate events</b>		
	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
<b>5.2</b>	<b>Support and engage with local services and businesses</b>		
	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
<b>5.2.2</b>	<b>Develop programs to strengthen and sustain local businesses</b>		
	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
<b>5.2.3</b>	<b>Encourage participation of local businesses in community events</b>		
	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
<b>5.3</b>	<b>Enhance and foster the local identity</b>		
<b>5.3.1</b>	<b>Promote opportunities for public art and culture</b>		
	Community Services, Civic Events, Urban Design & Landscape	Encourage authorised public art and live performances and activations within the Burwood CBD	Implement public art and street music programs to enhance the culture within the Burwood CBD

<b>5.3.2</b>	<b>Maintain an attractive Burwood CBD</b>		
	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 CBD and Strathfield town centre 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
<b>5.3.3</b>	<b>Support innovation which will enhance local identity and culture</b>		
	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
<b>5.3.4</b>	<b>Provide civic events which foster a sense of pride in the community</b>		
	Civic Events	Deliver a range of civic events which attract visitors to the area	Facilitate and coordinate major events that celebrate the area
<b>5.4</b>	<b>Activate village precincts and preserve the distinct characters of surrounding residential areas</b>		
<b>5.4.1</b>	<b>Update and maintain the aesthetics of town centres and villages</b>		
	Urban Design & Landscape	Enhance the aesthetics of village town centres including Croydon, Croydon Park and Enfield	Develop master plans for village town centres
<b>5.4.2</b>	<b>Promote and recognise local history through urban design</b>		
	Urban Design & Landscape	Interpret the local history and character of the area through art and design	Identify local history and implement art and design that creates a sense of pride in the area



# **BUDGET**

# Funding our future

Council is currently in the fourth year of a special variation which expires at the cessation of 2017-18.

Council had originally applied for a multi-year special variation from 2014-15 under section 508A of the Local Government Act 1993, requesting annual increases of 5.5 per cent, 6.5 per cent and 7 per cent for the first three years and 7.5 per cent in each of the 4 years thereafter. IPART only approved the first four years of the special variation.

As a result, Council might experience a shortfall in expenditure from the 2018-19 financial year which might lead to a decline in services under the current funding model.

Therefore, in order to ensure that Council can continue to deliver services at its current level, Council is proposing to seek community feedback on three service and funding options to determine the community's capacity and willingness to pay a special variation commencing in 2019-2020.

The options will include two different special variation models over a three year period with a significantly lower cumulative increase from the original special variation application, in order to reduce the impact on ratepayers. This will allow Council to consult with the community to determine which model the community would have the capacity and willingness to pay.

We have already commenced the conversation with our community, undertaking an independent phone survey of 400 residents in December 2017. The survey indicated that XX% of residents were somewhat supportive of continuing with a special variation. Further consultation will be undertaken if Council seeks to apply for a special variation.

## What are the options?

<p><b>DECLINE IN SERVICE</b> (Option 1)</p>	<p><b>Current service levels would be maintained in the short term, but later decline.</b> Rates increase only by approved 'rate peg' amount. Council's capital works program may be compromised and priority will be given to essential infrastructure projects.</p>
<p><b>MAINTAIN SERVICE</b> (Option 2)</p>	<p><b>Maintain current service levels and priority infrastructure.</b> Rates will increase progressively each year over three years commencing 2018-19 at a lower rate than Option 3. Council's capital works program may be affected.</p>
<p><b>IMPROVE SERVICE</b> (Option 3)</p>	<p><b>Improved service levels, new capital projects, upgrading and maintaining of existing infrastructure.</b> Rates will increase progressively each year over three years at a higher rate than Option 2.</p>

## What is the percentage increase in rates per year?

	2019-2020	2020-2021	2021-2022	Additional income
<b>DECLINE IN SERVICE</b>	2.5% (rate peg)	2.5% (rate peg)	2.5% (rate peg)	N/A
<b>MAINTAIN SERVICE</b>	3.5%	3.5%	3.5%	\$0.711m
<b>IMPROVE SERVICE</b>	4.5%	4.5%	4.5%	\$1.435m

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

## Impact on ratepayers

Council has ensured that any proposed special variation has a minimal impact to ratepayers. The rate increase would cost ratepayers on average no more than 50 cents extra per week based on the 'improved services' option.

Furthermore, Council has implemented an incremental increase to the Pensioner Rebate Scheme, in addition to the current \$250 rebate effective on 1 July 2018. The Scheme will negate the impact a special variation will have to pensioners to ensure that they will not be affected by the increase in rates. The proposed increase to the rebate scheme is as follows:

## Additional Council Pensioner Rebate

	2018-2019	2019-2020	2020-2021
<b>Rebate each year</b>	\$50	\$75	\$100



# Option 1: Rate Peg increase

## Forward Estimates of Income & Expenditure

	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
<b>Operating Income</b>			\$	
<i>Type</i>				
Rates & Annual Charges	27,641,284	28,766,776	29,984,440	31,038,261
User Charges & Fees	10,361,515	10,758,553	11,173,575	11,496,247
Interest & Investment Revenue	1,300,000	1,421,500	1,547,500	1,728,500
Other Revenue	4,646,813	4,808,149	4,904,312	5,002,399
Operating Grants & Contributions	3,286,542	3,362,203	3,447,258	3,534,696
Capital Grants & Contributions	4,530,000	4,595,000	4,655,000	4,691,570
<b>Total Operating Income</b>	<b>51,766,154</b>	<b>53,712,181</b>	<b>55,712,085</b>	<b>57,491,673</b>

### Operating Expenditure

<i>Type</i>				
Employment Costs	20,651,120	21,206,830	21,812,444	22,508,575
Borrowing Costs	346,640	341,171	315,467	288,384
Materials & Contracts	10,730,579	10,843,365	11,282,855	11,506,755
Depreciation	7,175,000	7,246,750	7,319,218	7,392,410
Other Expenses	9,670,207	9,893,873	10,383,719	10,702,631
<b>Total Operating Expenditure</b>	<b>48,573,546</b>	<b>49,531,989</b>	<b>51,113,703</b>	<b>52,398,755</b>
<b>Operating Result</b>	<b>3,192,608</b>	<b>4,180,192</b>	<b>4,598,382</b>	<b>5,092,918</b>
<b>Net Operating Result before Capital Items</b>	<b>(1,337,392)</b>	<b>(414,808)</b>	<b>(56,618)</b>	<b>401,348</b>

### Funding Statement

Operating Result	3,192,608	4,180,192	4,598,382	5,092,918
Add Back Non Cash Items	-	-	-	-
Depreciation	7,175,000	7,246,750	7,319,218	7,392,410
Total Non Cash Items	7,175,000	7,246,750	7,319,218	7,392,410
<b>Adjusted Operating Result</b>	<b>10,367,608</b>	<b>11,426,942</b>	<b>11,917,600</b>	<b>12,485,328</b>

### 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
<b>Funds Available</b>	<b>17,362,608</b>	<b>16,741,942</b>	<b>16,982,600</b>	<b>16,780,328</b>

### 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
<b>Net Movement in Working Capital</b>	<b>56,593</b>	<b>50,631</b>	<b>56,909</b>	<b>57,562</b>

## Income Statement

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

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

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

# Option 2: 1% Above Rate Peg

## Forward Estimates of Income & Expenditure

	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
<b>Operating Income</b>				
			\$	
<i>Type</i>				
Rates & Annual Charges	27,281,929	28,618,218	30,061,480	31,359,006
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
<b>Total Operating Income</b>	<b>51,521,799</b>	<b>53,680,923</b>	<b>55,908,771</b>	<b>57,934,456</b>

### 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
<b>Total Operating Expenditure</b>	<b>48,329,191</b>	<b>49,282,446</b>	<b>50,858,784</b>	<b>52,138,339</b>
<b>Operating Result</b>	<b>3,192,608</b>	<b>4,398,477</b>	<b>5,049,987</b>	<b>5,796,117</b>
<b>Net Operating Result before Capital Items</b>	<b>(1,337,392)</b>	<b>(196,523)</b>	<b>394,987</b>	<b>1,104,547</b>

### Funding Statement

Operating Result	3,192,608	4,398,477	5,049,987	5,796,117
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
<b>Adjusted Operating Result</b>	<b>10,367,608</b>	<b>11,645,227</b>	<b>12,369,205</b>	<b>13,188,527</b>

### 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
<b>Funds Available</b>	<b>17,362,608</b>	<b>16,960,227</b>	<b>17,434,205</b>	<b>17,483,527</b>

### Less Funds Utilised

Acquisition of Assets	11,903,000	11,195,250	11,463,950	11,380,500
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
<b>Net Movement in Working Capital</b>	<b>56,593</b>	<b>49,916</b>	<b>52,514</b>	<b>49,761</b>

## Income Statement

	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
<b>Income from Continuing Operations</b>			\$	
Rates & Annual Charges	27,281,929	28,618,218	30,061,480	31,359,006
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
<b>Total Income From Continuing Operations</b>	<b>51,521,799</b>	<b>53,680,923</b>	<b>55,908,771</b>	<b>57,934,456</b>
<b>Expenses From Continuing Operations</b>				
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
<b>Total Expenses From Continuing Operations</b>	<b>48,329,191</b>	<b>49,282,446</b>	<b>50,858,784</b>	<b>52,138,339</b>
<b>Operating Result from Continuing Operations</b>	<b>3,192,608</b>	<b>4,398,477</b>	<b>5,049,987</b>	<b>5,796,117</b>
<b>Net Operating Result before Capital Items</b>	<b>(1,337,392)</b>	<b>(196,523)</b>	<b>394,987</b>	<b>1,104,547</b>
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
<b>Operating Funds Available</b>	<b>6,537,608</b>	<b>8,000,227</b>	<b>8,674,205</b>	<b>9,466,957</b>

## 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>
<b>Assets</b>				
				\$
<i>Current Assets</i>				
Cash & Cash Equivalents	6,660,759	9,032,983	12,424,266	15,474,688
Investments	39,750,000	39,750,000	39,750,000	39,750,000
Receivables	2,917,258	3,016,640	3,127,019	3,164,095
Other	353,926	359,749	375,967	385,405
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>49,681,943</b>	<b>52,159,372</b>	<b>55,677,252</b>	<b>58,774,188</b>
<i>Non-Current Assets</i>				
Receivables	-	-	-	-
Infrastructure, Property, Plant & Equipment	384,221,894	387,220,394	390,405,127	393,423,217
Investment Property	3,600,000	3,600,000	3,600,000	3,600,000
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>387,821,894</b>	<b>390,820,394</b>	<b>394,005,127</b>	<b>397,023,217</b>
<b>Total Assets</b>	<b>437,503,837</b>	<b>442,979,766</b>	<b>449,682,379</b>	<b>455,797,405</b>
<b>Liabilities</b>				
<i>Current Liabilities</i>				
Payables	8,772,119	8,373,611	8,535,564	8,632,756
Income Received in advance	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
<b>Total Current Liabilities</b>	<b>16,909,827</b>	<b>16,575,021</b>	<b>16,729,343</b>	<b>16,809,566</b>
<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
<b>Total Non-Current Liabilities</b>	<b>6,344,503</b>	<b>5,606,761</b>	<b>4,905,065</b>	<b>4,243,750</b>
<b>Total Liabilities</b>	<b>23,254,330</b>	<b>22,181,782</b>	<b>21,634,408</b>	<b>21,053,316</b>
<b>Net Assets</b>	<b>414,249,507</b>	<b>420,797,984</b>	<b>428,047,971</b>	<b>434,744,089</b>
<b>Equity</b>				
Accumulated Surplus	213,210,507	219,758,983	227,008,971	233,705,089
Revaluation Reserves	201,039,000	201,039,000	201,039,000	201,039,000
<b>Total Equity</b>	<b>414,249,507</b>	<b>420,797,983</b>	<b>428,047,971</b>	<b>434,744,089</b>

## 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>
<b>Cash Flows from Operating Activities</b>				
				\$
<i>Receipts</i>				
Rates & Annual Charges	27,268,390	28,587,142	30,027,916	31,328,831
User Charges & Fees	10,364,308	10,747,357	11,161,871	11,487,148
Interest & Investment Revenue Received	1,291,829	1,401,872	1,523,392	1,707,310
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
	<b>54,148,734</b>	<b>55,762,565</b>	<b>58,026,805</b>	<b>58,820,794</b>
<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
	<b>41,340,224</b>	<b>42,440,030</b>	<b>43,393,830</b>	<b>44,648,176</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>12,808,510</b>	<b>13,322,535</b>	<b>14,632,975</b>	<b>14,172,618</b>
<b>Cash Flows from Investing Activities</b>				
<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	11,195,250	11,463,950	11,380,500
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,203,000)</b>	<b>(10,245,250)</b>	<b>(10,503,950)</b>	<b>(10,410,500)</b>
<b>Cash Flows from Financing Activities</b>				
<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
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>367,193</b>	<b>(705,061)</b>	<b>(737,741)</b>	<b>(701,697)</b>
<b>Net Increase / (Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,972,703</b>	<b>2,372,224</b>	<b>3,391,284</b>	<b>3,060,421</b>
<b>Cash at the Beginning of the Reporting Year</b>	<b>44,438,055</b>	<b>46,410,758</b>	<b>48,782,982</b>	<b>52,174,266</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>46,410,758</b>	<b>48,782,982</b>	<b>52,174,266</b>	<b>55,234,687</b>



# Option 3:

## 2% Above Rate Peg

### Forward Estimates of Income & Expenditure

	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
<b>Operating Income</b>				
			\$	
<i>Type</i>				
Rates & Annual Charges	27,281,929	28,837,338	30,521,609	32,083,536
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
<b>Total Operating Income</b>	<b>51,521,799</b>	<b>53,900,043</b>	<b>56,368,900</b>	<b>58,658,986</b>

### 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
<b>Total Operating Expenditure</b>	<b>48,329,191</b>	<b>49,282,446</b>	<b>50,858,784</b>	<b>52,138,339</b>
<b>Operating Result</b>	<b>3,192,608</b>	<b>4,617,597</b>	<b>5,510,116</b>	<b>6,520,647</b>
<b>Net Operating Result before Capital Items</b>	<b>(1,337,392)</b>	<b>22,597</b>	<b>855,116</b>	<b>1,829,077</b>

### Funding Statement

Operating Result	3,192,608	4,617,597	5,510,116	6,520,647
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
<b>Adjusted Operating Result</b>	<b>10,367,608</b>	<b>11,864,347</b>	<b>12,829,334</b>	<b>13,913,057</b>

### 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
<b>Funds Available</b>	<b>17,362,608</b>	<b>17,179,347</b>	<b>17,894,334</b>	<b>18,208,057</b>

### Less Funds Utilised

Acquisition of Assets	11,903,000	11,414,250	11,923,950	12,104,500
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
<b>Net Movement in Working Capital</b>	<b>56,593</b>	<b>50,036</b>	<b>52,643</b>	<b>50,291</b>

## Income Statement

	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
<b>Income from Continuing Operations</b>			\$	
Rates & Annual Charges	27,281,929	28,837,338	30,521,609	32,083,536
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
<b>Total Income From Continuing Operations</b>	<b>51,521,799</b>	<b>53,900,043</b>	<b>56,368,900</b>	<b>58,658,986</b>
<b>Expenses From Continuing Operations</b>				
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
<b>Total Expenses From Continuing Operations</b>	<b>48,329,191</b>	<b>49,282,446</b>	<b>50,858,784</b>	<b>52,138,339</b>
<b>Operating Result from Continuing Operations</b>	<b>3,192,608</b>	<b>4,617,597</b>	<b>5,510,116</b>	<b>6,520,647</b>
<b>Net Operating Result before Capital Items</b>	<b>(1,337,392)</b>	<b>22,597</b>	<b>855,116</b>	<b>1,829,077</b>
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
<b>Operating Funds Available</b>	<b>6,537,608</b>	<b>8,219,347</b>	<b>9,134,334</b>	<b>10,191,487</b>

## 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>
<b>Assets</b>				
				\$
<i>Current Assets</i>				
Cash & Cash Equivalents	6,660,759	9,027,400	12,412,574	15,456,678
Investments	39,750,000	39,750,000	39,750,000	39,750,000
Receivables	2,917,258	3,022,342	3,138,960	3,182,882
Other	353,926	359,749	375,967	385,405
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>49,681,943</b>	<b>52,159,491</b>	<b>55,677,501</b>	<b>58,774,965</b>
<i>Non-Current Assets</i>				
Receivables	-	-	-	-
Infrastructure, Property, Plant & Equipment	384,221,894	387,439,394	391,084,126	394,826,217
Investment Property	3,600,000	3,600,000	3,600,000	3,600,000
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>387,821,894</b>	<b>391,039,394</b>	<b>394,684,126</b>	<b>398,426,217</b>
<b>Total Assets</b>	<b>437,503,837</b>	<b>443,198,885</b>	<b>450,361,627</b>	<b>457,201,182</b>
<b>Liabilities</b>				
<i>Current Liabilities</i>				
Payables	8,772,119	8,373,611	8,535,564	8,632,756
Income Received in advance	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
<b>Total Current Liabilities</b>	<b>16,909,827</b>	<b>16,575,021</b>	<b>16,729,343</b>	<b>16,809,566</b>
<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
<b>Total Non-Current Liabilities</b>	<b>6,344,503</b>	<b>5,606,761</b>	<b>4,905,065</b>	<b>4,243,750</b>
<b>Total Liabilities</b>	<b>23,254,330</b>	<b>22,181,782</b>	<b>21,634,408</b>	<b>21,053,316</b>
<b>Net Assets</b>	<b>414,249,507</b>	<b>421,017,103</b>	<b>428,727,219</b>	<b>436,147,866</b>
<b>Equity</b>				
Accumulated Surplus	213,210,507	219,978,103	227,688,219	235,108,866
Revaluation Reserves	201,039,000	201,039,000	201,039,000	201,039,000
<b>Total Equity</b>	<b>414,249,507</b>	<b>421,017,103</b>	<b>428,727,219</b>	<b>436,147,866</b>

## 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>
<b>Cash Flows from Operating Activities</b>				
				\$
<i>Receipts</i>				
Rates & Annual Charges	27,268,390	28,801,166	30,482,440	32,047,212
User Charges & Fees	10,364,308	10,747,357	11,161,871	11,487,148
Interest & Investment Revenue Received	1,291,829	1,401,265	1,522,759	1,706,612
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
	<b>54,148,734</b>	<b>55,975,982</b>	<b>58,480,696</b>	<b>59,538,477</b>
<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
	<b>41,340,224</b>	<b>42,440,030</b>	<b>43,393,830</b>	<b>44,648,176</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>12,808,510</b>	<b>13,535,952</b>	<b>15,086,866</b>	<b>14,890,301</b>
<b>Cash Flows from Investing Activities</b>				
<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	11,414,250	11,923,950	12,104,500
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,203,000)</b>	<b>(10,464,250)</b>	<b>(10,963,950)</b>	<b>(11,134,500)</b>
<b>Cash Flows from Financing Activities</b>				
<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
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>367,193</b>	<b>(705,061)</b>	<b>(737,741)</b>	<b>(701,697)</b>
<b>Net Increase / (Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,972,703</b>	<b>2,366,641</b>	<b>3,385,175</b>	<b>3,054,104</b>
<b>Cash at the Beginning of the Reporting Year</b>	<b>44,438,055</b>	<b>46,410,758</b>	<b>48,777,399</b>	<b>52,162,574</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>46,410,758</b>	<b>48,777,399</b>	<b>52,162,574</b>	<b>55,216,678</b>

**END OF PLAN**

**If you have a comment or a question about the  
Operational Plan 2017-18 please contact us:**

**Email:** [council@burwood.nsw.gov.au](mailto:council@burwood.nsw.gov.au)

**Phone:** 9911 9911

**Social media:** @BurwoodCouncil

**In person:** 1-17 Elsie Street, Burwood