



Burwood ^{Inc.1874}

Burwood . Burwood Heights . Croydon . Croydon Park . Enfield . Strathfield

ATTACHMENTS PAPER

Attachments not included in main Agenda

Burwood Council Meeting

Tuesday 21 May 2024

6:00 PM

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FEES AND CHARGES

2024-2025



Burwood Inc.1874

Burwood · Burwood Heights · Croydon · Croydon Park · Enfield · Strathfield

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Pricing Policy

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, Burwood Council charges and recovers approved fees and charges for any services it provides as contained within the document entitled Fees and Charges 2024-25.

Fees and charges are generally intended to be imposed on the following services provided by Council under the Local Government Act or any other Act or regulations:

- Supply of a product, service or commodity;
- Giving of information;
- Providing a service in connection with the exercise of the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate;
- Allowing admission to any building or enclosure;
- Possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611)
- Allowing the use or benefit from Council's assets, possessions, etc.

Burwood Council's general policy in determining the amount of fees to be charged for goods and services considers the following factors:

- The cost of providing the service
- The importance of the service to the community
- Prices fixed by the relevant industry body
- Any factors specified in the Local Government Regulations
- Equity factors
- User pays principle
- Financial objectives
- Customer objectives
- Resource use objectives
- Market prices
- Cross subsidisation objectives
- Goods and Services Tax (GST)

Pricing Policy [continued]

In cases where the amount of fees and charges for service is determined under another Act or regulatory body, Council's policy is not to determine an amount that is inconsistent with the amount determined under the other Act or regulatory body.

All of Council's fees and charges not subject to statutory control are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the Local Government Act 1993 and Regulations.

Price Codes

FC - Full Cost Pricing

Council recovers all direct and indirect costs of the service (including depreciation of assets deployed).

PC - Partial Cost Pricing

Council recovers less than the full cost (as defined above). The reasons may include community service obligation, priorities or legislative limits on charging.

LR - Legislative Requirements

Price of the service is determined by Legislation, and dependent on price, may or may not recover full cost.

MP - Market Pricing

The price of the service is determined by examining alternative prices of surrounding service providers (this also may or may not recover the full costs of the service) eg children's services.

Z - Free (Zero Priced)

Some services may be provided free of charge and the whole cost determined as a community service obligation and / or may fall within a class of public good.

RR - Rate of Return Pricing

This would include Full Cost Pricing as defined above in addition to a profit margin to factor in a return to Council for assets employed.

BD - Bonds and Deposits

Refundable deposit against possible damage to Council property.

Goods and Services Tax Act 1999 (GST)

Those goods and/or services that have been subject to GST have been identified in Council's Schedule of Fees and Charges as GST applying. In accordance with taxation legislation the price shown for those goods and/or services is the GST inclusive price.

The Schedule of Fees and Charges for 2024-25 has been prepared using the best available information in relation to the GST.

However, if a fee is shown as being subject to GST is subsequently proven not to be subject to GST then that fee will be amended by reducing the GST to Nil. Conversely, if it is determined that a fee shown as being not subject to GST then the fee will be increased but only to the extent of the GST.

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Burwood Council

Access Through or Occupy Public Space

Business Use of Footpaths

Administration of Business Use of Footpaths

0001	Application fee – footpath dining (outdoor eating)	\$296.00	\$311.00	\$0.00	\$311.00	RR
0002	Application fee – display of merchandise and other articles	\$192.50	\$202.50	\$0.00	\$202.50	RR
0003	Application fee – advertising signboards on footpaths (A-frames)	\$110.50	\$116.50	\$0.00	\$116.50	RR
0004	Application fee – busking permit (1 week)	\$10.00	\$15.00	\$0.00	\$15.00	PC
0005	Application fee – commercial promotional / flyers permit (charities exempt)	\$165.00	\$174.00	\$0.00	\$174.00	RR
0006	Annual fee – display of merchandise and other articles (area less than 1.0m ² per annum)	\$110.50	\$116.50	\$0.00	\$116.50	RR
0007	Annual fee – display of merchandise and other articles (area greater than 1.0m ² per annum)	\$226.00	\$237.50	\$0.00	\$237.50	RR
0008	Annual fee – advertising signboards on footpaths (A-frames – renewal)	\$152.50	\$160.50	\$0.00	\$160.50	RR
0009	Licence variation fee – request for change in approved areas (display of merchandise and other articles)	\$147.50	\$155.00	\$0.00	\$155.00	RR
0010	Licence variation fee – request for change in approved areas (footpath dining)	\$156.00	\$164.00	\$0.00	\$164.00	RR

Major Commercial Centres

0011	Burwood Town Centre – per m ² per annum (display of merchandise and other articles)	\$369.00	\$388.00	\$0.00	\$388.00	RR
0012	Burwood Town Centre – per m ² per annum (footpath dining)	\$412.00	\$433.00	\$0.00	\$433.00	RR

Other Commercial Areas

0013	Other commercial areas footpath dining per m ² per annum	\$257.50	\$270.50	\$0.00	\$270.50	RR
0014	Other commercial areas display of merchandise and other articles per m ² per annum	\$236.00	\$248.00	\$0.00	\$248.00	RR

Use of road space for an event or activation

0015	Application fee – road closure and local traffic committee approval	\$0.00	\$560.00	\$0.00	\$560.00	FC
0016	Administration of traffic management plan			Refer to traffic management		PC
0017	Advertising for temporary road closures			Refer to traffic management		PC
0018	Parking and regulatory signs (per unit)			Refer to traffic management		PC
0019	Burwood Town Centre – Clarendon Place - whole road per day	\$0.00	\$1,500.00	\$0.00	\$1,500.00	PC
0020	Burwood Town Centre – Burwood Road between Railway Parade and Belmore Street - per day	\$0.00	\$7,500.00	\$0.00	\$7,500.00	FC
0021	Other road spaces as deemed appropriate by Burwood Council			To be determined on a case by case basis subject to Council approval and conditions		FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Administration and Governance

Credit Card Service Fee

A surcharge applies to MasterCard and Visa credit cards. Excludes debit and prepaid cards (Eftpos, MasterCard and Visa).

0022	All transactions excluding GST				0.5%	LR
0023	All transactions including GST				0.5%	LR

Bank Guarantee

0024	Bank guarantees associated with damage deposit – administration charge per bank guarantee	\$350.00	\$334.55	\$33.45	\$368.00	RR
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Note: Damage deposits / bonds / prepayments of all types, paid via cash, cheque, bank cheque, money order, credit card etc. All damage deposits / bonds / prepayments refundable, will not earn any interest while deposited with the Council as it is considered that administration cost in managing these monies, would more than offset the interest that would have been earned.

0025	Payment over \$5,000			Bank cheque only		Z
				Min. Fee incl. GST: \$5,000.00		

Financial Administration

0026	Failed payment fee – per dishonoured cheque	\$76.00	\$80.00	\$0.00	\$80.00	RR
0027	Failed payment fee – per electronic remittance	\$76.00	\$80.00	\$0.00	\$80.00	RR
0028	Fee for preparation of all council leases	\$320.00	\$305.45	\$30.55	\$336.00	PC

Documents, Maps and Reports

0029	Section 7.12 Contributions Plans (each plan) – hard copy	\$56.00	\$59.00	\$0.00	\$59.00	PC
0030	Burwood LEP (written instrument only) – hard copy	\$56.00	\$59.00	\$0.00	\$59.00	PC
0031	Burwood Development Control Plan – hard copy	\$187.00	\$196.50	\$0.00	\$196.50	PC
0032	Burwood Heritage Study: Volume 1 or Inventory	\$56.00	\$59.00	\$0.00	\$59.00	PC
0033	Burwood Heritage Study: Volume 1 and Inventory	\$99.00	\$104.00	\$0.00	\$104.00	PC
0034	Burwood LEP map (single map in A3 size) – hard copy	\$5.80	\$6.10	\$0.00	\$6.10	PC
0035	Burwood LEP maps (full set of maps in A3 size) – hard copy	\$88.50	\$93.00	\$0.00	\$93.00	PC
0036	Council agendas and minutes (over the counter / download from website)				No fee	Z
0037	Other planning policies, plans, codes and guidelines (each)	\$34.00	\$36.00	\$0.00	\$36.00	PC
0038	Stormwater management specifications	\$148.50	\$156.00	\$0.00	\$156.00	PC
0039	Certified copy of document, map or plan referred to in Section 10.8(2) of the Environmental Planning and Assessment Act 1979	\$53.00	\$53.00	\$0.00	\$53.00	LR

Geographic Information System (GIS) Maps

GIS map information may include: cadastre, aerial photos, contours, street names, local facilities plus more.

0040	A0 size coloured	\$35.00	\$37.00	\$0.00	\$37.00	FC
0041	A1 size coloured	\$24.00	\$25.50	\$0.00	\$25.50	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Geographic Information System (GIS) Maps [continued]

0042	A2 size coloured	\$18.00	\$19.00	\$0.00	\$19.00	FC
0043	A3 size coloured	\$12.00	\$12.60	\$0.00	\$12.60	FC
0044	A4 size coloured	\$6.00	\$6.30	\$0.00	\$6.30	FC
0045	Producing maps or providing digital information that requires substantial data manipulation (charged per hour or part thereof)	\$75.00	\$79.00	\$0.00	\$79.00	FC

Public Tenders and Expressions of Interest Documents

0046	Tender documents per set, less than 50 pages (inclusive of appendices, attachments, etc)	\$48.00	\$50.50	\$0.00	\$50.50	PC
0047	Tender documents per set, between 51 pages and 100 pages (inclusive of appendices, attachments, etc)	\$77.50	\$81.50	\$0.00	\$81.50	PC
0048	Tender documents per set, between 101 pages and 200 pages (inclusive of appendices, attachments, etc)	\$114.00	\$120.00	\$0.00	\$120.00	PC
0049	Tender documents per set, greater than 200 pages (inclusive of appendices, attachments, etc)	\$148.50	\$156.00	\$0.00	\$156.00	PC

Government Information (Public Access) Act 2009

Formal Request

An applicant is entitled to 50% reduction of processing charge if Council is satisfied that the applicant is suffering financial hardship and/or there is a special benefit to the public generally.

0050	GIPA formal application fee – section 41	\$30.00	\$30.00	\$0.00	\$30.00	LR
0051	GIPA processing charge – section 67 first 20 hours (personal information)	\$0.00	\$0.00	\$0.00	\$0.00	LR
Personal information about the applicant (the applicant being an individual)						
0052	GIPA processing charge – section 67 after the first 20 hours – per hour (personal information)	\$30.00	\$30.00	\$0.00	\$30.00	LR
0053	GIPA processing charge – section 64 (1) after first hour – per hour (non personal)	\$30.00	\$30.00	\$0.00	\$30.00	LR
Where an applicant is not an individual seeking personal information about themselves						

Internal Review

0054	GIPA Internal Review Application	\$40.00	\$40.00	\$0.00	\$40.00	LR
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Property Enquiries

With the exception of government departments, solicitors and adjoining property owners, no information will be available over the telephone. No charge will be made for adjoining property owners however a signed property application form is required.

0055	Own or adjoining property				No fee	Z
0056	Under 15 minutes	\$30.50	\$32.50	\$0.00	\$32.50	PC
0057	Between 15 and 60 minutes	\$58.50	\$61.50	\$0.00	\$61.50	PC
0058	Over 60 minutes- per hour or part thereof in excess of 1 hour	\$249.80	\$262.50	\$0.00	\$262.50	PC

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Property Enquiries [continued]

0059	House name history (research and reply per property)	\$285.00	\$299.50	\$0.00	\$299.50	PC
0060	Requests for information requiring research or a written response (with owner's consent) per hour	\$172.00	\$181.00	\$0.00	\$181.00	PC

Minimum 1 hour - exact fee will be dependent upon staff time involved

Subpoena Processing

0061	Conduct money (upon receipt of subpoenas)	\$90.50	\$95.50	\$0.00	\$95.50	PC
0062	Less than 1 hour is required to compile the information	\$172.00	\$181.00	\$0.00	\$181.00	PC
0063	Longer than 1 hour is required to compile the information, and additional charges per hour or part thereof is charged	\$126.50	\$133.00	\$0.00	\$133.00	PC
0064	File retrieval fee – first item only	\$20.00	\$21.00	\$0.00	\$21.00	PC
0065	File retrieval fee - second and each subsequent file	\$3.20	\$3.40	\$0.00	\$3.40	PC
0066	File retrieval fee – second and each subsequent box	\$2.75	\$2.90	\$0.00	\$2.90	PC

Printing and Copying

0067	A3 black and white per page	\$1.30	\$1.40	\$0.00	\$1.40	PC
0068	A3 colour per page	\$4.90	\$5.20	\$0.00	\$5.20	PC
0069	A4 black and white per page	\$0.80	\$0.85	\$0.00	\$0.85	PC
0070	A4 colour per page	\$2.60	\$2.80	\$0.00	\$2.80	PC
0071	Per A0 copy	\$4.90	\$5.20	\$0.00	\$5.20	PC
0072	Per A1-A2 copy	\$2.60	\$2.80	\$0.00	\$2.80	PC

Reprinting of Rate Notices

0073	Reprint and post rate notices and instalment notices	\$41.00	\$43.50	\$0.00	\$43.50	PC
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GIS - House Renumbering

0074	Request for change in house numbering – non-refundable	\$310.00	\$326.00	\$0.00	\$326.00	PC
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Interest Rate

Local Government Act 1993 Section 566

0075	Interest on overdue rates and charges – per annum calculated daily (maximum set by Minister for Local Government) - 1 July 2024 to 30 June 2025				10.5%	LR
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Animal Management

0076	Animal not desexed				As prescribed	LR
0077	Animal not desexed kept by recognised breeder for breeding purposes				As prescribed	LR
0078	Desexed animal				As prescribed	LR

continued on next page ...

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Animal Management [continued]

0079	Desexed animal owned by eligible pensioner				As prescribed	LR
0080	Working dogs				As prescribed	LR
0081	Certificate of compliance for dangerous or restricted dogs				As prescribed	LR

Impounding of Animals

0082	Animals other than dogs or cats	\$117.00	\$123.00	\$0.00	\$123.00	FC
0083	Cat offences, dangerous / restricted dogs and other offences as per schedule 1 – penalty notice offences				As prescribed	LR
0084	Surrender dog or cat	\$322.00	\$339.00	\$0.00	\$339.00	FC
0085	Daily holding fee	\$71.00	\$75.00	\$0.00	\$75.00	FC
0086	Release of animal	\$71.00	\$75.00	\$0.00	\$75.00	FC

Asset Management

Car Share and Electric Vehicle Parking

0087	Use of parking space in ticket parking area per space per year	\$980.00	\$1,030.00	\$0.00	\$1,030.00	FC
0088	Creation of parking space one off fee	\$1,300.00	\$1,365.00	\$0.00	\$1,365.00	FC

Civil Works in the Public Domain

0089	Application Fee for Civil Works in the Public Domain	\$1,240.00	\$1,305.00	\$0.00	\$1,305.00	FC
0090	Civil works inspection (per inspection)	\$163.00	\$171.50	\$0.00	\$171.50	FC
0091	Security Deposit				Cost of works	BD

Construction Works Zone

0092	Construction Works Zone application fee - plus specific zone fees below	\$170.00	\$178.50	\$0.00	\$178.50	PC
0093	B1 Neighbour Centres, B2 Local Centres, B4 Mixed use and B6 Enterprise Corridor Zones - per lineal metre, per week or part thereof (minimum one month approval)	\$195.00	\$100.00	\$0.00	\$100.00	FC
0094	R1 General Residential, R2 Low Density Residential and R3 Medium Density Residential Zones - per metre, per week or part thereof (minimum one month approval)	\$65.00	\$40.00	\$0.00	\$40.00	FC
0095	Erection and removal of signage	\$1,600.00	\$1,680.00	\$0.00	\$1,680.00	PC
0096	Work zone within parking meter area – additional fee (over the per metre rate listed above)				80% of current parking rate	RR
0097	Work zones required to be for exclusive use 24 hours per day 7 days per week - additional per lineal meter, per week or part thereof	\$67.00	\$40.00	\$0.00	\$40.00	RR

Permit to Stand Plant

0098	Permit to stand plant (per plant per day)	\$520.00	\$546.00	\$0.00	\$546.00	FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Damage Report

0099	Administration Fee for Damage Report	\$433.00	\$455.00	\$0.00	\$455.00	FC
Applicable when submitting a Development Application so as to determine the condition of the public asset before building works commence.						

Provision and Administration of External Works and Emergency Call Out

Where Council is required to take control of an opening due to a dangerous situation. Restoration charges will still apply.

0100	To set up traffic control and make site safe for pedestrians and vehicular traffic – during business hours – establish traffic control plan, provide and place signs, barricades, traffic cones as necessary and maintain site in safe condition – per day	\$3,050.00	\$3,205.00	\$0.00	\$3,205.00	FC
0101	To set up traffic control and make site safe for pedestrians and vehicular traffic – outside of business hours – establish traffic control plan, provide and place signs, barricades, and traffic cones as necessary and maintain site in safe condition – per day	\$4,275.00	\$4,490.00	\$0.00	\$4,490.00	FC
0102	For after-hours response (between 3:00 pm and 6:30 am) to any development related hazard (per call out)	\$3,050.00	\$3,205.00	\$0.00	\$3,205.00	FC
0103	For after-hours response (between 3:00 pm and 6:30 am) to any utility related hazard (per call out)	\$3,050.00	\$3,205.00	\$0.00	\$3,205.00	FC
0104	For after-hours response (between 3:00 pm and 6:30 am) to any other related matter or hazard requiring Council attendance (per call out)	\$3,050.00	\$3,205.00	\$0.00	\$3,205.00	FC

Labour

per hour

0105	Senior manager	\$225.00	\$236.50	\$0.00	\$236.50	FC
0106	Manager	\$177.50	\$186.50	\$0.00	\$186.50	FC
0107	Supervisor	\$146.50	\$154.00	\$0.00	\$154.00	FC
0108	Team leader	\$134.00	\$141.00	\$0.00	\$141.00	FC
0109	Plant operator	\$127.50	\$134.00	\$0.00	\$134.00	FC
0110	Driver \ labourer	\$92.50	\$97.50	\$0.00	\$97.50	FC
0111	Minimum hours payable for after-hours attendance of staff (between 3:00 pm and 6:30 am)	5 hours minimum				FC
0112	Additional surcharge payable for after-hours attendance of staff (between 3:00 pm and 6:30 am)	30% surcharge per hour				FC

Plant Hire

per hour

0113	Backhoe / loader	\$94.50	\$99.50	\$0.00	\$99.50	FC
0114	High pressure cleaner	\$94.50	\$99.50	\$0.00	\$99.50	FC
0115	Mini footpath sweeper	\$94.50	\$99.50	\$0.00	\$99.50	FC
0116	Road sweeper	\$200.00	\$210.00	\$0.00	\$210.00	FC
0117	Trailer mounted chipper	\$200.00	\$210.00	\$0.00	\$210.00	FC
0118	Truck with hiab	\$200.00	\$210.00	\$0.00	\$210.00	FC

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Plant Hire [continued]

0119	Truck with elevated work platform	\$200.00	\$210.00	\$0.00	\$210.00	FC
0120	Truck	\$86.00	\$90.50	\$0.00	\$90.50	FC
0121	Ute	\$55.00	\$58.00	\$0.00	\$58.00	FC
0122	Minimum hours payable for afterhours use of plant (between 3:00 pm and 6:30 am)				4 hours minimum	FC

Materials

0123	Oil absorbent material per bag or per m ²	\$117.50	\$123.50	\$0.00	\$123.50	FC
0124	Sand backfill material (per tonne)	\$117.50	\$123.50	\$0.00	\$123.50	FC
0125	Road base backfill material (per tonne)	\$117.50	\$123.50	\$0.00	\$123.50	FC
0126	Trench temporary sealing material – per bucket	\$224.00	\$235.50	\$0.00	\$235.50	FC
0127	Any other materials (per unit)				Quote plus 15%	FC

Barricades and Fencing

0128	Barricade and light rental per barricade per day (minimum weekly charge – Council to setup and place)	\$118.50	\$124.50	\$0.00	\$124.50	FC
0129	Water filled barrier rental per barrier per day (minimum weekly charge – Council to setup and place)	\$52.50	\$55.50	\$0.00	\$55.50	FC
0130	ArmorZone barrier with fencing rental per barrier per day (minimum weekly charge – Council to setup and place)	\$66.00	\$69.50	\$0.00	\$69.50	FC
0131	Temporary fencing rental per panel per day (minimum weekly charge – Council to setup and place)	\$52.50	\$55.50	\$0.00	\$55.50	FC
0132	Steel road plates per plate per week (minimum weekly charge – Council to setup and place)	\$2,340.00	\$2,460.00	\$0.00	\$2,460.00	FC
0133	Temporary kerb ramp per ramp per day (minimum weekly charge – Council to setup and place)	\$40.00	\$42.00	\$0.00	\$42.00	FC
0134	Delivery and return of water filled barriers, ArmorZone and temporary fencing – each way – during business hours	\$390.00	\$410.00	\$0.00	\$410.00	FC
0135	Delivery and return of water filled barriers, ArmorZone and temporary fencing – each way – outside of business hours	\$648.00	\$681.00	\$0.00	\$681.00	FC

Flood Risk / Stormwater Assessment

0136	Drainage Draft Plan Search and Service Fee per 20 min	\$128.50	\$135.00	\$0.00	\$135.00	RR
0137	Flood Planning Level Enquiry	\$618.00	\$649.00	\$0.00	\$649.00	RR
0138	Stormwater (General Inspection Fees per 45 mins, after an initial inspection)	\$153.50	\$161.50	\$0.00	\$161.50	RR
0139	Stormwater Drainage Application Fee	\$612.00	\$643.00	\$0.00	\$643.00	FC
0140	Application to carry out stormwater drainage work (Section 138) refer to Asset Management Civil Works	\$1,215.00	\$1,280.00	\$0.00	\$1,280.00	FC

continued on next page ...

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Flood Risk / Stormwater Assessment [continued]

0141	Application to connect a private drain with a public drain under the control of a Council or with a drain which connects with such a public drain (Section 68)	\$1,215.00	\$1,280.00	\$0.00	\$1,280.00	RR
0142	Initial Assessment	\$483.00	\$508.00	\$0.00	\$508.00	RR
0143	Subsequent Assessments (each)	\$326.00	\$343.00	\$0.00	\$343.00	RR
0144	High Density Development			\$190.00 per hour		FC
				Min. Fee incl. GST: \$515.00		
0145	Medium Density Development			\$190.00 per hour		FC
				Min. Fee incl. GST: \$385.00		
0146	OSD Re-Inspection Fee			\$190.00 per hour		FC
				Min. Fee incl. GST: \$130.00		
0147	Positive Covenant			\$190.00 per hour		FC
				Min. Fee incl. GST: \$130.00		
0148	Single Dwelling with OSD			\$190.00 per hour		FC
				Min. Fee incl. GST: \$255.00		
0149	Single Dwelling, no OSD			\$190.00 per hour		FC
				Min. Fee incl. GST: \$130.00		
0150	Works-As-Executed Plans			\$190.00 per hour		FC
				Min. Fee incl. GST: \$255.00		

Hoardings

0151	Ground level hoarding – type A temporary fencing, where any part of the fencing structure occupies the public domain. (A minimum period of 6 months, paid in advance, applies. Once this period is reached, additional payments shall be made for 3 months in advance). (Periods of less than 3 months can be resolved by negotiation).			\$356.00 plus an additional \$30.00/linear metre/week (frontage) or part thereof		FC
0152	Overhead hoarding – type B (A minimum period of 6 months, paid in advance, applies. Once this period is reached, additional payments shall be made for 3 months in advance). (Periods of less than 3 months can be resolved by negotiation).			\$675.00 plus an additional \$40.00/linear metre/week (frontage) or part thereof		FC
0153	Application lodgement fee	\$457.00	\$500.00	\$0.00	\$500.00	RR
0154	Fee adjustment for combined type A and B hoarding applications			\$356.00 to be waived		FC
0155	Environmental Planning and Assessment Act 1979 – cost compliance			Total cost of compliance		FC

Memorial Donations

0156	Memorial seat with plaque	\$3,710.00	\$3,545.45	\$354.55	\$3,900.00	RR
0157	Park seat	\$3,215.00	\$3,072.73	\$307.27	\$3,380.00	RR
0158	Plaque only	\$562.00	\$537.27	\$53.73	\$591.00	RR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Rock Anchor Permit

0159	Application Fee	\$6,025.00	\$6,330.00	\$0.00	\$6,330.00	RR
0160	Cost per anchor	\$241.50	\$254.00	\$0.00	\$254.00	RR
0161	Refundable Holding Deposit	Minimum \$50,000.00 plus \$1,000.00 per anchor above 50 units Min. Fee incl. GST: \$50,000.00				BD

Stormwater Management Services Charge

Included on Annual Rates and Charges Notice. For the purposes of the SMSC, company title property will be treated the same as strata title property and mixed development apportionment factor (MDAF) property will be treated as residential. Where strata title buildings contain both residential and business lots, the SMSC will be \$12.50 for residential or \$5.00 minimum for business.

Exemptions from SMSC

- Crown Land and Crown Land held under private lease pursuant to Housing Act 2001 or Aboriginal Housing Act 1998
- Vacant land - defined as land containing no buildings or car parks and no significant impervious surfaces
- Council owned land or non-rateable land
- Rural residential or rural business land
- Land belonging to charities or public benevolent institutions

0162	Charge per residential* torrens title lot	\$25.00	\$25.00	\$0.00	\$25.00	LR
0163	Charge per residential* strata title lot	\$12.50	\$12.50	\$0.00	\$12.50	LR
0164	Charge per 350m ² or part thereof business* torrens title lot – total charge capped at \$2,500	\$25.00	\$25.00	\$0.00	\$25.00	LR
* meaning categorised as such for rating purposes						
0165	Charge per business* strata title lot	\$5.00	\$5.00	\$0.00	\$5.00	LR

Building Services

General Information

Builders Indemnity Insurance

Construction Certificates and Complying Development Certificates cannot be issued unless the applicant provides a certificate of insurance issued by an approved insurer under the Home Building Act 1989.

Persons who wish to do building work on their own home may apply to the Department of Fair Trading for an owner-builder permit where:

1. the cost of the work exceeds \$5,000;
2. the work relates to a single dwelling - house or dual occupancy; and
3. the work requires development consent or is complying development.

An owner-builder who sells their dwelling within 7 years of completion of the work must take out home warranty insurance. Works valued less than \$12,000 value, no insurance is required when carried out by a licensed builder.

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

General Information [continued]

Long Service Levy

For building or subdivision works that exceed a value of \$25,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited certifier) issuing the Construction or Complying Development Certificate.

Council acts as an agent for collection of this levy. The amount payable is currently fixed at 0.35% of the total cost of the work and is GST exempt.

0166	General information	As listed above			RR
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Complying Development Certificates and Exempt Development

Administration of Complying Development Certificates

0167	Application to modify a complying development certificate (section 4.30) – after certificate has been issued	50% of original application fee, max fee of \$575.00			RR	
0168	Complying development certificate applications involving a Building Code of Australia alternative solution	Relevant application fee plus additional charges may be levied to recover council's costs in more complicated assessments at the rate of \$300.00/hour or part thereof. Such charges will be as determined by the Manager City Development in consultation with the applicant. Min. Fee incl. GST: \$345.00			RR	
0169	Confirmation in writing that development is exempt or complying development	\$150.00	\$150.00	\$0.00	\$150.00	FC
0170	Notification for complying development certificates	\$97.00	\$97.00	\$0.00	\$97.00	FC

Complying Development Certificates – Application

0171	Application	Market rate and a 10% consultant engagement and contract management fee			FC
External consultant may be engaged. Fee will be based on a market rate and a 10% consultant engagement and contract management fee					

Other Activity Application Fees

Section 68 Of Local Government Act 1993

0172	Amusement devices	\$150.00	\$150.00	\$0.00	\$150.00	LR
0173	Manufactured home	\$200.00	\$200.00	\$0.00	\$200.00	LR
0174	Other activities	\$150.00	\$150.00	\$0.00	\$150.00	LR

Construction and Development Certification

Damage Deposits

For any Development Application including Complying Development Certificates issued by Private Certifiers, Council reserves the right to impose a condition of development consent requiring the lodgement of a Builder's Damage Deposit as assessed by Council's Engineering Team as required in the individual circumstances.

0175	Value of development (per applicant's estimate with application)	Minimum deposit			BD	
0176	Less than \$50,000	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BD
0177	Between \$50,001 to \$100,000	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00	BD

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Damage Deposits [continued]

0178	Between \$100,001 to \$150,000	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	BD
0179	Between \$150,001 to \$200,000	\$4,000.00	\$4,000.00	\$0.00	\$4,000.00	BD
0180	Between \$200,001 to \$500,000	\$6,000.00	\$6,000.00	\$0.00	\$6,000.00	BD
0181	Between \$500,001 to \$1,000,000	\$8,000.00	\$8,000.00	\$0.00	\$8,000.00	BD
0182	For demolition (only) applications – the damage deposit will be a set fee	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	BD

Where value of development is greater than \$1,000,000, damage deposit is calculated as 0.75% of the cost of the development.

Construction Certificates - Class 1 and 10

Values listed in this table equate to the contract price or the cost of the building (in cases where there is no contract) and calculated in accordance with the Regulation. Values include the costs associated with the construction of the building, the costs associated with the preparation of the building for the purpose for which it is to be used (such as installing plant, fittings, fixtures and equipment), other works (if any) and costs of demolition (if any).

0183	Work value less than or equal to \$50,000	\$830.00	\$792.73	\$79.27	\$872.00	MP
0184	Work value between \$50,001 and \$100,000	\$830.00 plus \$9.00 for each \$1,000 above \$50,000				MP
0185	Work value between \$100,001 and \$250,000	\$1,280.00 plus \$8.00 for each \$1,000 above \$100,000				MP
0186	Work value between \$250,001 and \$500,000	\$2,480.00 plus \$7.00 for each \$1,000 above \$250,000				MP
0187	Work value between \$500,001 and \$1,000,000	\$4,230.00 plus \$6.00 for each \$1,000 above \$500,000				MP
0188	Work value exceeding \$1,000,001 and up to \$5,000,000	\$7,230.00 plus \$3.50 for each \$1,000 above \$1,000,000				MP
0189	Work value \$5,000,000	By quotation				MP

Construction Certificates - Class 2-9

Construction Certificate Fee for Residential and Mixed Commercial / Residential Developments Exceeding \$1,000,000 outside Burwood Town Centre and Developments \$10,000,000 or less inside the Burwood Town Centre

For mixed commercial or other developments the commercial or other part of the development is assessed in accordance with the above table (class 1 and 10 buildings).

0190	For residential and mixed commercial / residential developments the residential portion of the development is assessed as	i. \$525.00 per unit plus \$1,050.00 where Council is appointed as the Principal Certifying Authority ii. This fee includes PCA services and issue of Occupation Certificate	MP
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Construction Certificate Fee for Residential and Mixed Commercial / Residential Developments exceeding \$10,000,000 within the Burwood Town Centre

For Mixed commercial or other Developments the commercial or other part of the development is assessed in accordance with the above table (Class 1 and 10 buildings).

0191	For residential and mixed commercial / residential developments the residential portion of the development is assessed as	i. \$750.00 per unit plus \$1,620.00 where Council is appointed as the Principal Certifying Authority (PCA) ii. This fee includes PCA services and issue of Occupation Certificate	MP
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Construction Certificate Modifications

0192	Construction certificate modifications	50% of original fee	RR
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Registration of Certificates Issued by Accredited Certifiers

0193	Registration of a complying development certificate	\$39.00	\$40.00	\$0.00	\$40.00	LR
0194	Registration of construction certificate issued by private certifier (Not complying development)	\$43.00	\$45.00	\$0.00	\$45.00	LR
0195	Registration of occupation certificate issued by private certifier	\$43.00	\$45.00	\$0.00	\$45.00	LR
0196	Registration of subdivision certificate issued by private certifier (Not complying development)	\$43.00	\$45.00	\$0.00	\$45.00	LR

Transfer of PCA services to Council

0197	Council appointed as PCA	Package as determined by Council delegate				RR
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Construction Inspection

0198	Inspection fee	\$326.00	\$311.82	\$31.18	\$343.00	MP
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Linen Plan (Certification)

0199	Certification Fee	\$0.00	\$450.00	\$0.00	\$450.00	PC
0200	Inspection Fee	\$0.00	\$400.00	\$0.00	\$400.00	PC

Fire Safety Compliance

0201	Annual administration fee - registration of annual fire safety certificates	\$97.00	\$136.36	\$13.64	\$150.00	MP
0202	BCA class 2-3 effective height <25m	\$768.00	\$733.64	\$73.36	\$807.00	MP
0203	BCA class 2-3 effective height >25m	\$1,540.00	\$1,472.73	\$147.27	\$1,620.00	MP
0204	BCA class 5-9 up to or equal 500m ² floor area	\$650.00	\$620.91	\$62.09	\$683.00	MP
0205	BCA class 5-9 >500m ² floor area	\$1,295.00	\$1,236.36	\$123.64	\$1,360.00	MP

Fire Safety Schedules

Council to re-issue a fire safety schedule on request by a building owner to correct minor errors or omissions or to replace a missing schedule.

Note: For larger buildings Council may have to engage external consultants for technical advice.

0206	Issue new Fire Safety Schedule to correct minor omission or error	\$500.00	\$454.55	\$45.45	\$500.00	FC
0207	Replace missing or incorrect Fire Safety Schedule Class 2-9 Building 2 storeys or less	\$1,000.00	\$909.09	\$90.91	\$1,000.00	FC
0208	Replace missing or incorrect Fire Safety Schedule Class 2-9 Buildings greater than 2 storeys	By quotation – full cost recovery plus 15%				FC

Application

0209	Out of hours construction application	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00	FC
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Building Certification

Building Information Certificates Division 6.7 - Classes 1 and 10

0210	Classes 1 and 10 (dwellings), and class 2 building containing only 2 dwellings	\$275.00 per dwelling			PC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Division 6.7 Certificates - Other Classes - Statutory

0211	A building not exceeding 200m ²	\$275.00	\$275.00	\$0.00	\$275.00	LR
0212	A building greater than 200m ² but not exceeding 2,000m ²	\$275.00 plus an additional \$0.60 per m ² over 200 m ²				LR
0213	A building greater than 2,000m ²	\$1,355.00 plus an additional \$0.08 per m ² over 2,000m ²				LR
0214	Additional inspections	\$90.00	\$90.00	\$0.00	\$90.00	LR
0215	Archive fee for unauthorised works building certificates*	\$100.00	\$100.00	\$0.00	\$100.00	LR
*Additional fees apply for unauthorised works in accordance with the Environmental Planning and Assessment Regulation 2021.						
0216	Additional DA & CC fee as certified by a quantity surveyor for any unauthorised works	Fee based on the cost of the works				PC

Certificates

Planning Certificates

*Environmental Planning and Assessment Act 1979
Environmental Planning and Assessment Regulation 2021*

Note that for strata lot applications, one fee is charged per lot applied for within that strata plan.

0217	Section 10.7(2) planning certificate application / reprint per lot	\$67.00	\$70.00	\$0.00	\$70.00	LR
0218	Section 10.7(2) and 10.7(5) planning certificate application / reprint per lot	\$167.00	\$173.00	\$0.00	\$173.00	LR
0219	Fee for urgent processing of applications for planning certificates under section 10.7(2) and 10.7(5) within 1 business day per lot	\$130.00	\$170.00	\$0.00	\$170.00	RR
Council reserves the right not to make the service available						
0220	Section 10.7 certificate – reprint	\$62.00	\$70.00	\$0.00	\$70.00	RR

Outstanding Notices

0221	Outstanding notice – section 735A	\$64.00	\$66.00	\$0.00	\$66.00	LR
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Occupation Certificates

0222	Occupation certificates (Council as PCA)	\$250.00	\$227.27	\$22.73	\$250.00	FC
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Rates Certificates

Local Government Act 1993 Sections 603 and 608

0223	For replacement of section 10.7 or section 603 (certificate replacement request placed after 2 weeks from date of issue of original certificate)	\$45.00	\$47.50	\$0.00	\$47.50	RR
0224	Rates notice – annual or instalment – on coloured base stock with or without amended details *	\$41.00	\$43.50	\$0.00	\$43.50	RR
0225	Rates notice – annual or instalment – single sided black and white archive copy *	No fee				Z
0226	Section 603 certificate	\$95.00	\$100.00	\$0.00	\$100.00	LR
0227	Urgency fee – processed on-demand (subject to availability only)	\$310.00	\$326.00	\$0.00	\$326.00	RR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Rates Certificates [continued]

0228	Urgency fee – processed within 24 hours	\$210.00	\$220.50	\$0.00	\$220.50	RR
0229	Administration charge to refund Section 603/10.7 Certificate and Outstanding Notice Section 735A	\$25.00	\$30.00	\$0.00	\$30.00	PC

Section 54 Certificate

Local Government Act 1993

0230	Application fee	\$60.00	\$60.00	\$0.00	\$60.00	LR
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Section 88G Certificate

Conveyancing Act 1919

0231	Section 88G certificates (Section 88G of Conveyancing Act)	\$10.75	\$11.40	\$0.00	\$11.40	LR
0232	Section 88G certificate requiring inspection	\$40.95	\$43.00	\$0.00	\$43.00	LR

Swimming Pool Safety Certificate

Swimming Pools Amendment Act 2012
Swimming Pools Regulation 2008

0233	Fee for provision of registration – assisting pool owners who do not have internet access	\$15.80	\$14.36	\$1.44	\$15.80	LR
0234	Swimming pool barrier exemption application	\$70.00	\$70.00	\$0.00	\$70.00	LR
0235	Swimming pool inspections and compliance certificates	\$150.00 plus \$0.00 for second inspection; \$100.00 for subsequent inspections				LR
0236	Copy of swimming pool compliance certificate	\$70.00	\$66.82	\$6.68	\$73.50	PC
0237	Swimming pool safety plaques resuscitation board	\$35.00	\$33.64	\$3.36	\$37.00	PC

Compliance

Unattended Articles

Motor Vehicles, Trucks, Trailers and Caravans

0238	Impounding / holding fee	\$222.00 impounding fee plus \$43.00/day holding fee plus \$205.00 towing fee				FC
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Shopping Trolleys and Sandwich Boards

0239	Impounding administration fee	\$270.00 plus a \$16.00 per day per trolley storage fee				FC
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Other Goods

0240	Other articles	\$119.50	\$125.50	\$0.00	\$125.50	FC
0241	Other articles (per article per day or part thereof)	\$48.00	\$50.50	\$0.00	\$50.50	FC

Protection of Environment Operations Act

0242	Investigation that resulted in an order being given (currently up to \$1,000)	As prescribed				LR
Environmental Planning and Assessment Regulation 2021 s281C						

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Protection of Environment Operations Act [continued]

0243	Litter fines and penalty				As prescribed	LR
0244	POEO – cost compliance				Total cost of compliance	RR
0245	POEO – notice administration fee				As prescribed	LR

Contaminated Land

Registration of Notice of Class 2 Remediation

0246	Registration of notice of intention to carry out class 2 remediation works (clause 16 – SEPP 55)	\$199.40	\$209.50	\$0.00	\$209.50	LR
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Skip Bins Roadside Placements

0247	Initial fee (first year of activity)	\$1,605.00	\$1,690.00	\$0.00	\$1,690.00	RR
0248	Ongoing fee (after first year)	\$874.00	\$918.00	\$0.00	\$918.00	RR

Clothing Bank Bins

0249	Annual permit per bin	\$410.00	\$431.00	\$0.00	\$431.00	RR
0250	Initial annual application fee	\$330.00	\$330.00	\$0.00	\$330.00	FC

Community Services

Community Programs

0251	Daytime session / class	\$5.70	\$7.27	\$0.73	\$8.00	PC
0252	9 week term	\$45.00	\$45.45	\$4.55	\$50.00	PC
0253	Daytime session / class with materials included	\$8.20	\$9.09	\$0.91	\$10.00	PC
0254	9 week term with materials included	\$67.50	\$68.18	\$6.82	\$75.00	PC
0255	Evening session / class (after 6:00 pm)	\$8.20	\$9.09	\$0.91	\$10.00	PC
0256	Evening 9 week term (after 6:00 pm)	\$67.50	\$68.18	\$6.82	\$75.00	PC
0257	Evening session / class (after 6:00 pm) with materials included	\$10.70	\$13.64	\$1.36	\$15.00	PC
0258	Evening 9 week term (after 6:00 pm) with materials included	\$90.00	\$86.36	\$8.64	\$95.00	PC
0259	Community programs and activities, excursions, special events (per activity or event)				Cost plus GST, where applicable	FC
0260	Community training / workshop course fee (per course)				Cost plus GST, where applicable	FC

Street Parties and School Fetes

0261	Traffic management – community street parties and school fetes (all inclusive subject to council approval)				No fee	Z
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Alcohol Prohibited Spaces

0262	Application for consumption or sale of alcohol in an alcohol prohibited area or alcohol free zone	\$213.50	\$204.09	\$20.41	\$224.50	FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Development Applications

General Note: If two or more statutory fees apply to a single DA, then the amount payable shall be the sum of those fees.

Note 1: These fees are additional to other fees, which may apply.

Note 2: Regulations require Council to refund the amount of the fee not expended in advertising the application.

Developments Involving Erection of Buildings, Carrying out of Works, Demolition of Buildings or Works at Work Value

Environmental Planning and Assessment Regulation 2021

0263	DA for development up to \$5,000	\$138.00	\$143.00	\$0.00	\$143.00	LR
0264	Between \$5,001 – \$50,000	\$220.00 plus \$3.00 for each \$1,000 or part above \$5,000				LR
0265	Between \$50,001 – \$250,000	\$459.00 plus \$3.64 for each \$1,000 or part above \$50,000				LR
0266	Between \$250,001 – \$500,000	\$1,510.00 plus \$2.34 for each \$1,000 or part above \$250,000				LR
0267	Between \$500,001 – \$1,000,000	\$2,273.00 plus \$1.64 for each \$1,000 or part above \$500,000				LR
0268	Greater than \$1,000,001 less than \$10,000,000	\$3,405.00 plus \$1.44 for each \$1,000 above \$1,000,000				LR
0269	Greater than \$10,000,000	\$20,668.00 plus \$1.19 for each \$1,000 above \$10,000,000				LR
0270	Dwelling house valued under \$100,000 construction cost	\$571.00	\$593.00	\$0.00	\$593.00	LR
0271	DA not involving building work, demolition or sub division	\$357.00	\$370.00	\$0.00	\$370.00	LR

Specialist / Independent External Advice

Professional external consultancy services fee for application assessment (e.g. acoustics, fire engineering, geotechnical, flood, bushfire, heritage, ecology, traffic, landscape assessment etc) – peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice.

0272	Professional external consultancy services fee for application assessment	As invoiced plus 10% for Council Administration of Consultant Engagement and Contract Management			FC
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Developments not involving erection of a building, carrying out of work, the subdivision of land or demolition of a building work

0273	Change of use only	\$0.00	\$380.00	\$0.00	\$380.00	FC
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Refund of Development Application Fees

0274	Withdrawal of application before assessment	Maximum 75% of fees paid			PC
0275	Withdrawal of application after assessment but prior to assessment report preparation	Maximum 50% of fees paid			PC

Long Service Levy

Note: Statutory collected on behalf of The Long Service Payments Corporation

0276	Work value greater than \$25,000	0.35% of the value of building and construction works			LR
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

DA fees for Residential Heritage items

0277	Minor works – heritage properties (Clause 5.10(3) of Burwood LEP)	\$0.00	\$250.00	\$0.00	\$250.00	PC
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Other Developments – Statutory

0278	Development applications for the pruning or removal of a tree for heritage items and properties in HCA	\$105.00 per application or \$45.00 per application where applicant is a pensioner				LR
0279	Development for the purpose of 1 or more advertisements	\$363.00 plus an additional \$100.00 per advertisement in excess of 1, or the fee in accordance with the above table, whichever is greater				LR

Subdivisions – Regulation 249

Environmental Planning and Assessment Regulation 2021

0280	Other than strata subdivision, involving the opening of a public road (eg, torrens title / stratum subdivision / community title)	\$865.00 plus \$65.00 per additional lot				LR
0281	Other than strata subdivision, not involving the opening of a public road (eg, torrens title / stratum subdivision / community title)	\$430.00 plus \$53.00 per additional lot				LR
0282	Strata units subdivision	\$430.00 plus \$65.00 per additional lot				LR

Integrated Development and Development which Requires Concurrence – Statutory

Environmental Planning and Assessment Regulation 2021

In addition to the fee specified above, the consent authority must charge an additional fee for the referral and provision of advice in respect of the general terms of approval to be granted by an approval body specified in Sections 91, 91A and 92.

Additional fee for each approval, Council shall forward the fee to the approval body with the request for the general terms of the approval from the approval body.

0283	Development which requires concurrence	\$183.00 plus \$416.00 for each approval body to which the development application is to be forwarded				LR
0284	Integrated development	\$183.00 plus \$416.00 for each approval body to which the development application is to be forwarded				LR
0285	Additional fee for development application for designated development	\$1,154.00	\$1,198.00	\$0.00	\$1,198.00	FC
0286	Additional fee for development application that is referred to design review panel for advice	\$3,763.00	\$3,905.00	\$0.00	\$3,905.00	LR

Additional fees payable for development that requires advertising

In addition to any other fees payable, Council will charge up to the following maximum fees for giving of the notice required for the development:

0287	Designated development	\$2,785.00	\$2,890.00	\$0.00	\$2,890.00	LR
0288	Advertised development	\$1,185.00	\$1,230.00	\$0.00	\$1,230.00	LR
0289	Prohibited development	\$1,386.00	\$1,438.00	\$0.00	\$1,438.00	LR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Additional fees payable for development that requires advertising [continued]

0290	Development for which an environmental planning instrument requires notice to be given otherwise than as referred to above	\$1,185.00	\$1,230.00	\$0.00	\$1,230.00	LR
0291	Nominated integrated development, threatened species development or Class 1 aquaculture development	\$1,386.00	\$1,438.00	\$0.00	\$1,438.00	LR
0292	Other development for which a community participation plan requires notice to be given	\$1,386.00	\$1,438.00	\$0.00	\$1,438.00	LR

Referral to the Design Review Panel

0293	Referral of Development Application to the Burwood Design Review Panel	\$2,500.00	\$4,000.00	\$0.00	\$4,000.00	FC
0294	Re-referral of Development Application to the Burwood Design Review Panel			50% of the original cost		FC

Development Applications - Notification

Notification of Development Applications, Section 4.55 Applications or Section 8.2, 8.3, 8.4 and 8.5 Applications

Should an applicant submit amended plans prior to determination that requires re-notification of a development, an additional notification fee may be applicable.

0295	Works less than \$10,000	\$44.00	\$46.50	\$0.00	\$46.50	RR
0296	Works between \$10,001 and \$100,000	\$155.00	\$163.00	\$0.00	\$163.00	RR
0297	Works between \$100,001 and \$500,000	\$310.00	\$326.00	\$0.00	\$326.00	RR
0298	Works between \$500,001 and \$1,000,000	\$375.00	\$394.00	\$0.00	\$394.00	RR
0299	Works greater than \$1,000,000 and less than \$10,000,000	\$670.00	\$704.00	\$0.00	\$704.00	RR
0300	Works greater than \$10,000,000	\$780.00	\$819.00	\$0.00	\$819.00	RR

Notification fee for amended development application plans

0301	Notification fee for amended development application plans	Refer to the notification fees for original development application in the table above				LR
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Review of Determination Under Section 8.2 and / or Review Where DA Not Accepted Under Section 8.2(1)(c)

Environmental Planning and Assessment Act 1979

0302	Review of determination of any other development up to \$5,000	\$69.00	\$72.00	\$0.00	\$72.00	LR
0303	Review of determination of any other development with an estimated cost of \$5,001 – \$250,000	\$111.00, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost				LR
0304	Review of determination of any other development with an estimated cost of \$250,001-\$500,000	\$652.00, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000				LR
0305	Review of determination of any other development with an estimated cost of \$500,001-\$1,000,000	\$928.00, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000				LR
0306	Review of determination of any other development with an estimated cost of \$1,000,001-\$10,000,000	\$1,285.00, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000				LR

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Review of Determination Under Section 8.2 and / or Review Where DA Not Accepted Under Section 8.2(1)(c) [continued]

0307	Review of determination of any other development with an estimated cost more than \$10,000,000	\$6,167.00, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000				LR
0308	Review of determination for a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% of original application fee				LR
0309	Review of determination for a development application that involves the erection of a dwelling house with an estimated cost of construction of \$100,000 or less	\$238.00	\$247.00	\$0.00	\$247.00	LR

Development Applications - Modification of a Consent Under Section 4.55

Environmental Planning and Assessment Act 1979

0310	Section 4.55(1) – corrections	No fee				LR
0311	Section 4.55(1A) – minor modifications	50% of original application fee (maximum fee of \$839.00)				LR
0312	Section 4.55(2) or under section 4.56 if the fee for the original application was less than \$100	50% of the fee for the original development application				LR
0313	Section 4.55(2) where the fee of the original application was more than \$100 but does not involve the erection of a building, the carrying out of work or the demolition of a work or building	50% of the fee for the original development application				LR
0314	Section 4.55(2) where the original application was for a dwelling house with an estimated cost of construction of \$100,000 or less	\$238.00	\$247.00	\$0.00	\$247.00	LR
0315	Section 4.55(2) for any other development up to an estimated cost of \$5,000	\$69.00	\$72.00	\$0.00	\$72.00	LR
0316	Section 4.55(2) for any other development up to an estimated cost of \$5,001-\$250,000	\$110.00, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost				LR
0317	Section 4.55(2) for any other development up to an estimated cost of \$250,001-\$500,000	\$652.00, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000				LR
0318	Section 4.55(2) for any other development up to an estimated cost of \$500,001-\$1,000,000	\$928.00, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000				LR
0319	Section 4.55(2) for any other development up to an estimated cost of \$1,000,001-\$10,000,000	\$1,285.00, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000				LR
0320	Section 4.55(2) for any other development up to an estimated cost of more than \$10,000,000	\$6,167.00, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000				LR
0321	Review of section 4.55(2) modification	50% of original application fee				LR
0322	Section 4.59 public notice for validity of a development consent	\$413.00	\$394.55	\$39.45	\$434.00	RR
0323	Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	\$835.00	\$866.00	\$0.00	\$866.00	FC
0324	Additional fee for modification application that is accompanied by statement of qualified designer	\$954.00	\$990.00	\$0.00	\$990.00	LR
0325	Additional fee for modification application that is referred to design review panel for advice	\$3,763.00	\$3,905.00	\$0.00	\$3,905.00	LR
0326	Submitting modification application under the Act, section 4.55(1A) or (2) on the NSW planning portal	\$43.00	\$45.00	\$0.00	\$45.00	LR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Specialist / Independent External Advice

Any Section 4.55(2) Application

Professional external consultancy services fee for application assessment (e.g. acoustics, fire engineering, geotechnical, flood, bushfire, heritage, ecology, traffic, landscape assessment etc) – peer review, Report and or advice. Where council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice.

0327	Professional external consultancy services fee for application assessment	As invoiced plus 10% for Council Administration of Consultant Engagement and Contract Management			FC
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Development Applications - Other Services

0328	Lapsed consents	\$0.00	\$400.00	\$0.00	\$400.00	
Confirmation in writing whether or not a consent has lapsed						
0329	Review of documentation submitted to consent conditions	\$0.00	\$400.00	\$0.00	\$400.00	FC
0330	Applications that fee waivers apply	Up to 100% fees				FC
0331	Miscellaneous services - first hour per hour or part thereof after the first hour	\$0.00	\$190.91	\$19.09	\$210.00	FC
0332	Photovoltaic System and or Solar Hot Water	No fee				Z
Applicable for application for installation of a new, replacement or additional system only and not in conjunction with any other proposed works.						

Professional External Consultancy Services Fee – Peer review, Report and / or Advice

Professional external consultancy service fee for application assessment peer review. Fee applications to applications involving a Voluntary Planning Agreement which requires an external peer review of council professional assessment.

0333	Professional external consultancy service fee for application assessment peer review	Cost is 'as invoiced' plus 10% for Council administration and contract management			FC
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Amended Plans

The fee for an assessment of an amendment to a Development, Modification or Review Application prior to its determination.

0334	Minor amendments not requiring substantial reassessment in the opinion of Council	25% of original assessment fee			FC
0335	All other amendments	50% of original assessment fee			FC

Certified Planning Documents – Statutory

0336	Certified copy of document or map clause 262 of Environmental Planning and Assessment Regulation 2021	\$57.00	\$70.00	\$0.00	\$70.00	LR
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

DA Pre-Lodgement Application

An additional fee is required for referral to the Burwood Design Review Panel unless the applicant is only seeking urban design advice. Then the Design Review Panel Fee only applies.

0337	Single issue, no meeting. Fee includes 15 minute call and written advice	\$0.00	\$263.64	\$26.36	\$290.00	FC
0338	General research and interpretation advice (per hour)	\$0.00	\$272.73	\$27.27	\$300.00	FC
0339	Pre-complying development certificate advice. Advice as to whether a proposal would constitute a CDC, per proposal	\$0.00	\$363.64	\$36.36	\$400.00	FC
0340	Confirmation in writing that development is exempt	\$0.00	\$272.73	\$27.27	\$300.00	FC
0341	Single dwellings, alterations and additions to heritage items and dual occupancies	\$500.00	\$454.55	\$45.45	\$500.00	FC
0342	Townhouses, residential flat buildings and mixed use developments with an estimated cost of less than \$5,000,000	\$1,200.00	\$1,090.91	\$109.09	\$1,200.00	FC
0343	Townhouses, residential flat buildings and mixed use developments with an estimated cost greater than \$5,000,000 and less than \$15,000,000	\$2,000.00	\$1,818.18	\$181.82	\$2,000.00	FC
0344	Townhouses, residential flat buildings and mixed use developments with an estimated cost greater than \$15,000,000	\$3,000.00	\$2,727.27	\$272.73	\$3,000.00	FC
0345	Commercial development and other development with an estimated cost less than \$5,000,000	\$1,200.00	\$1,090.91	\$109.09	\$1,200.00	FC
0346	Commercial development and other development with an estimated cost greater than \$5,000,000 and less than \$10,000,000	\$2,000.00	\$1,818.18	\$181.82	\$2,000.00	FC
0347	Commercial development and other development with an estimated cost greater than \$10,000,000	\$3,000.00	\$2,727.27	\$272.73	\$3,000.00	FC
0348	Additional meetings or advice			25% of original fee		FC

Specialist / Independent External Advice

DA Pre-Lodgement Applications

For developments such as residential flat buildings, mixed commercial/residential development, boarding houses, commercial developments, where it is necessary for Council to engage external consultants to provide specialist Urban Design, Town Planning, Traffic or similar advice Council will recover such costs.

In this regard an upfront fee will be charged:

0349	DA Pre-Lodgement Applications	\$5,100.00	\$4,636.36	\$463.64	\$5,100.00	FC
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Large Scale or Complex Development Applications

Where Council has to engage external consultants for specialist and expert advice the costs of these services will be covered by the Applicant. These costs will be agreed with applicants as part of pre-lodgement discussions and confirmed in writing between all parties.

0350	Large Scale or Complex Development Applications			At cost plus 10%		FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Pre-DA Fees - State Significant Development Application (SSDA)

0351	Stage 1 initial scoping meeting prior to Secretary's environmental assessment requirements (SEARs)	\$0.00	\$2,727.27	\$272.73	\$3,000.00	FC
0352	Stage 2 after Secretary's environmental assessment requirements (SEARs) and prior to environmental impact statement (EIS) as part of consultation. Fee does not include referral to Design Review Panel. Fee includes statutory referrals once State significant development application (SSDA) lodged	\$0.00	\$9,090.91	\$909.09	\$10,000.00	FC

Covenant Removals or Amendments

0353	Application	\$148.00 plus \$77.00 per hour or part thereof in excess of 2 hours				FC
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Development Contributions to Services and Amenities

Environmental Planning and Assessment Act 1979

Burwood Contributions Plan

Section 7.12 Contributions Plan for the Burwood Local Government Area (Excluding Burwood Town Centre)

All Development (except development pertaining to a dwelling house)

0354	Work value from \$0 to \$100,000	Nil				Z
0355	Work value from \$100,001 to \$200,000	0.50% multiplied by the indexed development cost				RR
0356	Work value greater than \$200,000	1% multiplied by the indexed development cost				RR

Development of a dwelling house and alterations, additions or ancillary structures thereto

0357	Work value from \$0 to \$100,000	Nil				Z
0358	Work value from \$100,001 to \$300,000	0.50% multiplied by the indexed development cost				RR
0359	Work value greater than \$300,000	0.25% multiplied by the indexed development cost				RR

Section 7.12 Contributions Plan - Burwood Town Centre

0360	Work value from \$0 to \$250,000	Nil				Z
0361	Work value greater than \$250,000	4% multiplied by the indexed development cost				RR

Car Parking Rate for Monetary Contributions in Lieu of On-Site Parking under a Voluntary Planning Agreement and the DCP

0362	Rate per parking space	\$54,120.00	\$54,120.00	\$0.00	\$54,120.00	FC
<p>The rate is provided as a guide to applicants and is intended to represent a reasonable base rate for the construction of a single parking space within a basement or parking complex. In the case where the car parking rate yields a whole number and a fraction, the fraction has to be rounded up to the next whole decimal number. E.g 15.5, 15.8 = 16 spaces. Council reserves the right to negotiate a variation of this rate as part of a Voluntary Planning Agreement. For further information, refer to the Burwood Development Control Plan and the addendum to the Planning Agreements Policy.</p>						

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Monetary Contribution for Bonus Development

The rate is over and above the requirements of the Section 7.12 Contributions Plan for the Burwood Town Centre, Strathfield Town Centre, Burwood Road Burwood (between Parramatta Road and Meryla Street) and land in the B2 local centre zone along northern side of Liverpool Road Burwood and Strathfield. The monetary contribution is paid to Council as part of a Voluntary Planning Agreement. The rate is subject to review and change by Council.

0363	Rate per m ² bonus floor space (Burwood and Strathfield Town Centres)	\$1,750.00	\$1,750.00	\$0.00	\$1,750.00	FC
0364	Rate per m ² bonus floor space (Burwood Road between Parramatta Road and Meryla Street)	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00	FC
0365	Rate per m ² bonus floor space (land in the B2 local centre zone along northern side of Liverpool Road Burwood and Strathfield)	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	FC

Preparation of Amendment to Local Environmental Plan

Pre-Planning Proposal Consultation

Mandatory for all applications.

Note: Categories of Planning Proposals are as defined by the DPE Local Environmental Plan Making Guidelines (September 2022).

0366	Basic LEP amendment	\$2,500.00	\$2,750.00	\$0.00	\$2,750.00	FC
0367	Standard LEP amendment	\$5,000.00	\$5,500.00	\$0.00	\$5,500.00	FC
0368	Complex LEP Amendment	\$10,000.00	\$11,000.00	\$0.00	\$11,000.00	FC

Planning Proposals

The planning proposal fee has been divided into a 2 stage fee. Stage 1 is payable upon lodgement of the Planning Proposal and stage 2 will be payable following the conclusion of the exhibition of the Planning Proposal. If the Planning Proposal does not proceed to exhibition, then the stage 2 fee will not be payable.

Stage 1 – Assessment of the Planning Proposal (payable on lodgement of the Planning Proposal)

The stage 1 fee includes the assessment of the Planning Proposal, preparation of a report to the Burwood Local Planning Panel and Council, and where endorsed by Council, the submission to the Department of Planning & Environment for a Gateway Determination. Should a Gateway Determination be issued, additional fees will be payable for notification of the Planning Proposal.

Stage 2 – Review and finalisation of the Planning Proposal (payable following the conclusion of the exhibition of the Planning Proposal)

The stage 2 fee includes the review of submissions, preparation of a post exhibition report to Council and finalisation of the documentation, including mapping.

Stage 1 - Assessment of Planning Proposal

Preparation of a planning report to council with recommendations, and where endorsed by Council, the submission to the Department for a Gateway Determination (including submission of additional information to the Department as a result of conditions relating to the Gateway Determination.

Payable on lodgement of planning proposal.

0370	Basic LEP amendment	\$7,500.00	\$8,250.00	\$0.00	\$8,250.00	FC
0369	Standard LEP amendment	\$42,000.00	\$46,200.00	\$0.00	\$46,200.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Stage 1 - Assessment of Planning Proposal [continued]

0371	Complex LEP Amendment	\$70,000.00	\$77,000.00	\$0.00	\$77,000.00	FC
0372	Peer review, assessment of reports by external consultant			Full cost recovery plus 10%		FC

Stage 2 - Review and Finalisation

Preparation of the post exhibition report to Council (including review of any submissions) and finalisation of the documentation to the Department of Planning & Environment.

Payable following the conclusion of the exhibition of the planning proposal.

0373	Basic LEP Amendment	\$3,000.00	\$3,300.00	\$0.00	\$3,300.00	FC
0374	Standard LEP Amendment	\$18,000.00	\$19,800.00	\$0.00	\$19,800.00	FC
0375	Complex LEP Amendment	\$30,000.00	\$33,000.00	\$0.00	\$33,000.00	FC
0376	Peer review, assessment of reports by external consultant			Full cost recovery plus 10%		FC

Referral of Planning Proposal to the Design Review Panel

0377	Referral of Planning Proposal to the Burwood Design Review Panel (may include pre-planning proposal consultation)	\$2,500.00	\$4,000.00	\$0.00	\$4,000.00	FC
0378	Re-referral of Planning Proposal to the Burwood Design Review Panel			50% of the original cost		FC

Development Control Plan Preparation or Amendment

Lodged in conjunction with a Planning Proposal or in isolation.

Note: Fee is payable if Planning Proposal is accompanied by an amendment to Burwood DCP or for the preparation of a new section to Burwood DCP

0379	DCP preparation or amendment (minor)	\$4,000.00	\$4,000.00	\$0.00	\$4,000.00	FC
0380	DCP preparation or amendment (complex or precinct based)	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	FC
0381	Preparation of additional studies as required by Council to support the preparation or review of the DCP or peer review of draft DCP			Full cost recovery plus 10%		FC

Exhibition of Planning Proposal

Payable following gateway determination and prior to commencement of exhibition.

0382	Advertisement (where required) - per advertisement	\$3,000.00	\$3,300.00	\$0.00	\$3,300.00	FC
0383	Notification (per property notified)	\$4.00	\$4.50	\$0.00	\$4.50	FC

Public Hearing Associated with a Planning Proposal

0384	Public Hearing			Full cost recovery plus 10%		FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Voluntary Planning Agreement (VPA)

Planning Agreement Associated with a Planning Proposal or Development Application

Any costs incurred associated with the VPA will be payable prior to the exhibition of the VPA and prior to the execution of the VPA

0385	Preliminary assessment of planning agreement - simple	\$0.00	\$2,500.00	\$0.00	\$2,500.00	FC
0386	Preliminary assessment of planning agreement - complex	\$0.00	\$10,000.00	\$0.00	\$10,000.00	FC
0387	Planning agreement – negotiation, preparation, exhibition and execution, or deed of variation, or deed of novation including independent assessment of reports and valuations provided as part of negotiations	Full cost recovery plus 10%				FC
Simple – VPA for car parking and bonus development Complex – Negotiated VPA						

Property and Company Search

Associated with a planning proposal and/or development application.

0388	Title search (including administration fee)	\$25.00 or full cost recovery, whichever is the greater				FC
0389	Plan search (including administration fee)	\$25.00 or full cost recovery, whichever is the greater				FC
0390	Company search (including administration fee)	\$25.00 or full cost recovery, whichever is the greater				FC

Environment and Health

Public Health

Public Health Act 2010 - Statutory Fees, Charges and Penalties - as prescribed in legislation

Food Act 2003 - Statutory Fees, Charges and Penalties - as prescribed in legislation

Protection of the Environment Operations Act 1997 - Fees, Charges and Penalties - as prescribed in legislation

0391	Fee for improvement notices and prohibition orders in the case of an improvement notice or a prohibition order given to an occupier of premises at which there is a regulated system	As prescribed				LR
0392	Fee for improvement notices and prohibition orders in the case of an improvement notice or a prohibition order given to an occupier of premises in any other case	As prescribed				LR
0393	Administration fee (or as prescribed in the relevant legislation)	As prescribed				LR

Registered Premises Annual Charges

0394	Boarding house 1-10 rooms	\$266.50	\$280.00	\$0.00	\$280.00	FC
0395	Boarding house - 11 to 40 rooms	\$475.00	\$499.00	\$0.00	\$499.00	FC
0396	Boarding house greater than 40 rooms	\$0.00	\$818.18	\$81.82	\$900.00	PC
0397	Food shop category 1 – school canteens, childcare centres and the like	\$307.00	\$390.00	\$0.00	\$390.00	FC

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Registered Premises Annual Charges [continued]

0398	Food shop category 2 – convenience stores, service stations and the like	\$658.00	\$691.00	\$0.00	\$691.00	FC
0399	Food shop category 3 – restaurants, take aways and cafés up to 5 employees	\$1,060.00	\$1,115.00	\$0.00	\$1,115.00	FC
0400	Food shop category 4 – restaurants, take aways and cafés 5 to 50 employees	\$1,595.00	\$1,675.00	\$0.00	\$1,675.00	FC
0401	Food shop category 5 – supermarkets, clubs and the like with more than 51 employees	\$4,695.00	\$4,930.00	\$0.00	\$4,930.00	FC
0402	Home based commercial food activity (includes family day care)	\$216.00	\$227.00	\$0.00	\$227.00	FC
0403	Beauty salon	\$225.00	\$236.50	\$0.00	\$236.50	FC
0404	Hairdresser	\$208.00	\$218.50	\$0.00	\$218.50	FC
0405	Skin penetration premises	\$480.00	\$504.00	\$0.00	\$504.00	FC
0406	Mobile vendors	\$196.00	\$206.00	\$0.00	\$206.00	FC
0407	Cooling towers	\$522.00	\$549.00	\$0.00	\$549.00	FC
0408	Restricted premises	\$728.00	\$765.00	\$0.00	\$765.00	FC

Additional Inspections

Per Inspection

0409	Boarding house – 1 to 10 rooms	\$0.00	\$200.00	\$0.00	\$200.00	PC
0410	Boarding house – 11 to 40 rooms	\$0.00	\$400.00	\$0.00	\$400.00	PC
0411	Boarding house greater than 40 rooms	\$0.00	\$700.00	\$0.00	\$700.00	PC
0412	Food shop – other (convenience stores and the like)	\$208.00	\$218.50	\$0.00	\$218.50	FC
0413	Food shop – restaurants, take aways and cafés	\$295.50	\$311.00	\$0.00	\$311.00	FC
0414	Food shop – pre occupation inspection	\$208.50	\$219.00	\$0.00	\$219.00	FC
0415	Public pools and spas	\$213.00	\$224.00	\$0.00	\$224.00	FC
0416	Skin penetration premises	\$225.00	\$236.50	\$0.00	\$236.50	FC
0417	Cooling towers	\$261.00	\$274.50	\$0.00	\$274.50	FC
0418	Restricted premises	\$468.00	\$492.00	\$0.00	\$492.00	FC
0419	Reinspection for any category not listed	\$178.00	\$187.00	\$0.00	\$187.00	FC
0420	Certificate of registration (where not included in registration fee)	\$96.00	\$101.00	\$0.00	\$101.00	FC

Audits

0421	Environmental audit (for the first two hours including admin work)	\$160.00	\$400.00	\$0.00	\$400.00	FC
0422	Environmental audit (for every hour thereafter)	\$80.00	\$80.00	\$0.00	\$80.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Events and Park Hire

General Conditions for Event Permits and Park Hire

LGA Business

A business that has a shopfront or primary operating area that is based within the Burwood Council local government boundary.

Commercial Event

A public commercial business or entity where the aim is to make a profit, sell or promote a particular product or service.

Private Event

A closed invitation only event run by an individual or group e.g. birthday party, function, celebratory occasion.

Not For Profit (NFP) / Community Event

An event that provides services, activities or information to the community, not operating to make a profit and be registered with the ATO as a NFP.

There is no charge for State or Federal agencies or Local Members of Parliament to utilise Council's facilities and parks for the purpose of community engagement activities that relate directly to the Burwood community (subject to Council approval).

Site sizing

A site size is set as 4m x 6m. If a stall requires more space it is charged at \$50 per 1 metre squared.

Each event application will be assessed by Burwood Council to determine which category the event falls within.

Fees and charges related to events are available in the section titled Parks Hire - Events (refer to table of contents).

Cancellation Fees

0423	Cancellation prior to 1 month before event			100% of fees refundable	FC
0424	Cancellation between 2 weeks and 1 month of event			75% of fees refundable	FC
0425	Cancellation less than 2 weeks of event			50% of fees refundable	FC

Woodstock Market Event in Partnership with Council (<5,000 attendance)

0426	New markets - fee to process all new applications	\$105.00	\$110.00	\$0.00	\$110.00	PC
0427	Administration Fee per market event	\$80.00	\$84.00	\$0.00	\$84.00	PC
0428	Woodstock Park only, up to 8 hours including bump in and bump out	\$105.00	\$100.00	\$10.00	\$110.00	PC
0429	Each additional hour thereafter	\$20.00	\$19.09	\$1.91	\$21.00	PC
0430	Woodstock Park and hire of one venue (Woodstock or Fitzroy Hall) up to 8 hours	\$205.00	\$196.36	\$19.64	\$216.00	PC
0431	Each additional hour thereafter	\$52.00	\$50.00	\$5.00	\$55.00	PC
0432	Hire of second venue (Woodstock or Fitzroy Hall) up to 8 hours	\$124.00	\$119.09	\$11.91	\$131.00	PC
0433	Each additional hour thereafter	\$26.00	\$25.45	\$2.55	\$28.00	PC
0434	Cleaning	\$105.00	\$100.00	\$10.00	\$110.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Woodstock Market Event in Partnership with Council (<5,000 attendance) [continued]

0435	Garbage bin 1 x 240 litre bin per food / beverage stall	\$55.00	\$52.73	\$5.27	\$58.00	PC
0436	Bond for first venue and/or park usage	\$500.00	\$500.00	\$0.00	\$500.00	BD
0437	Bond for second venue	\$300.00	\$315.00	\$0.00	\$315.00	PC

Food Truck Event

Site Fee

0438	1-10 Food Truck/Stalls/Structures per event	\$0.00	\$863.64	\$86.36	\$950.00	MP
0439	Per additional Food Truck/Stalls/Structures	\$0.00	\$72.73	\$7.27	\$80.00	MP
0440	Administration fee	\$0.00	\$76.36	\$7.64	\$84.00	MP
0441	Garbage or Recycling bin 1 x 240 litre per 100 people	\$55.00	\$52.73	\$5.27	\$58.00	FC

Partnered Events

0442	1-10 Food Truck/Stalls/Structures per event	\$300.00	\$315.00	\$0.00	\$315.00	PC
0443	Per additional Food Truck/Stalls/Structures	\$25.00	\$27.00	\$0.00	\$27.00	PC
0444	Administration fee	\$80.00	\$76.36	\$7.64	\$84.00	PC

Park and Event Services

0445	Additional 240L garbage bin required for each additional 100 people above 100 people	\$55.00	\$52.73	\$5.27	\$58.00	FC
0446	Emergency Cleaning fee	\$330.00 or cost recovery (whichever is greater) Min. Fee incl. GST: \$330.00				FC
0447	Use of electricity per day (casual basis available only) – not available at every park	\$125.00	\$120.00	\$12.00	\$132.00	FC
0448	Electrical tagging and testing - per item	\$15.40	\$14.55	\$1.45	\$16.00	FC
0449	One attending event / ground staff (Monday to Friday after 6pm) per hour	\$48.00	\$46.36	\$4.64	\$51.00	FC
0450	One attending event / ground staff (Saturday) per hour	\$50.00	\$50.00	\$5.00	\$55.00	FC
0451	One attending event / ground staff (Sunday and public holiday) per hour	\$60.00	\$58.18	\$5.82	\$64.00	FC
0452	Staff call out fee - per staff member per day	\$403.00	\$385.45	\$38.55	\$424.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Facilities Hire and Use

General Conditions of Facilities Hire

Note 1

The conditions of hire for venues document is available from Council's Community Facilities and Parks Booking Officer. Public liability insurance to the value of \$20,000,000 is required at the time of application for regular hirers, Council's insurance covers one off bookings if required.

Council's policy is No 16th, 18th or 21st birthdays allowed at the Woodstock Community Centre due to building under heritage order. It is a Council requirement that a security guard be booked for all 16th, 18th and 21st birthday party functions.

Note 2

Category 1 is defined as commercial, business, government agencies and private hire for the purpose such as meetings, seminars, training or private hire.

Category 2 is defined as non-profit groups and charities. Non-profit community groups or charities must provide Council with a copy of their letter of incorporation or evidence of non-profit status to obtain the reduced rate.

Category 3 is defined as LGA non-profit groups, charities, seniors, emergency services, local political groups and students. Non-profit community groups or charities must provide Council with a copy of their letter of incorporation or evidence of non-profit status to obtain the reduced rate. Students must provide Council with proof of student status such as a student identification card and be 18 years or under. Seniors must provide a copy of their current pensioner concession card.

There is no charge for State or Federal agencies or Local Members of Parliament to utilise Council's facilities and parks for the purpose of community engagement activities that relate directly to the Burwood community (subject to Council approval).

Note 3

Venue and park hire rates for seasonal bookings and community groups are heavily subsidised. No further concessions are available.

Note 4

Council reserves the right to revise fees and charges without notice.

Note 5

If a hall booking covers two (2) hire rates, the higher rate will apply.

Note 6

Public holidays will be charged at weekend rates.

Note 7

Function hire rate applies to private parties, birthdays, weddings, christenings, engagements, receptions and dinner dances.

Administration of Facilities Hire

Bonds and Security Deposit

0453	Access card or key bond	\$50.00	\$50.00	\$0.00	\$50.00	BD
0454	Audio visual equipment bond	\$200.00	\$200.00	\$0.00	\$200.00	BD
0455	Cancellation 3 – 7 days prior to booking	50% of hire fee				BD

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Bonds and Security Deposit [continued]

0456	Cancellation less than 48 hours' notice				100% of hire fee	BD
0457	Student Bond - The hub (8am - 6pm)	\$0.00	\$50.00	\$0.00	\$50.00	BD
0458	Venue bond - commercial, private function (no alcohol)	\$500.00	\$500.00	\$0.00	\$500.00	BD
0459	Venue bond - commercial, private function (with alcohol)	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BD
0460	Venue bond – community groups, not for profit and seniors except when holding a function	\$300.00	\$300.00	\$0.00	\$300.00	BD

Venue Co-ordination

0461	Emergency audio visual support person – per hour	\$100.00	\$95.45	\$9.55	\$105.00	PC
0462	Charges for false fire alarms	\$1,800.00	\$1,890.00	\$0.00	\$1,890.00	FC
The <i>Fire Brigades ACT 1989</i> , section 42 allows FRNSW to charge for attending false alarm call-outs to monitored AFA systems. Council reserves the right to pass on the charge to applicant.						
0463	Non-compliance with terms and conditions or breach of application agreement		25% deducted from bond per breach			PC
0464	Room setup and pack up – per hour (minimum 2 hours) Mon – Fri	\$90.00	\$86.36	\$8.64	\$95.00	PC
0465	Replacement cost of access card / key	\$50.00	\$47.27	\$4.73	\$52.00	FC

Community Hub

Category 1: Meeting rooms 1, 2, 3, 4 and Training Room

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 1 room)

0466	Monday to Friday - per hour (minimum 1 hour)	\$38.00	\$36.36	\$3.64	\$40.00	PC
0467	Saturday and Sunday - per hour (minimum 2 hours)	\$40.00	\$38.18	\$3.82	\$42.00	PC

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 2 rooms)

0468	Monday to Friday - per hour (minimum 1 hour)	\$68.00	\$65.45	\$6.55	\$72.00	PC
0469	Saturday and Sunday - per hour (minimum 2 hours)	\$70.00	\$67.27	\$6.73	\$74.00	PC

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 3 rooms)

0470	Monday to Friday - per hour (minimum 1 hour)	\$89.00	\$83.64	\$8.36	\$92.00	PC
0471	Saturday and Sunday - per hour (minimum 2 hours)	\$95.00	\$90.91	\$9.09	\$100.00	PC

Category 2: Meeting rooms 1, 2, 3, 4 and Training Room 50% of Category 1 fee

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 1 room)

0472	Monday to Friday - per hour (minimum 1 hour)	\$20.00	\$19.09	\$1.91	\$21.00	PC
0473	Saturday and Sunday - per hour (minimum 2 hours)	\$22.00	\$21.82	\$2.18	\$24.00	PC

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 2 rooms)

0474	Monday to Friday - per hour (minimum 1 hour)	\$35.00	\$33.64	\$3.36	\$37.00	PC
0475	Saturday and Sunday - per hour (minimum 2 hours)	\$37.00	\$35.45	\$3.55	\$39.00	PC

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 3 rooms)

0476	Monday to Friday - per hour (minimum 1 hour)	\$45.00	\$43.64	\$4.36	\$48.00	PC
0477	Saturday and Sunday - per hour (minimum 2 hours)	\$48.00	\$46.36	\$4.64	\$51.00	PC

Category 3: Meeting rooms 1, 2, 3, 4 and Training Room 25% of Category 1 fee

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 1 room)

0478	Monday to Friday - per hour (minimum 1 hour)	\$11.00	\$10.91	\$1.09	\$12.00	PC
0479	Saturday and Sunday - per hour (minimum 2 hours)	\$12.00	\$11.82	\$1.18	\$13.00	PC

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 2 rooms)

0480	Monday to Friday - per hour (minimum 1 hour)	\$18.00	\$17.27	\$1.73	\$19.00	PC
0481	Saturday and Sunday - per hour (minimum 2 hours)	\$20.00	\$19.09	\$1.91	\$21.00	PC

Meeting rooms 1, 2, 3, 4 and Training Room (bookings of 3 rooms)

0482	Monday to Friday - per hour (minimum 1 hour)	\$23.00	\$22.73	\$2.27	\$25.00	PC
0483	Saturday and Sunday - per hour (minimum 2 hours)	\$26.00	\$25.45	\$2.55	\$28.00	PC

Conference Room

Category 1: Conference Room

0484	Monday to Friday - per hour (minimum 1 hour)	\$70.00	\$67.27	\$6.73	\$74.00	PC
0485	Saturday and Sunday - per hour (minimum 2 hours)	\$75.00	\$71.82	\$7.18	\$79.00	PC

Category 2: Conference Room 50% of Category 1 fee

0486	Monday to Friday - per hour (minimum 1 hour)	\$35.00	\$33.64	\$3.36	\$37.00	PC
0487	Saturday and Sunday - per hour (minimum 2 hours)	\$37.00	\$35.45	\$3.55	\$39.00	PC

Category 3: Conference Room 25% of Category 1 fee

0488	Monday to Friday - per hour (minimum 1 hour)	\$18.00	\$17.27	\$1.73	\$19.00	PC
0489	Saturday and Sunday - per hour (minimum 2 hours)	\$19.00	\$18.18	\$1.82	\$20.00	PC

Learning Labs / Media Rooms

Category 1: Learning Labs 1, 2 and 3 / Studios 1 and 2

0490	Monday to Friday - per hour (minimum 1 hour)	\$28.00	\$27.27	\$2.73	\$30.00	PC
0491	Saturday and Sunday - per hour (minimum 2 hours)	\$32.00	\$30.91	\$3.09	\$34.00	PC

Category 2: Learning Labs / Studios 1 and 2 50% of Category 1 fee

0492	Monday to Friday - per hour (minimum 1 hour)	\$14.00	\$13.64	\$1.36	\$15.00	PC
0493	Saturday and Sunday - per hour (minimum 2 hours)	\$16.00	\$15.45	\$1.55	\$17.00	PC

Category 3: Learning Labs / Studios 1 and 2 25% of Category 1 fee

0494	Monday to Friday - per hour (minimum 1 hour)	\$7.00	\$7.27	\$0.73	\$8.00	PC
0495	Saturday and Sunday - per hour (minimum 2 hours)	\$8.00	\$8.18	\$0.82	\$9.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Fitzroy Centre

Category 1: Fitzroy Centre

0496	Monday to Friday – per hour (minimum 1 hour)	\$60.00	\$58.18	\$5.82	\$64.00	PC
0497	Saturday and Sunday – per hour (minimum 2 hours)	\$70.00	\$67.27	\$6.73	\$74.00	PC

Category 2: Fitzroy Centre 50% of Category 1 fee

0498	Monday to Friday – per hour (minimum 1 hour)	\$30.00	\$29.09	\$2.91	\$32.00	PC
0499	Saturday and Sunday – per hour (minimum 2 hours 12:00 pm – midnight)	\$35.00	\$33.64	\$3.36	\$37.00	PC

Category 3: Fitzroy Centre 25% of Category 1 fee

0500	Monday to Friday – per hour (minimum 1 hour)	\$15.00	\$14.55	\$1.45	\$16.00	PC
0501	Saturday and Sunday – per hour (minimum 2 hours 12:00 pm – midnight)	\$17.00	\$16.36	\$1.64	\$18.00	PC

Fitzroy Centre - Function Hire

0502	Hourly rate - minimum 4 hours including preparation time	\$120.00	\$114.55	\$11.45	\$126.00	PC
0503	Cleaning	\$65.00	\$61.82	\$6.18	\$68.00	PC

George Street Centre

Category 1: George Street Centre

0504	Monday to Friday – per hour (minimum 1 hour)	\$34.00	\$32.73	\$3.27	\$36.00	PC
0505	Saturday and Sunday – per hour (minimum 2 hours)	\$40.00	\$38.18	\$3.82	\$42.00	PC

Category 2: George Street 50% of Category 1 fee Centre

0506	Monday to Friday – per hour (minimum 1 hour)	\$17.00	\$16.36	\$1.64	\$18.00	PC
0507	Saturday and Sunday – per hour (minimum 2 hours)	\$20.00	\$19.09	\$1.91	\$21.00	PC

Category 3: George Street Centre 25% of Category 1 fee

0508	Monday to Friday – per hour (minimum 1 hour)	\$8.50	\$8.18	\$0.82	\$9.00	PC
0509	Saturday and Sunday – per hour (minimum 2 hours)	\$10.00	\$10.00	\$1.00	\$11.00	PC

George Street Centre Storage

0510	Monthly cupboard fee	\$20.00	\$19.09	\$1.91	\$21.00	PC
0511	Annual cupboard fee	\$200.00	\$190.91	\$19.09	\$210.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Woodstock Centre

Lipscomb Room

Category 1: Lipscomb Room, Hire of Kitchen Only

Note: Not applicable if another room hired.

0512	Monday to Friday – per hour (minimum 1 hour)	\$22.00	\$21.82	\$2.18	\$24.00	PC
0513	Saturday and Sunday – per hour (minimum 2 hours)	\$26.00	\$25.45	\$2.55	\$28.00	PC

Category 2: Lipscomb Room, Hire of Kitchen Only 50% of Category 1 fee

Note: Not applicable if another room hired.

0514	Monday to Friday – per hour (minimum 1 hour)	\$11.00	\$10.91	\$1.09	\$12.00	PC
0515	Saturday and Sunday – per hour (minimum 2 hours)	\$13.00	\$11.82	\$1.18	\$13.00	PC

Category 3: Lipscomb Room, Hire of Kitchen Only 25% of Category 1 fee

Note: Not applicable if another room hired.

0516	Monday to Friday – per hour (minimum 1 hour)	\$6.00	\$6.36	\$0.64	\$7.00	PC
0517	Saturday and Sunday – per hour (minimum 2 hours)	\$7.00	\$7.27	\$0.73	\$8.00	PC

Renwick, Scholes, Keep, Cardew and Hardie

Category 1: Renwick, Scholes, Keep, Cardew and Hardie

0518	Monday to Friday – per hour (minimum 1 hour)	\$34.00	\$32.73	\$3.27	\$36.00	PC
0519	Saturday and Sunday – per hour (minimum 2 hours)	\$36.00	\$34.55	\$3.45	\$38.00	PC

Category 2: Renwick, Scholes, Keep Cardew and Hardie 50% of Category 1 fee

0520	Monday to Friday – per hour (minimum 1 hour)	\$17.00	\$16.36	\$1.64	\$18.00	PC
0521	Saturday and Sunday – per hour (minimum 2 hours)	\$18.00	\$17.27	\$1.73	\$19.00	PC

Category 3: Renwick, Scholes, Keep, Cardew and Hardie 25% of Category 1 fee

0522	Monday to Friday – per hour (minimum 1 hour)	\$8.50	\$8.18	\$0.82	\$9.00	PC
0523	Saturday and Sunday – per hour (minimum 2 hours)	\$9.00	\$9.09	\$0.91	\$10.00	PC

Jackett Room or Penfold Ballroom

Category 1: Jackett Room or Penfold Ballroom

0524	Monday to Friday – per hour (minimum 1 hour)	\$58.00	\$55.45	\$5.55	\$61.00	PC
0525	Saturday and Sunday – per hour (minimum 2 hours)	\$68.00	\$65.45	\$6.55	\$72.00	PC

Category 2: Jackett Room or Penfold Ballroom 50% of Category 1 fee

0526	Monday to Friday – per hour (minimum 1 hour)	\$29.00	\$27.27	\$2.73	\$30.00	PC
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Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Category 2: Jackett Room or Penfold Ballroom 50% of Category 1 fee [continued]

0527	Saturday and Sunday – per hour (minimum 2 hours)	\$34.00	\$32.73	\$3.27	\$36.00	PC
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Category 3: Jackett Room or Penfold Ballroom 25% of Category 1 fee

0528	Monday to Friday – per hour (minimum 1 hour)	\$14.50	\$14.55	\$1.45	\$16.00	PC
0529	Saturday and Sunday – per hour (minimum 2 hours)	\$17.00	\$16.36	\$1.64	\$18.00	PC

Woodstock Centre Function Hire (Whole Building)

0530	Hourly rate - minimum 4 hours including preparation time	\$105.00	\$118.18	\$11.82	\$130.00	PC
0531	Each additional hour thereafter	\$0.00	\$100.00	\$10.00	\$110.00	PC
0532	Cleaning fee	\$65.00	\$62.27	\$6.23	\$68.50	PC

Woodstock Centre Storage

0533	Monthly locker fee	\$20.00	\$19.09	\$1.91	\$21.00	PC
0534	Annual locker fee	\$200.00	\$190.91	\$19.09	\$210.00	PC

Major Community Development Events and Programs

Complimentary use for community groups and not for profit organisations on the day/week of the event

0535	Awareness and/or celebration program participation / International Women's Day - March				No fee	Z
0536	Awareness and/or celebration program participation / Harmony Day - March				No fee	Z
0537	Awareness and/or celebration program participation / Seniors Festival - March				No fee	Z
0538	Awareness and/or celebration program participation / Youth Week - April				No fee	Z
0539	Awareness and/or celebration program participation / NAIDOC Week - July				No fee	Z
0540	Awareness and/or celebration program participation / International Day of Persons with Disabilities - December				No fee	Z

Banner Pole Advertising

Burwood Road

34 banners

0541	Per banner / per fortnight	\$52.50	\$55.50	\$0.00	\$55.50	FC
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CBD locations

Including: Railway Parade, Conder Street, Everton Road, George Street, Victoria Street, Belmore Street, Wynne Avenue and The Boulevard.

0542	Per banner / per fortnight	\$42.00	\$44.50	\$0.00	\$44.50	FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Other Fees

0543	Installation and dismantle per banner	\$63.00	\$66.50	\$0.00	\$66.50	FC
0544	Wash and pack per banner (if service provided by Council)	\$15.80	\$16.60	\$0.00	\$16.60	FC

Filming

Fee for Filming

Application Fee

0545	Application fee – ultra-low impact less than 10 crew, 1 camera, sound, 1 light, no vehicles				No fee	Z
0546	Application fee – low impact 11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base	\$210.00	\$220.50	\$0.00	\$220.50	PC
0547	Application fee – medium impact 26-50 no more than 10 trucks, some equipment, unit base	\$410.00	\$431.00	\$0.00	\$431.00	PC
0548	Application fee – high impact more than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base	\$680.00	\$714.00	\$0.00	\$714.00	PC
0549	Application fee – council approval for parking when filming on private property such as unit base plans or parking plans.	\$180.00	\$189.00	\$0.00	\$189.00	PC
0550	Major revisions to a filming application				75% of original application fee	FC

Filming Over Three Days

0551	Standard low impact filming per day	\$142.00	\$149.50	\$0.00	\$149.50	PC
0552	Standard medium impact per day	\$280.00	\$294.00	\$0.00	\$294.00	PC
0553	Standard high impact filming per day	\$445.00	\$468.00	\$0.00	\$468.00	PC

Traffic Management Plan of Filming

0554	Administration of traffic management plan low impact stop / go traffic control on a local or council-managed road- police consultation				Refer to traffic management	PC
0555	Administration of traffic management plan medium impact stop / go traffic control on a multi-lane or state road, police consultation, RMS consultation				Refer to traffic management	PC
0556	Administration of traffic management plan high impact road closures, police consultation, RMS consultation				Refer to traffic management	PC

Road Closures for Filming

0557	Advertising for temporary road closures				Refer to traffic management	PC
0558	Lanes (per day)				Refer to traffic management	PC
0559	Whole road (per day)				Refer to traffic management	PC

Other Fees of Filming

0560	Access fee	\$330.00	\$347.00	\$0.00	\$347.00	PC
0561	Cleaning fee (per hour)	\$100.00	\$105.00	\$0.00	\$105.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Other Fees of Filming [continued]

0562	Location research / site inspections / supervisor (per hour)	\$72.00	\$76.00	\$0.00	\$76.00	PC
0563	Power access (per hour)	\$72.00	\$76.00	\$0.00	\$76.00	PC
0564	Security fee (minimum 4 hours) (per hour)	\$96.00	\$101.00	\$0.00	\$101.00	PC
0565	Site preparation (per hour)	\$72.00	\$76.00	\$0.00	\$76.00	PC
0566	Site remediation	To be determined by location and activities				PC
0567	Temporary structure – (installation of marquee, table and chairs in parks, signage, barriers, cabling, traffic controller) - per day per structure	\$940.00	\$987.00	\$0.00	\$987.00	PC

Still Photography

0568	Standard high impact filming per day (all inclusive per application)	\$260.00	\$273.00	\$0.00	\$273.00	PC
0569	Standard low impact per day (all inclusive per application)	\$135.00	\$142.00	\$0.00	\$142.00	PC
0570	Standard medium impact per day (all inclusive per application)	\$190.00	\$199.50	\$0.00	\$199.50	PC
0571	Standard ultra low per hour (all inclusive per application)	\$0.00	\$0.00	\$0.00	\$0.00	Z

Graffiti Removal - Non-Council Property and Assets

0572	Graffiti removal materials				Cost plus 15%	FC
0573	Hourly charge resident contribution for a 1 man crew, vehicle and high pressure cleaner	\$92.50	\$88.64	\$8.86	\$97.50	FC

Library

Library Service Charges

Membership

0574	Burwood Book Club annual membership fee	\$10.40	\$11.00	\$0.00	\$11.00	RR
0575	Membership card replacement	\$5.80	\$6.00	\$0.00	\$6.00	RR

Reserved Items - Miscellaneous

0576	Inter-library loans**				\$5.00 plus costs	RR
If additional charges by Library borrowed from, costs are passed onto borrower.						
0577	Reserved items	\$0.00	\$0.00	\$0.00	\$0.00	Z

Printing and Photocopying Charges

per copy

0578	Photocopying and printing charges – black/white A3	\$0.20	\$0.36	\$0.04	\$0.40	RR
0579	Photocopying and printing charges – black/white A4	\$0.10	\$0.18	\$0.02	\$0.20	RR
0580	Photocopying and printing charges – colour A3	\$1.60	\$1.82	\$0.18	\$2.00	RR
0581	Photocopying and printing charges – colour A4	\$0.70	\$0.91	\$0.09	\$1.00	RR

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Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Item Sale

0582	Per cotton bag			Market price plus 20%		RR
0583	Per poly bag			Market price plus 20%		RR
0584	Postcards			Market price plus 20%		RR
0585	USB flash drive			Market price plus 20%		RR
0586	Burwood history books			At cost		

Library Programs

0587	Burwood town centre walking tour (bookings required) - per tour	\$0.00	\$181.82	\$18.18	\$200.00	FC
0588	Special children's activities – per person				At cost	PC
0589	Special adult's activities – per person				At cost	PC
0590	Training sessions – per hour				At cost	PC
0591	Training booklet				At cost	PC
0592	Special programs				At cost	PC

Materials Replacement Costs

0593	Toy library bag	\$2.40	\$2.60	\$0.00	\$2.60	RR
0594	CD cases/DVD cases (damaged or lost)	\$2.40	\$2.60	\$0.00	\$2.60	RR
0595	Library items (damaged or lost)				Cost of item plus \$16.00 processing	RR
Donated paperbacks replaced by similar item at discretion of Coordinator.						
0596	Library items (replacement of barcode label or tag on library items)	\$2.40	\$2.60	\$0.00	\$2.60	RR

Local History Research

0597	Research				First hour free then \$50.00/hour	RR
0598	Research – commercial				First hour free then \$100.00/hour	RR

Parking Management

Paid Parking

0599	On street parking				\$4.70 per hour up to a maximum of \$30.00 per day; parking in nominated areas only	RR
Monday - Saturday 9:00 am - 7:00 pm or as per sign posted parking restrictions						
0600	Off-street car parks - up to 7:00 pm				\$4.70 per hour up to a maximum of \$30.00 per day	RR
Monday - Sunday 9:00 am - 7:00 pm or as per sign posted parking restrictions						
0601	Off-street car parks - after 7:00 pm				\$3.00 per hour	RR
Monday - Sunday 7:00 pm - 10:00 pm or as per sign posted parking restrictions						
0602	Off-street car parks - early bird parking				\$11.00 per day; early bird designated parking spaces only	RR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

On-Street Parking Permit

For properties which have been identified as part of a Permit Parking Scheme area. Parking permits is subject to eligibility criteria.

Burwood LGA Zone

0603	Commuter parking permit	\$68.00	\$71.50	\$0.00	\$71.50	RR
0604	Parking scheme – business permit	\$270.00	\$283.50	\$0.00	\$283.50	RR
0605	Parking scheme – resident permit				No fee	Z
0606	Parking scheme – visitor permit – pensioner or mobility permit holders concession				No fee	Z
0607	Parking scheme – visitors permit (first permit)				No fee	Z
0608	Parking scheme – visitors permit (second and subsequent permits) each (free for pensioners)	\$73.00	\$77.00	\$0.00	\$77.00	RR

Parks Hire

General conditions of hire are available in the section titled Facilities Hire and Use - General Conditions of Facilities Hire (refer to table of contents).

Park Facilities

Burwood Park

Burwood Park Community Centre

Category 1: Burwood Park Community Centre

0609	Monday to Friday - per hour (minimum 1 hour)	\$58.00	\$55.45	\$5.55	\$61.00	PC
0610	Saturday and Sunday - per hour (minimum 2 hours)	\$68.00	\$64.55	\$6.45	\$71.00	PC

Category 2: Burwood Park Community Centre 50% of Category 1 fee

0611	Monday to Friday - per hour (minimum 1 hour)	\$29.00	\$27.27	\$2.73	\$30.00	PC
0612	Saturday and Sunday - per hour (minimum 2 hours)	\$34.00	\$32.73	\$3.27	\$36.00	PC

Category 3: Burwood Park Community Centre 25% of Category 1 fee

0613	Monday to Friday - per hour (minimum 1 hour)	\$14.50	\$14.55	\$1.45	\$16.00	PC
0614	Saturday and Sunday - per hour (minimum 2 hours)	\$17.00	\$16.36	\$1.64	\$18.00	PC

Burwood Park Community Centre - Function Hire

0615	Hourly rate - minimum 4 hours including preparation time	\$125.00	\$118.18	\$11.82	\$130.00	PC
0616	Cleaning Fee	\$65.00	\$61.82	\$6.18	\$68.00	PC

Burwood Park Community Centre Storage

0617	Single cupboard - per month	\$20.00	\$19.09	\$1.91	\$21.00	PC
0618	Double cupboard – per month	\$40.00	\$38.18	\$3.82	\$42.00	PC
0619	Large cupboard - per month	\$75.00	\$71.82	\$7.18	\$79.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Burwood Park Pavilion

Category 1: Burwood Park Pavilion

0620	Hourly rate	\$25.00	\$23.64	\$2.36	\$26.00	PC
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Category 2: Burwood Park Pavilion

0621	Hourly rate	\$12.00	\$11.82	\$1.18	\$13.00	PC
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Category 3: Burwood Park Pavilion

0622	Hourly rate	\$7.00	\$7.27	\$0.73	\$8.00	PC
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Henley Park

Henley Park Community Room

Category 1: Henley Community Room

0623	Monday to Friday – per hour	\$30.00	\$28.18	\$2.82	\$31.00	PC
0624	Saturday and Sunday – per hour (minimum 2 hours)	\$32.00	\$30.91	\$3.09	\$34.00	PC

Category 2: Henley Community Room 50% of Category 1 fee

0625	Monday to Friday – per hour	\$15.00	\$14.55	\$1.45	\$16.00	PC
0626	Saturday and Sunday – per hour (minimum 2 hours)	\$16.00	\$15.45	\$1.55	\$17.00	PC

Category 3: Henley Community Room 25% of Category 1 fee

0627	Monday to Friday – per hour	\$7.50	\$7.27	\$0.73	\$8.00	PC
0628	Saturday and Sunday – per hour (minimum 2 hours)	\$8.00	\$8.18	\$0.82	\$9.00	PC

Seasonal Henley Park Community Room

0629	Seasonal rate for local sporting groups - 22 weeks, weekend only - per day	\$1,400.00	\$1,336.36	\$133.64	\$1,470.00	PC
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Henley Park Commercial Kitchen

Category 1: Henley Park Commercial Kitchen

0630	Per hour (minimum 2 hours)	\$56.00	\$53.64	\$5.36	\$59.00	PC
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Category 2: Henley Park Commercial Kitchen 50% of Category 1 fee

0631	Per hour (minimum 2 hours)	\$28.00	\$26.36	\$2.64	\$29.00	PC
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Category 3: Henley Park Commercial Kitchen 25% of Category 1 fee

0632	Per hour (minimum 2 hours)	\$14.00	\$13.64	\$1.36	\$15.00	PC
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Seasonal Henley Park Commercial Kitchen

0633	Seasonal (\$70.45 per week)	\$1,550.00	\$1,481.82	\$148.18	\$1,630.00	PC
0634	Cleaning fee end of season				Market value	PC

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Storage

0635	Office space plus storage room (per annum)	\$650.00	\$620.91	\$62.09	\$683.00	MP
0636	Large cupboard - per month	\$50.00	\$47.27	\$4.73	\$52.00	PC

Blair Park

Blair Park Commercial Kitchen

Category 1: Blair Park Commercial Kitchen

0637	Per hour (minimum 2 hours)	\$56.00	\$53.64	\$5.36	\$59.00	PC
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Category 2: Blair Park Commercial Kitchen 50% of Category 1 fee

0638	Per hour (minimum 2 hours)	\$28.00	\$27.27	\$2.73	\$30.00	PC
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Category 3: Blair Park Commercial Kitchen 25% of Category 1 fee

0639	Per hour (minimum 2 hours)	\$14.00	\$13.64	\$1.36	\$15.00	PC
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Seasonal Blair Park Commercial Kitchen

0640	Seasonal (\$70.45 per week)	\$1,550.00	\$1,481.82	\$148.18	\$1,630.00	PC
0641	Annual (hirers agreement)	\$2,200.00	\$2,100.00	\$210.00	\$2,310.00	PC
0642	Cleaning fee end of season				Market value	PC

Blair Park Storage

0643	Office space plus storage room (per annum)	\$650.00	\$620.91	\$62.09	\$683.00	PC
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Sports Fields

Sports Fields Preseason Hire

Preseason 8 weeks - for seasonal hirers only - line marking included when seasonal booking combined.

0644	Preseason games – per field, per day, per preseason (6 weeks)	\$458.00	\$437.27	\$43.73	\$481.00	PC
	\$57.25 per week					
0645	Preseason night training minis and futsal - per field, per day, per preseason	\$227.00	\$216.36	\$21.64	\$238.00	PC
	\$28.38 per week					
0646	Preseason night training all fields without floodlights - per field, per day, per preseason	\$230.00	\$219.09	\$21.91	\$241.00	PC
	\$28.75 per week					
0647	Preseason night training minis and futsal with floodlights - per field, per day, per preseason	\$330.00	\$315.45	\$31.55	\$347.00	PC
	\$41.25 per week					
0648	Preseason night training with floodlights (Henley 1,2,3,4 and Blair) - per field, per day, per preseason	\$588.00	\$561.82	\$56.18	\$618.00	PC
	\$73.50 per week					
0649	Preseason line marking when not combined with seasonal booking - per field	\$200.00	\$190.91	\$19.09	\$210.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Sports Fields Off Season Hirers Agreement

0650	Off season training programs Monday - Friday (max 4 hours) - without lighting - per hour, per field, per night	\$10.00	\$10.00	\$1.00	\$11.00	PC
0651	Off season training programs - Saturday - Sunday (max 4 hours) per hour, per field, per day	\$10.00	\$10.91	\$1.09	\$12.00	PC
0652	Floodlights (per field, per hour)	\$0.00	\$4.55	\$0.45	\$5.00	PC
0653	Community participation program - program approved by Manager Community and Culture				No fee	Z

Sports Fields Additional Services - Hirers Agreement

0654	240L recycling bin - canteen/stock disposal	\$55.00	\$52.73	\$5.27	\$58.00	PC
0655	Off season line marking	\$200.00	\$190.91	\$19.09	\$210.00	PC
0656	Erection of goal posts outside of seasonal use	\$100.00	\$95.45	\$9.55	\$105.00	PC

Synthetic Cricket Wicket - Burwood Park, Flockhart Park and Henley Park Cricket Fields

Lighting not available on all fields.

Seasonal Cricket

22 weeks per season

0657	Seasonal training, no lighting available - per field per season (max 4 hours)	\$637.00	\$595.45	\$59.55	\$655.00	PC
\$28.95 per week						
0658	Seasonal (Saturday or Sunday) - per field per season (max 8 hours per field, per day)	\$1,520.00	\$1,454.55	\$145.45	\$1,600.00	PC
\$69.09 per week						
Henley Park cricket field 3 not available for bookings on Sundays during Summer season, area available for general public use Burwood Park cricket field not available for bookings on Sundays, area available for general public use						

Casual

0659	Casual per hour per field weekends	\$60.00	\$27.27	\$2.73	\$30.00	PC
0660	Casual per hour per field weekdays	\$0.00	\$22.73	\$2.27	\$25.00	PC

Senior Field - Soccer

Casual - Flockhart Park 1 and 2, Henley Park 1, 2, 3, 4 and Blair Park

floodlights available at Henley 1, 2, 3, 4 and Blair Parks, floodlights not available at Flockhart Park

0661	Use of dressing room casual hire per room, per day	\$90.00	\$85.45	\$8.55	\$94.00	PC
0662	Use of kiosk casual hire per day	\$100.00	\$95.45	\$9.55	\$105.00	PC
0663	Casual per field - without lights - per hour	\$46.00	\$43.64	\$4.36	\$48.00	FC
0664	Casual per field - with floodlights - per hour	\$65.00	\$61.82	\$6.18	\$68.00	PC

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		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Seasonal - Flockhart Park 1 and 2, Henley Park 1, 2, 3, 4 and Blair Park

22 weeks per season, includes line marking. Line marking included when preseason and seasonal bookings are combined (30 weeks).

Floodlights available at Henley 1, 2, 3, 4 and Blair Parks, floodlights not available at Flockhart Park.

0665	Use of dressing room per room, per season \$33.36 per week	\$734.00	\$700.91	\$70.09	\$771.00	PC
0666	Use of kiosk seasonal hire per season \$40.91 per week	\$900.00	\$859.09	\$85.91	\$945.00	PC
0667	Seasonal training weeknights all fields without lighting per field, per night \$29.55 per week	\$650.00	\$620.91	\$62.09	\$683.00	PC
0668	Seasonal weekends Saturday or Sunday (max 8 hours) per field, per day \$58.64 per week	\$1,290.00	\$1,231.82	\$123.18	\$1,355.00	PC
0669	Season training weeknights - per field, per night with lights (max 4 hours) \$74.55 per week	\$1,640.00	\$1,568.18	\$156.82	\$1,725.00	PC
0670	Additional line marking fee when out of preseason/seasonal hire per field, fortnightly \$15.91 per week	\$350.00	\$181.82	\$18.18	\$200.00	PC
0671	Floodlights (per field, per hour)	\$10.00	\$10.00	\$1.00	\$11.00	PC

Junior Fields - Mini Soccer and Synthetic Futsal Fields

Cost per field, per usage, rate per season, includes training and games.

Henley Park Mini Fields 1 and 2 and Synthetic Field

Seasonal

0672	Seasonal training weeknights (max 4 hours per night) with lighting per field, per night - Mini 1 \$28.82 per week Seasonal bookings only for local sports club.	\$634.00	\$595.45	\$59.55	\$655.00	PC
0673	Seasonal training weeknights (max 4 hours per night) no lighting per field, per night - Mini 1	\$0.00	\$413.64	\$41.36	\$455.00	PC
0674	Seasonal training weekends Saturday or Sunday (max 8 hours) per field, per day - Mini 1	\$615.00	\$587.27	\$58.73	\$646.00	PC
0675	Seasonal training weeknights (max 4 hours per night) with lighting per field, per night - Mini 2	\$0.00	\$572.73	\$57.27	\$630.00	PC
0676	Seasonal training weeknights (max 4 hours per night) no lighting per field, per night - Mini 2	\$0.00	\$372.73	\$37.27	\$410.00	PC
0677	Seasonal training weekends Saturday or Sunday (max 8 hours) per field, per day - Mini 2	\$0.00	\$559.09	\$55.91	\$615.00	PC

Casual

0678	Casual per hour per field (with lighting) - Mini 1	\$52.00	\$50.00	\$5.00	\$55.00	PC
0679	Casual per hour per field (no lighting) - Mini 1	\$32.00	\$30.91	\$3.09	\$34.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Casual [continued]

0680	Casual per hour per field (with lighting) - Mini 2	\$0.00	\$45.45	\$4.55	\$50.00	PC
0681	Casual per hour per field (no lighting) - Mini 2	\$0.00	\$27.27	\$2.73	\$30.00	PC

Miscellaneous

One Off Events

0682	Sporting fields – additional/one off line marking (full field)	\$1,450.00	\$1,386.36	\$138.64	\$1,525.00	FC
0683	Sporting fields – additional/one off line marking (mini field)	\$715.00	\$682.73	\$68.27	\$751.00	FC
0684	Sports club presentation days for seasonal hires only	\$185.00	\$176.36	\$17.64	\$194.00	PC
0685	Breach/Unauthorised use of field by organised teams/clubs		25% of bond withheld per breach			PC

Key Hire

0686	Key bond – casual users	\$50.00	\$50.00	\$0.00	\$50.00	BD
0687	Key bond – seasonal initial bookings	\$50.00	\$50.00	\$0.00	\$50.00	BD
0688	Key replacement / provide additional key	\$50.00	\$47.27	\$4.73	\$52.00	FC

Schools

Schools Within the Burwood Local Government Area

Schools within the Burwood local government area are subject to a donation up to a maximum of \$500 per annum and granted upon application by the school (application is to be made during the financial year that the expense is incurred).

Seasonal Hire

Per field (75% discount on standard hire rates has been applied)

0689	Standard cricket field (per term - 9 weeks - per field)	\$385.00	\$95.45	\$9.55	\$105.00	PC
0690	Standard soccer / football field (per term - 9 weeks - per field)	\$320.00	\$81.82	\$8.18	\$90.00	PC

Casual Hire

Per standard field (75% discount on casual hire rates has been applied)

0691	Standard cricket field - per field per hour	\$15.00	\$14.55	\$1.45	\$16.00	PC
0692	Standard soccer / football field - per field per hour	\$12.00	\$11.82	\$1.18	\$13.00	PC

Athletics Carnivals

Per day (includes tracks line marking)

0693	Athletics – schools within Burwood local government area includes track and field line marking	\$910.00	\$869.09	\$86.91	\$956.00	PC
0694	Cross country - schools within Burwood local government area - no line marking - per field per hour	\$0.00	\$12.73	\$1.27	\$14.00	PC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Schools Outside the Burwood Local Government Area

Seasonal Hire

Per field (50% discount on standard hire rates has been applied)

0695	Standard cricket field (per term - 9 weeks - per field)	\$770.00	\$254.55	\$25.45	\$280.00	PC
0696	Standard soccer / football field (per term - 9 weeks - per field)	\$655.00	\$227.27	\$22.73	\$250.00	PC

Casual Hire

Per standard field (50% discount on casual hire rates has been applied)

0697	Standard cricket field - per field per hour	\$42.00	\$40.00	\$4.00	\$44.00	PC
0698	Standard soccer / football field Standard cricket field - per field per hour	\$40.00	\$38.18	\$3.82	\$42.00	PC

Athletics Carnivals

0699	Athletics – schools outside Burwood local government area includes track and field line marking	\$1,450.00	\$1,386.36	\$138.64	\$1,525.00	PC
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Gala Days / Carnivals / Cross Country

0700	Per field per hour - no line marking	\$40.00	\$38.18	\$3.82	\$42.00	PC
0701	Per field full day - no line marking	\$320.00	\$305.45	\$30.55	\$336.00	PC

Commercial Activity - Permits

Promotional Advertising Events - Permits

Includes radio station promos, and other product displays. This is only for small short term half to one day events.

0702	Administration fee	\$80.00	\$84.00	\$0.00	\$84.00	PC
0703	Per location, per hour	\$285.00	\$75.00	\$0.00	\$75.00	PC
0704	Each additional hour thereafter	\$65.00	\$22.00	\$0.00	\$22.00	PC

Promotional Banner Permits

0705	Temporary display of promotional banners in approved locations (per week) - charitable organisations	\$0.00	\$9.09	\$0.91	\$10.00	PC
0706	Temporary display of promotional banners in approved locations (per week)	\$55.00	\$58.00	\$0.00	\$58.00	PC

Commercial Fitness Trainers - Permits

All commercial fitness trainers are required to obtain an annual permit and pay for use of Council's parks and sporting grounds.

Approval will only be granted in designated areas. Public Liability Insurance is required (\$20,000,000).

0707	Group Size 1 to 10 participants - per annum, per location, per commercial fitness training business	\$310.00	\$326.00	\$0.00	\$326.00	PC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Commercial Fitness Trainers - Permits [continued]

0708	Group Size 11 to 20 participants - per annum, per location, per commercial fitness training business	\$520.00	\$546.00	\$0.00	\$546.00	PC
0709	Group Size 21 to 50 participants - per annum, per location, per commercial fitness training business	\$1,030.00	\$1,085.00	\$0.00	\$1,085.00	PC

Boot Camp / Fitness - Park and Sporting Grounds per Location

0710	Per hour 1 to 20 people	\$15.00	\$16.00	\$0.00	\$16.00	PC
0711	Per hour 21 to 50 people	\$25.00	\$32.00	\$0.00	\$32.00	PC
0712	Per hour 51 to 100 people	\$65.00	\$68.00	\$0.00	\$68.00	PC

Casual Hire, Other Than Sports Fields, Including Large Events

Note: All timings include bump in / out

0713	Less than 50 people – 2 hours	\$60.00	\$54.55	\$5.45	\$60.00	Z
0714	Per hour thereafter	\$20.00	\$19.09	\$1.91	\$21.00	PC
0715	50 – 199 people – 4 hours	\$175.00	\$167.27	\$16.73	\$184.00	FC
0716	Per hour thereafter	\$39.00	\$37.27	\$3.73	\$41.00	PC
0717	200 – 499 people – 4 hours	\$500.00	\$478.18	\$47.82	\$526.00	FC
0718	Per hour thereafter	\$124.00	\$118.18	\$11.82	\$130.00	PC
0719	500 – 1,499 people – 8 hours	\$1,500.00	\$1,431.82	\$143.18	\$1,575.00	FC
0720	Per hour thereafter	\$248.00	\$236.36	\$23.64	\$260.00	PC
0721	1,500 – 3,999 people – 8 hours	\$2,000.00	\$1,909.09	\$190.91	\$2,100.00	FC
0722	Per hour thereafter	\$315.00	\$300.91	\$30.09	\$331.00	PC
0723	4000 - 9999 people - 8 hours	\$4,000.00	\$3,818.18	\$381.82	\$4,200.00	PC
0724	Per hour thereafter	\$430.00	\$410.91	\$41.09	\$452.00	PC
0725	Greater than 10,000 people - 8 hours	\$8,000.00	\$7,636.36	\$763.64	\$8,400.00	PC
0726	Per hour thereafter	\$800.00	\$763.64	\$76.36	\$840.00	PC
0727	Bump in / bump out per hour	\$20.00	\$19.09	\$1.91	\$21.00	PC

Temporary Food Premises - Approval Permit

0728	Charitable (not for profit)				No fee	Z
0729	Commercial – (single event)	\$94.00	\$99.00	\$0.00	\$99.00	FC
0730	Commercial – annual fee (minimum 3 events)	\$160.00	\$168.00	\$0.00	\$168.00	FC
0731	Not for Profit / Community – (single event)	\$62.00	\$65.00	\$0.00	\$65.00	FC
0732	Not for Profit / Community – annual fee (minimum 3 events)	\$110.50	\$116.00	\$0.00	\$116.00	FC
0733	Social - (single event)	\$40.00	\$42.00	\$0.00	\$42.00	FC

BBQ Shelter Area

0734	Woodstock - BBQ shelter/general grass (Area 4) - per hour	\$0.00	\$27.27	\$2.73	\$30.00	PC
0735	Wangal Park - BBQ shelter (Area 1) – per hour	\$70.00	\$66.36	\$6.64	\$73.00	PC

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Court Hire

Seasonal (15 weeks)

0736	Seasonal per court per day (with lights - 4 hours)	\$1,200.00	\$1,145.45	\$114.55	\$1,260.00	PC
0737	Seasonal per court per day (no lights - 4 hours)	\$1,000.00	\$954.55	\$95.45	\$1,050.00	PC

Grant Park Netball / Basketball Court Casual

0738	Casual hirer (per hour, per court, no lights)	\$22.00	\$20.91	\$2.09	\$23.00	PC
0739	Casual hirer (per hour, per court, with lights)	\$30.00	\$28.18	\$2.82	\$31.00	PC
0740	Commercial hirer (per hour, per court, with lights)	\$26.00	\$24.55	\$2.45	\$27.00	PC
0741	Commercial hirer (per hour, per court, with lights)	\$32.00	\$30.91	\$3.09	\$34.00	PC
0742	Residents and not for profit (per hour, per court, no lights)	\$13.00	\$12.73	\$1.27	\$14.00	PC
0743	Schools within the local government area (per hour, per court)	\$15.00	\$14.55	\$1.45	\$16.00	PC
0744	Schools outside the local government area (per hour, per court)	\$25.00	\$23.64	\$2.36	\$26.00	PC

Events

Bonds and Security Deposit

0745	Less than 50 people attending	\$100.00	\$100.00	\$0.00	\$100.00	BD
0746	51 – 199 people attending	\$300.00	\$300.00	\$0.00	\$300.00	BD
0747	200 – 499 people attending	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BD
0748	500 – 1499 people attending	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00	BD
0749	1500 – 3999 people attending	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	BD
0750	4000 – 9999 people attending	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	BD
0751	Greater than 10000 people attending	\$7,500.00	\$7,500.00	\$0.00	\$7,500.00	BD
0752	Casual sport field hire bond	\$100.00	\$100.00	\$0.00	\$100.00	BD
0753	Seasonal sporting/schools	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BD
0754	Bond required for first large marquee	\$300.00	\$300.00	\$0.00	\$300.00	BD
0755	Each subsequent marquee	\$120.00	\$120.00	\$0.00	\$120.00	BD
0756	Bond required for first mechanical amusement device	\$0.00	\$800.00	\$0.00	\$800.00	BD
0757	Each subsequent amusement device	\$0.00	\$200.00	\$0.00	\$200.00	BD
0758	Park facilities bond eg change rooms, storage	\$520.00	\$520.00	\$0.00	\$520.00	BD
0759	Park canteen bond	\$500.00	\$500.00	\$0.00	\$500.00	BD
0760	Park cleaning bond	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	BD

Administration Fees

Administration fees apply to all events and park hire held by the public

0761	Less than 50 people attending	\$80.00	\$84.00	\$0.00	\$84.00	FC
0762	51 – 199 people attending	\$150.00	\$156.00	\$0.00	\$156.00	FC
0763	200 – 499 people attending	\$175.00	\$184.00	\$0.00	\$184.00	FC
0764	500 - 1499 people attending	\$250.00	\$262.00	\$0.00	\$262.00	FC
0765	1500 - 3999 people attending	\$300.00	\$315.00	\$0.00	\$315.00	FC

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Administration Fees [continued]

0766	4000 people 9999 people	\$350.00	\$368.00	\$0.00	\$368.00	FC
0767	Greater than 10000 people	\$500.00	\$525.00	\$0.00	\$525.00	FC

Permit Fees for Temporary Installations and Administration Fees

- Public liability insurance policy of \$20,000,000 is required.
- As part of Council's risk management procedures Safe Work Method Statements (SWMS) will be required to be submitted to Council for temporary installations such as jumping castles, stages, large and commercial marquees. For amusement devices / rides all relevant Work Cover certification will need to be submitted to Council.

0768	Inflatable structure – public event/hire - commercial	\$250.00	\$262.50	\$0.00	\$262.50	FC
0769	Inflatable structure – public event/hire - not for profit/community	\$150.00	\$157.00	\$0.00	\$157.00	PC
0770	Inflatable structure – private event/hire - social	\$100.00	\$105.00	\$0.00	\$105.00	FC
0771	Marquees - public event/hire - commercial	\$60.00	\$63.00	\$0.00	\$63.00	FC
0772	Marquees - public event/hire - not for profit/community	\$30.00	\$31.00	\$0.00	\$31.00	PC
0773	Marquees - private event/hire - social	\$20.00	\$21.00	\$0.00	\$21.00	FC
0774	Other fixed structures - public event/hire - commercial including stages, animal farm etc	\$250.00	\$262.00	\$0.00	\$262.00	FC
0775	Other fixed structures – public event/hire - not for profit/community - including stages, animal farm etc	\$150.00	\$157.00	\$0.00	\$157.00	PC
0776	Other fixed structures - private event/hire - social - including stages, animal farm etc	\$100.00	\$105.00	\$0.00	\$105.00	FC
0777	Stalls - public event/hire - commercial	\$35.00	\$37.00	\$0.00	\$37.00	FC
0778	Stalls - public event/hire - not for profit/community	\$20.00	\$21.00	\$0.00	\$21.00	PC
0779	Stalls - private event/hire - social	\$15.00	\$16.00	\$0.00	\$16.00	FC
0780	Food stalls - public event– commercial (single permit and stall)	\$129.00	\$135.00	\$0.00	\$135.00	FC
0781	Food stalls - public event– not for profit/community (single permit and stall)	\$82.00	\$86.00	\$0.00	\$86.00	FC
0782	Food stalls - public event– social (single permit and stall)	\$55.00	\$58.00	\$0.00	\$58.00	FC
0783	Food truck - site fee - per truck with food premises approval permit (3,000 people +) - Single event	\$0.00	\$294.00	\$0.00	\$294.00	PC
0784	Food truck - per truck - site fee (3000 people +)	\$0.00	\$200.00	\$0.00	\$200.00	PC
0785	Other amusement devices - public event/hire - commercial - rides	\$450.00	\$473.00	\$0.00	\$473.00	PC
0786	Other amusement devices – public event/hire - not for profit/community - rides	\$350.00	\$368.00	\$0.00	\$368.00	PC
0787	Other amusement devices – private event/hire - social - rides	\$300.00	\$315.00	\$0.00	\$315.00	PC
0788	Temporary compound (fencing) – per m ² per day	\$10.00	\$10.00	\$1.00	\$11.00	FC
0789	Electrical tagging and/or minor repairs – per item	\$25.00	\$23.64	\$2.36	\$26.00	RR
0790	Post function – garbage clean-up penalty	\$82.00	\$78.18	\$7.82	\$86.00	RR
0791	Power connection fee (per 1 connection point 15 amp)	\$45.00	\$47.00	\$0.00	\$47.00	RR
0792	Major event venue cleaning fee	To be determined and based on the event/function type.				FC
0793	Exeloo toilet cleaning for events/functions over 1000+ people	\$0.00	\$227.27	\$22.73	\$250.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Permit Fees for Temporary Installations and Administration Fees [continued]

0794	Portaloo - per structure - required for each additional 500 people above 1,000 people	\$0.00	\$18.18	\$1.82	\$20.00	PC
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Roads and Footpaths

Roads Act 1993

Roads and footpaths approvals under s138

General Conditions for Roads and Footpaths

- The following conditions apply to all fees and charges listed under Roads and Footpaths:
 - Other costs, such as traffic control, night work, and other costs associated with night work such as plant opening fees, are subject to confirmation at the time of pricing.
 - Saw-cutting costs for footpaths, driveways, paving apply. Refer relevant rate.
 - RMS specific requirements, including appropriate occupancy licences, are not included in the above costs, and will be subject to pricing at the time of works and fully payable by the applicant.
 - RMS peak period time constraints are not included in the rates above. Where these constraints are imposed, the rates will be modified to reflect the limited access periods, and will be advised to the applicant as a modified rate, applicable only to that works.
 - All prices are based on the underlying base, sub-base and sub-grade having been restored to meet AUSPEC 306 as amended. Works that do not meet 306 Specifications and are below the depth for nominated items above will be undertaken by Council at full cost to the applicant.
 - Areas that exceed the stated quantities will be priced as a separate lump sum to the applicant.
 - Excavation material includes earth and materials other than rock and other than contaminated soils. Where rock and / or contaminated soils are encountered, the additional costs associated with the excavation and / or treatment will be payable by the applicant as a latent condition and additional to the scheduled rate at cost plus 15%.
- For road, footpath, kerb and gutter replacements arising from development approval related activities, applicable fee will be determined following a site assessment and based on affected area.
- Where a road opening is undertaken without notification, in addition to any infringement notices that may be issued, an additional administrative fee calculated at 20% of the total cost of the actual works is payable.
- Council Officers shall be required to supervise and inspect all works undertaken by contractors undertaking works on behalf of a utility or being undertaken for an individual, corporation or private entity. Additional supervision costs will be calculated and incurred for works outside of normal business hours being 6.30 am to 3.00 pm Monday to Friday (excluding public holidays).

Note: Charges for restoration work made under S101 and S102 of the Road Act within council area are not subject to GST whether charged direct to Telstra, Sydney Water etc. or charged to a contractor engaged by them.

Road Replacements

per m²

0795	Asphalt road (AC10 or AC14, 50mm) – up to 15m ²	\$303.60	\$290.00	\$29.00	\$319.00	FC
0796	Asphalt road (AC10 or AC14, 50mm) – greater than 15m ² , less than 50m ²	\$273.00	\$260.91	\$26.09	\$287.00	FC
0797	Asphalt road (AC10 or AC14, 50mm) – greater than 50m ² , less than 100m ²	\$243.00	\$232.27	\$23.23	\$255.50	FC

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Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Road Replacements [continued]

0798	Asphalt road (AC10 or AC14, 50mm) – greater than 100m ² , less than 500m ²	\$211.80	\$202.27	\$20.23	\$222.50	FC
0799	Asphalt road (AC10 or AC14, 50mm) – greater than 500m ²				Quote plus 15%	FC
0800	Asphalt road (full depth repair 150mm) – up to 15m ²	\$429.60	\$410.91	\$41.09	\$452.00	FC
0801	Asphalt road (full depth repair 150mm) – greater than 15m ² , less than 50m ²	\$390.00	\$372.73	\$37.27	\$410.00	FC
0802	Asphalt road (full depth repair 150mm) – greater than 50m ² , less than 100m ²	\$366.00	\$350.00	\$35.00	\$385.00	FC
0803	Asphalt road (full depth repair 150mm) – greater than 100m ² , less than 500m ²	\$334.80	\$320.00	\$32.00	\$352.00	FC
0804	Asphalt road (full depth repair 150mm) – greater than 500m ²				Quote plus 15%	FC
0805	Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – up to 15m ²	\$1,302.00	\$1,245.45	\$124.55	\$1,370.00	FC
0806	Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 15m ² , less than 50m ²	\$832.80	\$795.45	\$79.55	\$875.00	FC
0807	Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 50m ² , less than 100m ²	\$735.60	\$702.73	\$70.27	\$773.00	FC
0808	Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 50MPa with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 100m ² , less than 500m ²	\$706.80	\$675.45	\$67.55	\$743.00	FC
0809	Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa RMS mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 500m ²				Cost plus 15%	FC
0810	Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – up to 15m ²	\$987.60	\$945.45	\$94.55	\$1,040.00	FC
0811	Concrete, 50MPa, 230mm with 2 layers of SL81 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 15m ² , less than 50m ²	\$724.80	\$692.73	\$69.27	\$762.00	FC
0812	Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 50m ² , less than 100m ²	\$666.00	\$636.36	\$63.64	\$700.00	FC
0813	Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 100m ² , less than 500m ²	\$639.60	\$610.91	\$61.09	\$672.00	FC
0814	Concrete road, 40MPa RMS mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 500m ²				Cost plus 15%	FC

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Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Footpath Replacements

per m²

0815	Construct pram ramp (billed per pram ramp)	\$2,556.00	\$2,440.91	\$244.09	\$2,685.00	FC
0816	Asphaltic footpath (AC5, 25mm) – up to 15m ²	\$274.80	\$262.73	\$26.27	\$289.00	FC
0817	Asphaltic footpath (AC5, 25mm) – greater than 15m ² , up to 50m ²	\$186.60	\$178.18	\$17.82	\$196.00	FC
0818	Asphaltic footpath (AC5, 25mm) – greater than 50m ² , up to 100m ²	\$146.40	\$140.00	\$14.00	\$154.00	FC
0819	Asphaltic concrete (AC5, 25mm) – greater than 100m ²				Quote plus 15%	FC
0820	Concrete footpath – less than 15m ²	\$319.80	\$305.45	\$30.55	\$336.00	FC
0821	Concrete footpath – greater than 15m ² , less than 50m ²	\$271.80	\$259.55	\$25.95	\$285.50	FC
0822	Concrete footpath – greater than 50m ² , less than 100m ²	\$240.00	\$229.09	\$22.91	\$252.00	FC
0823	Concrete footpath – greater than 100m ² , less than 500m ²	\$208.80	\$199.55	\$19.95	\$219.50	FC
0824	Concrete footpath – greater than 500m ²				Quote plus 15%	FC
0825	Footpath paving – standard clay brick pavers – less than 15m ²	\$843.60	\$805.45	\$80.55	\$886.00	FC
0826	Footpath paving – standard clay brick pavers – greater than 15m ² , less than 50m ²	\$732.00	\$699.09	\$69.91	\$769.00	FC
0827	Footpath paving – standard clay brick pavers – greater than 50m ² , less than 100m ²	\$574.80	\$549.09	\$54.91	\$604.00	FC
0828	Footpath paving – standard clay brick pavers – greater than 100m ² , less than 500m ²	\$543.60	\$519.09	\$51.91	\$571.00	FC
0829	Footpath paving – standard clay brick pavers – greater than 500m ²				Quote plus 15%	FC
0830	Footpath paving – Town Centre concrete pavers – less than 15m ²	\$920.40	\$879.09	\$87.91	\$967.00	FC
0831	Footpath paving – Town Centre concrete pavers – greater than 15m ² , less than 50m ²	\$801.60	\$765.45	\$76.55	\$842.00	FC
0832	Footpath paving – Town Centre concrete pavers – greater than 50m ² , less than 100m ²	\$703.20	\$671.82	\$67.18	\$739.00	FC
0833	Footpath paving – Town Centre concrete pavers – greater than 100m ² , less than 500m ²	\$669.60	\$640.00	\$64.00	\$704.00	FC
0834	Footpath paving – Town Centre concrete pavers – greater than 500m ²				Quote plus 15%	FC
0835	Nature strip turfing (supply and lay on prepared soil), rate per m ²	\$59.40	\$56.82	\$5.68	\$62.50	FC
0836	Watering of new turf, rate per hour.	\$130.80	\$125.00	\$12.50	\$137.50	FC

Saw Cutting

per lineal metre

0837	Sawcutting, asphalt, up to 100mm depth, up to 50m (rate per metre)	\$28.20	\$27.27	\$2.73	\$30.00	FC
0838	Sawcutting, asphalt, up to 250mm depth, up to 50m (rate per metre)	\$112.20	\$107.27	\$10.73	\$118.00	FC
0839	Sawcutting, concrete, up to 150mm depth, up to 50m (rate per metre)	\$55.80	\$53.64	\$5.36	\$59.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Saw Cutting [continued]

0840	Sawcutting, concrete, up to 300mm depth, up to 50m (rate per metre)	\$119.40	\$114.09	\$11.41	\$125.50	FC
0841	Sawcutting, reinforced concrete, up to 150mm depth, up to 50m (rate per metre)	\$48.00	\$45.91	\$4.59	\$50.50	FC
0842	Sawcutting, reinforced concrete, up to 300mm depth, up to 50m (rate per metre)	\$119.40	\$114.09	\$11.41	\$125.50	FC
0843	Sawcutting, site establishment	\$540.00	\$515.45	\$51.55	\$567.00	FC

Driveway Replacements

per m²

0844	Concrete driveway 150mm with SL72 Up to 15 m ² – per m ²	\$462.00	\$441.82	\$44.18	\$486.00	FC
0845	Concrete driveway 150mm with SL72 greater than 15 m ² , less than 50m ² – per m ²	\$384.00	\$367.27	\$36.73	\$404.00	FC
0846	Concrete driveway 150mm with SL72 greater than 50 m ² , less than 100m ² – per m ²	\$319.80	\$305.45	\$30.55	\$336.00	FC
0847	Concrete driveway 150mm with SL72 greater than 100m ² – per m ²	\$287.40	\$274.55	\$27.45	\$302.00	FC

Kerb and Gutter Replacements

per lineal metre

0848	Kerb and gutter – less than 15 lineal metres	\$543.60	\$519.09	\$51.91	\$571.00	FC
0849	Kerb and gutter – greater than 15 and less than 50 lineal metres	\$433.20	\$413.64	\$41.36	\$455.00	FC
0850	Kerb and gutter – greater than 50 and less than 100 lineal metres	\$400.80	\$382.73	\$38.27	\$421.00	FC
0851	Kerb and gutter – greater than 100 and less than 500 lineal metres	\$367.20	\$350.91	\$35.09	\$386.00	FC
0852	Kerb and gutter – greater than 500 lineal metres				Quote plus 15%	FC
0853	Kerb only – less than 15 lineal metres	\$543.60	\$519.09	\$51.91	\$571.00	FC
0854	Kerb only – greater than 15 and less than 50 lineal metres	\$447.60	\$427.27	\$42.73	\$470.00	FC
0855	Kerb only – greater than 50 and less than 100 lineal metres	\$384.00	\$367.27	\$36.73	\$404.00	FC
0856	Kerb only – greater than 100 and less than 500 lineal metres	\$351.60	\$336.36	\$33.64	\$370.00	FC
0857	Kerb only – greater than 500 lineal metres				Quote plus 15%	FC
0858	Gutter only – less than 15 lineal metres	\$574.80	\$549.09	\$54.91	\$604.00	FC
0859	Gutter only – greater than 15 and less than 50 lineal metres	\$462.00	\$441.82	\$44.18	\$486.00	FC
0860	Gutter only – greater than 50 and less than 100 lineal metres	\$384.00	\$367.27	\$36.73	\$404.00	FC
0861	Gutter only – greater than 100 and less than 500 lineal metres	\$351.60	\$336.36	\$33.64	\$370.00	FC
0862	Gutter only – greater than 500 lineal metres				Quote plus 15%	FC
0863	Concrete layback and gutter – less than 15 lineal metres	\$686.40	\$655.45	\$65.55	\$721.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Kerb and Gutter Replacements [continued]

0864	Concrete layback and gutter – greater than 15 and less than 50 lineal metres	\$606.00	\$579.09	\$57.91	\$637.00	FC
0865	Concrete layback and gutter – greater than 50 and less than 100 lineal metres	\$526.80	\$503.64	\$50.36	\$554.00	FC
0866	Concrete layback and gutter – greater than 100 lineal metres				Quote plus 15%	FC
0867	Concrete dish drain – less than 15 lineal metres	\$766.80	\$732.73	\$73.27	\$806.00	FC
0868	Concrete dish drain – greater than 15 and less than 50 lineal metres	\$669.60	\$640.00	\$64.00	\$704.00	FC
0869	Concrete dish drain – greater than 50 lineal metres				Quote plus 15%	FC
0870	Gutter Bridge Crossing with Hinged Heavy Duty Steel Grating Per lineal metre (minimum of 4.5m) opening	\$1,560.00	\$1,490.91	\$149.09	\$1,640.00	FC
0871	Kerb outlet PVC up to 100mm diameter	\$334.80	\$320.00	\$32.00	\$352.00	FC

Other - Line Marking

0872	Line marking (air-atomised or airless application) per metre	\$111.00	\$117.00	\$0.00	\$117.00	FC
0873	Line marking (air-atomised or airless application) set-up costs	\$4,206.00	\$4,420.00	\$0.00	\$4,420.00	FC
0874	Line marking (thermo-plastic) per metre	\$175.80	\$185.00	\$0.00	\$185.00	FC
0875	Line marking (thermo-plastic) set-up costs	\$4,206.00	\$4,420.00	\$0.00	\$4,420.00	FC
0876	Lines perpendicular to driveway	\$436.80	\$459.00	\$0.00	\$459.00	FC

Sign Posting

0877	Directional sign installation (community based, non-profit and religious organisations only)	\$303.00	\$319.00	\$0.00	\$319.00	FC
0878	Street signage (supply and Install)	\$454.80	\$478.00	\$0.00	\$478.00	FC
0879	Parking and regulatory post and sign (per unit)	\$303.00	\$319.00	\$0.00	\$319.00	FC

Stormwater Drainage

0880	Concrete pipes 375 diameter RCP, per metre	\$1,308.00	\$1,250.00	\$125.00	\$1,375.00	FC
0881	Concrete pipes 450 diameter RCP, per metre	\$1,404.00	\$1,340.91	\$134.09	\$1,475.00	FC
0882	Concrete pipes 600 diameter RCP, per metre	\$1,554.00	\$1,486.36	\$148.64	\$1,635.00	FC
0883	Concrete pipes greater than 600 diameter RCP, per metre				Quote plus 15%	FC
0884	Galvanised RHS pipe equivalent up to 100 diameter PVC pipe, per metre	\$400.80	\$382.73	\$38.27	\$421.00	FC
0885	Lintel 0.9m – 1.2m (billed per lintel)	\$2,556.00	\$2,440.91	\$244.09	\$2,685.00	FC
0886	Lintel 1.8m (billed per lintel)	\$2,796.00	\$2,672.73	\$267.27	\$2,940.00	FC
0887	Lintel 2.4m (billed per lintel)	\$3,348.00	\$3,200.00	\$320.00	\$3,520.00	FC
0888	Lintel 3.0m (billed per lintel)	\$3,750.00	\$3,581.82	\$358.18	\$3,940.00	FC
0889	Lintel 3.6m (billed per lintel)	\$3,750.00	\$3,581.82	\$358.18	\$3,940.00	FC
0890	Pits greater than 1.5m x 1.5m x 1.5m in size (per pit)				Quote plus 15%	FC
0891	Pits up to 1.5m x 1.5m x 1.5m in size (per pit)	\$7,872.00	\$7,518.18	\$751.82	\$8,270.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Stormwater Drainage [continued]

0892	Final drainage inspection / final road inspection including CCTV provided by applicant	\$681.60	\$716.00	\$0.00	\$716.00	FC
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Additional Fees and Charges Associated with Night Works

0893	Design single residential driveway (non DA/CDC application) (50% refund if driveways cannot be permitted)	\$1,014.00	\$1,065.00	\$0.00	\$1,065.00	FC
0894	Asphalt plant opening fee – per opening	\$3,990.00	\$4,190.00	\$0.00	\$4,190.00	FC
0895	Cartage surcharge per cubic metre of asphalt and / or concrete	\$81.60	\$86.00	\$0.00	\$86.00	FC
0896	Concrete plant opening fee – per opening	\$3,990.00	\$4,190.00	\$0.00	\$4,190.00	FC
0897	Additional surcharge payable by the applicant for all items outside of Councils works departments operation hours of 6:30 am to 3:00 pm	30% surcharge per item				FC

Driveway Application

0898	Duplex/residential up to 3 storey with single driveway, (non-refundable)	\$295.50	\$311.00	\$0.00	\$311.00	FC
0899	Industrial/commercial/residential above 3 storey or residential requiring second entry (non-refundable)	\$487.00	\$512.00	\$0.00	\$512.00	FC
0900	Residential with single driveway (owner occupied, single dwelling, non-refundable)	\$234.50	\$246.50	\$0.00	\$246.50	FC

Driveway Inspections

First Entry Inspection Fee

0901	Duplex – 3 inspections required (per inspection)	\$154.50	\$162.50	\$0.00	\$162.50	FC
0902	Industrial / commercial – 3 inspections required (per inspection)	\$154.50	\$162.50	\$0.00	\$162.50	FC
0903	Residential – 2 inspections required (per inspection)	\$154.50	\$162.50	\$0.00	\$162.50	FC

Additional Entry Inspection Fee

for second or more entry

0904	Residential – 2 inspections required (per inspection)	\$99.50	\$104.50	\$0.00	\$104.50	FC
0905	Duplex – 3 inspections required (per inspection)	\$99.50	\$104.50	\$0.00	\$104.50	FC
0906	Industrial / commercial – 3 inspections required (per inspection)	\$99.50	\$104.50	\$0.00	\$104.50	FC

Additional Inspections

0907	Additional inspection / re-inspection fee (per inspection)	\$142.50	\$150.00	\$0.00	\$150.00	FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Private Contractor Security Deposit

refundable

0908	Duplex / residential up to 3 storey with single driveway installation	\$3,773.00	\$3,965.00	\$0.00	\$3,965.00	BD
0909	Industrial / commercial / residential above 3 storey	\$4,851.00	\$5,095.00	\$0.00	\$5,095.00	BD
0910	Residential installation	\$2,910.60	\$3,060.00	\$0.00	\$3,060.00	BD

Road and/or Footpath Opening Application Fee

Max \$1,000

* If you need to open a combination of public infrastructure categories, which may include any combination of path, kerb and gutter, or road pavement, then the highest charge units of those opening areas will apply. This will ensure applicants are not charged multiple charge units. The charge is based on the total size of each type of opening as there are multiple types of opening within the same application.

0911	Plus security deposit payable at time of permit application	\$1,078.00	\$1,135.00	\$0.00	\$1,135.00	BD
0912	Processing fee (in addition to restoration charge) – non-refundable if works do not proceed	\$381.00	\$401.00	\$0.00	\$401.00	FC
0913	Additional inspection / reinspection fee - non-refundable - per inspection	\$216.00	\$227.00	\$0.00	\$227.00	FC
0914	Cost of works determination late payment fee	\$1,155.00	\$1,215.00	\$0.00	\$1,215.00	FC
(Fee applies where the agreed cost of works is not paid to Council within 48 hours from the date of issue.)						
0915	Formwork inspection – number as required - non-refundable - per inspection	\$186.50	\$196.00	\$0.00	\$196.00	FC
0916	Required inspection (initial and final only, non-refundable)			Included in application		FC
0917	Road opening (per 10m ² of road pavement) (non-refundable)	\$210.50	\$221.50	\$0.00	\$221.50	FC
0918	Road opening (per 15 lineal meter of kerb and gutter or stormwater) (non-refundable)	\$210.50	\$221.50	\$0.00	\$221.50	FC
0919	Road opening (per 18 m ² of footpath) (non-refundable)	\$210.50	\$221.50	\$0.00	\$221.50	FC

Road Opening Temporary Restoration Security Deposit

0920	Work valued up to \$2,999				45% of the value	BD
0921	Work valued from \$3,000 and up to \$7,999				30% of the value	BD
0922	Work valued from \$8,000				25% of the value	BD

Certificate of Compliance - Driveways and Road Openings

0923	Alignment levels for development applications – for dual occupancy and medium density residential developments	\$287.00	\$302.00	\$0.00	\$302.00	FC
0924	Alignment levels for development applications – for high density residential and commercial developments	\$425.00	\$447.00	\$0.00	\$447.00	FC
0925	Alignment levels for development applications – for single dwelling residential developments	\$144.00	\$151.50	\$0.00	\$151.50	FC
0926	Driveway, footpath and kerb and gutter construction permit	\$148.50	\$156.00	\$0.00	\$156.00	FC

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Certificate of Compliance - Driveways and Road Openings [continued]

0927	Other civil infrastructures damage inspection and control	\$135.00	\$142.00	\$0.00	\$142.00	FC
0928	Vehicle crossing and other compliance inspections – where works done by parties other than Council	\$379.00	\$398.00	\$0.00	\$398.00	FC
0929	Vehicle crossings inspection and / or estimates and quote preparation fees per 45 min	\$149.50	\$157.00	\$0.00	\$157.00	FC
0930	Certificate of compliance – driveways and road openings (subject to the provision of required information confirming correct materials, complies with current standards)*	\$231.00	\$243.00	\$0.00	\$243.00	FC

* For a certification to be issued by Council the following must be provided as a minimum. For footpath certification, a copy of the concrete delivery docket must be provided to Council. For road pavement certification, a compaction test results for base and sub-base must be provided to Council. Alternatively an Engineers certificate certifying the above can be provided to Council.

Unauthorised Road Works

This fee applies to unauthorised road and / or footpath openings, driveways and all other public infrastructure works by private contractor.

0931	Work valued up to \$5,000	\$811.00	\$852.00	\$0.00	\$852.00	FC
0932	Work valued from \$5,001 and up to \$25,000	\$1,200.00	\$1,260.00	\$0.00	\$1,260.00	FC
0933	Work valued from \$25,001	\$1,950.00	\$2,050.00	\$0.00	\$2,050.00	FC
0934	Urgent/emergency inspection (non-refundable; includes inspections, application fee and re-arrangement of other inspections.	\$628.00	\$660.00	\$0.00	\$660.00	FC

Restorations

0935	Where utility requests Council permission to undertake restoration works using utility's own contractor – per reinstatement order	\$1,275.00	\$1,340.00	\$0.00	\$1,340.00	FC
0936	Where utility undertakes restoration works using own contractor during business hours – per hour of supervision (minimum charge 1 hour and billed in hourly increments)	\$334.00	\$351.00	\$0.00	\$351.00	FC
0937	Where utility undertakes restoration works using own contractor outside of business hours – per hour of supervision (minimum charge 5 hours and billed in hourly increments thereafter)	\$334.00	\$351.00	\$0.00	\$351.00	FC
0938	Where developer undertakes restoration works using own contractor outside of business hours – per hour of supervision (minimum charge 5 hours and billed in hourly increments thereafter; in addition to asset integrity fee; and any other works on council application fee)	\$322.00	\$339.00	\$0.00	\$339.00	FC

Removal of Dumped Waste

0939	Collection from site and disposal of solid waste				Cost plus 50%	FC
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Asbestos Removal and Disposal

0940	Emergency asbestos removal – cost charged to Council by accredited asbestos removal contractor plus 50% Council administration fee				Cost plus 50%	FC
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Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Asbestos Removal and Disposal [continued]

0941	Removal and disposal of damaged asbestos stormwater outlet pipes identified during restoration construction works by Council				Cost plus 20%	FC
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Survey Marks

0942	Recovery / relocation of survey marks (state survey marks, permanent mark or cadastral marks) by registered surveyor				Cost plus 15%	FC
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Adjustment of Utility Service Assets

0943	Adjustment of service pipes to new level				Cost plus 15%	FC
0944	Adjustment of utility service lids to new levels				Cost plus 15%	FC
0945	Relocation or adjustment of utility service pits to new levels				Cost plus 15%	FC
0946	Replacement of damaged utility service pits				Cost plus 15%	FC
0947	Undergrounding of overhead power lines (phase a – design by ASP), (phase b – approval by authority), (phase c – installation of underground conduits, pulling of cables, jointing, installation of property access point)				Cost plus 15%	FC
0948	Placing streetlight shades				Cost plus 15%	FC
0949	Recovery / relocation of survey marks (state survey marks, permanent mark or cadastral marks) by registered surveyor				Cost plus 15%	FC

Asset Integrity Charge - Road Openings

Permanent Restoration Applications Only

Note: Single dwellings, dual occupancies and developments by non for profit organisations are exempted from the asset integrity charge.

0950	Asphalt or concrete road works (as required)				100% of the value (cost of works)	FC
0951	Stormwater drainage works				100% of the value (cost of works)	FC
0953	Road opening permanent restoration security deposit				100% of the value (cost of works)	BD
0952	Work valued up to \$2,999				45% of the value	FC
0954	Work valued from \$3,000 and up to \$7,999				30% of the value	FC
0955	Work valued from \$8,000				25% of the value	FC

Swimming Pools

Enfield Aquatic Centre (EAC)

Fees are set to recover the cost of providing the pool facilities

Entrance Fees

0956	Adult	\$7.60	\$7.27	\$0.73	\$8.00	MP
0957	Child (5 -15 years)	\$6.60	\$6.36	\$0.64	\$7.00	MP
0958	Child under 5 years (must be accompanying a full paying adult)				No fee	Z

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Entrance Fees [continued]

0959	Club member – during club events only (lane hire charged separately)	\$3.80	\$3.64	\$0.36	\$4.00	MP
0960	Emergency services concession	\$3.80	\$3.64	\$0.36	\$4.00	MP
0961	Fitness Passport entry rate for valid Fitness Passport holders	\$6.50	\$6.27	\$0.63	\$6.90	MP
0962	Family – up to 4 people (maximum 2 adults)	\$19.50	\$18.64	\$1.86	\$20.50	MP
0963	For each additional child member for family rate (under 16 years)	\$3.30	\$3.18	\$0.32	\$3.50	MP
0964	Seniors and pension concession (aged and disability only)	\$4.10	\$3.82	\$0.38	\$4.20	MP
0965	School groups – per person (lane hire charged separately)	\$4.10	\$4.00	\$0.40	\$4.40	MP
0966	Spectator (must be accompanying a full fee paying customer)	\$4.00	\$3.64	\$0.36	\$4.00	MP
0967	Complimentary general entry for community open day / Council event (subject to General Manager approval)				No fee	Z
0968	Carer for companion cardholder				No fee	Z
0969	Seniors Festival general entry and program participation (for seniors living within the Burwood local government area, subject to production of a valid Seniors or Aged Pension Card and proof of address)				No fee	Z

Multiple Entry Pass / Tickets

Purchased in advance for individual or family use only - non-transferable or refundable.

0970	Complimentary seasonal pass (4) (for use in conjunction with club functions by 4 lifesaving club officials)				No fee	Z
0971	Complimentary seasonal pass (8) (for use in conjunction with club functions by 8 Enfield swimming club officials)				No fee	Z

10 Visit Pass

Valid for 12 months from date of issue.

0972	Adult	\$68.00	\$65.00	\$6.50	\$71.50	MP
0973	Child (5 – 15 years)	\$59.00	\$56.36	\$5.64	\$62.00	MP
0974	Emergency services concession	\$35.00	\$33.64	\$3.36	\$37.00	MP
0975	Family – up to 4 people (maximum 2 adults)	\$174.00	\$166.36	\$16.64	\$183.00	MP
0976	Seniors and pension concession (aged and disability only)	\$38.00	\$36.36	\$3.64	\$40.00	MP
0977	Commercial program	\$55.00	\$54.55	\$5.45	\$60.00	MP

20 Visit Pass

Valid for 12 months from date of issue.

0978	Adult	\$128.00	\$122.27	\$12.23	\$134.50	MP
0979	Child (5 – 15 years)	\$110.00	\$105.00	\$10.50	\$115.50	MP
0980	Family – up to 4 people (maximum 2 adults)	\$329.00	\$314.55	\$31.45	\$346.00	MP

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

20 Visit Pass [continued]

0981	Seniors and pension concession (aged and disability only)	\$69.00	\$65.91	\$6.59	\$72.50	MP
0982	Commercial program	\$0.00	\$109.09	\$10.91	\$120.00	MP

Monthly Pass

Valid for 30 days from date of issue.

0983	Adult	\$104.00	\$99.55	\$9.95	\$109.50	MP
0984	Child (5 – 15 years)	\$90.00	\$85.91	\$8.59	\$94.50	MP
0985	Family – up to 4 people (maximum 2 adults)	\$267.00	\$255.00	\$25.50	\$280.50	MP
0986	Seniors and pension concession (aged and disability only)	\$57.00	\$54.55	\$5.45	\$60.00	MP

Seasonal Pass

Valid for 6 months from date of issue.

0990	Adult	\$525.00	\$501.82	\$50.18	\$552.00	MP
0987	Child (5 – 15 years)	\$453.00	\$432.73	\$43.27	\$476.00	MP
0989	Family – up to 4 people (maximum 2 adults)	\$1,347.00	\$1,286.36	\$128.64	\$1,415.00	MP
0988	Seniors and pension concession (aged and disability only)	\$286.00	\$273.64	\$27.36	\$301.00	MP

Annual Pass

Valid for 12 months from date of issue.

0991	Adult	\$800.00	\$763.64	\$76.36	\$840.00	MP
0992	Child (5 – 15 years)	\$703.00	\$671.82	\$67.18	\$739.00	MP
0993	Family – up to 4 people (maximum 2 adults)	\$1,924.00	\$1,840.91	\$184.09	\$2,025.00	MP
0994	Seniors and pension concession (aged and disability only)	\$453.00	\$432.73	\$43.27	\$476.00	MP

Facility Hire

Hirer cancellation of less than seven days prior to the date of hire incurs a penalty of 50% of the cost.
 Hirer cancellation of less than 48 hours from the date of the event incurs a penalty of 100% of hire costs.

Pool Hire

0995	Commercial and private use - outdoor 50m pool hire – full pool, per hour	\$176.00	\$168.18	\$16.82	\$185.00	MP
0996	Commercial and private use - toddlers pool hire full pool, per hour	\$27.00	\$25.91	\$2.59	\$28.50	MP
0997	Commercial and private use - indoor 25m/program pool hire full pool, per hour	\$160.00	\$152.73	\$15.27	\$168.00	MP
0998	School groups – outdoor 50m pool hire – full pool, per hour	\$75.00	\$71.82	\$7.18	\$79.00	MP
0999	School groups – toddlers pool hire full pool, per hour	\$11.40	\$10.91	\$1.09	\$12.00	MP
1000	School groups – indoor 25m/program pool hire full pool, per hour	\$67.50	\$64.55	\$6.45	\$71.00	MP
1001	Community groups – outdoor 50m pool hire – full pool, per hour	\$93.00	\$89.09	\$8.91	\$98.00	MP

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	
Pool Hire [continued]						
1002	Community groups – toddlers pool hire full pool, per hour	\$14.25	\$13.64	\$1.36	\$15.00	MP
1003	Community groups – indoor 25m/program pool hire full pool, per hour	\$84.00	\$80.45	\$8.05	\$88.50	MP
1004	Out of hours pool hire – full pool, per hour excludes staff members / cleaning fees	\$700.00	\$668.18	\$66.82	\$735.00	MP
1005	School groups – carnival entry (child / student)	\$3.20	\$3.09	\$0.31	\$3.40	MP
1006	School groups – carnival entry (spectator)	\$3.20	\$3.09	\$0.31	\$3.40	MP
1007	School Groups - Carnival Entry (Teachers/ Volunteers)				No fee	Z

Lane Hire

1008	Commercial and private use - outdoor 50m lane hire – per lane, per hour	\$72.00	\$69.09	\$6.91	\$76.00	MP
1009	Commercial and private use -indoor 25m/program pool lane hire – per lane, per hour	\$63.00	\$60.45	\$6.05	\$66.50	MP
1010	School groups – outdoor 50m Lane Hire – per lane, per hour	\$19.50	\$18.64	\$1.86	\$20.50	MP
1011	School groups – indoor 25m/program pool lane hire – per lane, per hour	\$17.50	\$16.73	\$1.67	\$18.40	MP
1012	Community groups – outdoor 50m Lane Hire – per lane, per hour	\$25.00	\$24.09	\$2.41	\$26.50	MP
1013	Community groups – indoor 25m/program pool lane hire – per lane, per hour	\$23.00	\$22.27	\$2.23	\$24.50	MP
1014	Additional staff member for programs, facility hire and events (per hour minimum 4 hours) as requested or determined by centre management	\$43.50	\$41.82	\$4.18	\$46.00	MP
1015	Commercial programs participant entry - up to 2 parents / carers / family members and any siblings aged between 5 and 15 years will be admitted free spectator entry for the duration of the class, per swim school participant. Standard fees apply for additional accompanying family members and facility users. Available in single or 10 visit and 20 visit allotments.	\$5.70	\$5.45	\$0.55	\$6.00	MP
1016	Enfield Swimming Club and Enfield Lifesaving Club				No fee	Z
1017	Royal Life Saving and Austswim Training Courses (subject to course credit scheme approved by General Manager)				No fee	Z

Meeting Room Hire

1018	Commercial and private use – per hour	\$37.00	\$35.45	\$3.55	\$39.00	MP
1019	Not for profit external groups & school groups running activities for their members (eg, sports clubs, lifesaving club etc) – per hour	\$23.00	\$22.27	\$2.23	\$24.50	MP

Community Room Hire

1020	Commercial and private use – per hour	\$42.00	\$40.45	\$4.05	\$44.50	MP
1021	Not for profit external groups & school groups running activities for their members (eg, sports clubs, lifesaving club etc) – per hour	\$30.00	\$28.64	\$2.86	\$31.50	MP

Item Number 29/24 - Attachment 1

Draft 2024-25 Fees and Charges - Public Exhibition

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Community Room Hire [continued]

1022	Royal Life Saving and Austswim Training Courses (subject to course credit scheme approved by General Manager)				No fee	Z
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Miscellaneous

1023	Replacement learn to swim cap	\$0.00	\$3.18	\$0.32	\$3.50	MP
1024	Hire of locker - membership card holders				No fee	MP
1025	Hire of locker - casual patrons	\$2.30	\$2.27	\$0.23	\$2.50	MP
1026	Replacement pass / membership card (per card)	\$7.10	\$6.82	\$0.68	\$7.50	MP

Learn to Swim and Infant Aquatics Fees

Lessons

1027	Family discount (including squad and private swimming lessons)		10% for second booking / lesson in the family 20% for third and any subsequent booking(s) / lesson(s) in the family			MP
1028	Learn to swim program term or intensive programs term per 30 minute lesson for full term upfront	\$19.50	\$20.50	\$0.00	\$20.50	MP
1029	Semi private 30 minute sessions (2 students per class and minimum 5 lessons)	\$87.00	\$83.18	\$8.32	\$91.50	MP
1030	Private lessons – minimum 5 lessons (per lesson per pupil)	\$63.00	\$66.50	\$0.00	\$66.50	MP
1031	Private lessons special needs – minimum 5 lessons (per lesson per pupil and assessment by Coordinator Aquatic Centre)	\$35.00	\$37.00	\$0.00	\$37.00	MP
1032	Squad program term booking - per week	\$12.50	\$12.00	\$1.20	\$13.20	MP
1034	Enrolled LTS student single entry (for current program term only)	\$2.30	\$2.27	\$0.23	\$2.50	MP
1033	Up to 2 parents /carers / family members and any siblings aged between 5 and 15 years will be admitted free spectator entry for the duration of the class, per swim school participant. Standard fees apply for additional accompanying family members and facility users.				No fee	Z

School Groups

1035	Enfield Aquatic Centre (EAC) run lessons per lesson per student	\$10.00	\$10.60	\$0.00	\$10.60	MP
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Fitness Programs

1036	Fitness programs - seniors and pension concession (aged and disability only) - 10 sessions	\$112.20	\$107.27	\$10.73	\$118.00	MP
1037	Fitness programs - seniors and pension concession (aged and disability only) - 20 sessions	\$0.00	\$203.82	\$20.38	\$224.20	MP
1038	Fitness programs - seniors and pension concession (aged and disability only) – single session	\$13.30	\$12.73	\$1.27	\$14.00	MP
1039	Fitness programs - adult - 10 sessions	\$153.00	\$146.36	\$14.64	\$161.00	MP
1040	Fitness programs - adult - 20 sessions	\$0.00	\$281.73	\$28.17	\$309.90	MP
1041	Fitness programs - adult - single session	\$18.30	\$17.64	\$1.76	\$19.40	MP

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Aquatic Centre Merchandise

All merchandise items sold at commercial rates or recommended retail prices.

Traffic Management

Administration of Traffic Management

1042	Advertising for temporary road closures	\$1,090.00	\$1,145.00	\$0.00	\$1,145.00	RR
1043	Parking and regulatory signs (per unit)	\$254.00	\$242.73	\$24.27	\$267.00	FC
1044	Administration of traffic management plan high impact road closures, police consultation, RMS consultation	\$969.00	\$1,020.00	\$0.00	\$1,020.00	RR
1045	Administration of traffic management plan low impact stop/go traffic control on a local or council-managed road- police consultation	\$295.50	\$311.00	\$0.00	\$311.00	RR
1046	Administration of traffic management plan medium impact stop/go traffic control on a multi-lane or state road, police consultation, RMS consultation	\$575.00	\$604.00	\$0.00	\$604.00	RR

Footpath Closures

1047	Application fee	\$170.00	\$178.50	\$0.00	\$178.50	PC
1048	Partial footpath (per m2 per week or part thereof)	\$35.00	\$37.00	\$0.00	\$37.00	RR

Road Closures

Fees for road closures including full and partial closure do not apply for applications made by not for profit organisations to facilitate events supported by Council.

1049	Application fee	\$170.00	\$178.50	\$0.00	\$178.50	RR
1050	Late road closure application, requesting urgent approval (ie within 3 business days) excluding whole road closure / RMS approval	\$520.00	\$546.00	\$0.00	\$546.00	RR

Full Closure

Full road closure fees to be applied to any width of road. Full road closures to be limited to the length of the property street frontage unless otherwise approved by Council.

Fee is based on the length of the closure or the length of the property street frontage, whichever is the higher. Fee is based on the range of the length of closure (eg a 25m closure shall be charged at the 21m-40m fee). Fees listed are applied on a per day basis unless stated otherwise.

No additional cost for road closures over 80 metres.

1051	Length of full road closure (m) 0-20	\$1,690.00	\$1,775.00	\$0.00	\$1,775.00	RR
1052	Length of full road closure (m) 21-40	\$2,050.00	\$2,155.00	\$0.00	\$2,155.00	RR
1053	Length of full road closure (m) 41-60	\$3,050.00	\$3,205.00	\$0.00	\$3,205.00	RR
1054	Length of full road closure (m) 61-80	\$3,500.00	\$3,675.00	\$0.00	\$3,675.00	RR
1055	Length of full road closure (m) >80	\$4,350.00	\$4,570.00	\$0.00	\$4,570.00	RR
1056	Within parking meter area – additional fee				80% of current parking rate	RR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Partial Closure

Partial road closure fees shown are per lane fees. Total fee to be charged as a multiple of the number of lanes closed (maximum of 3 lanes). Partial road closure to be limited to the length of the property street frontage unless otherwise approved by Council.

Fee is based on the length of the closure or the length of the property street frontage, whichever is the higher. Fee is based on the range of the length of closure (eg a 25m closure shall be charged at the 21m-40m fee). Fees listed are applied on a per day basis unless stated otherwise.

No additional cost for road closures over 80 metres.

1057	Half day closure of parking lane in R1 General Residential, R2 Low Density Residential and R3 Medium Density Residential Zones (m) 0-20	\$170.00	\$178.50	\$0.00	\$178.50	RR
1058	Length of partial road closure (m) 0-20	\$400.00	\$420.00	\$0.00	\$420.00	RR
1059	Length of partial road closure (m) 21-40	\$600.00	\$630.00	\$0.00	\$630.00	RR
1060	Length of partial road closure (m) 41-60	\$800.00	\$840.00	\$0.00	\$840.00	RR
1061	Length of partial road closure (m) 61-80	\$1,000.00	\$1,050.00	\$0.00	\$1,050.00	RR
1062	Length of partial road closure (m) >80	\$1,200.00	\$1,260.00	\$0.00	\$1,260.00	RR
1063	Within parking meter area – additional fee	80% of current parking rate				RR

Car Park Closure

1064	Car park closure (per parking bay per day)	\$30.00	\$30.00	\$0.00	\$30.00	RR
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Traffic Control

1065	Traffic control – administration fee	\$268.80	\$282.50	\$0.00	\$282.50	RR
1066	During business hours	\$2,982.00	\$3,135.00	\$0.00	\$3,135.00	RR
1067	Outside business hours	\$3,690.00	\$3,875.00	\$0.00	\$3,875.00	RR
1068	Prepare and lodge a road occupancy license application for RMS roads	\$850.80	\$894.00	\$0.00	\$894.00	RR
1069	Where steel plates are required, additional fees per steel plate shall be charged	\$2,850.00	\$2,995.00	\$0.00	\$2,995.00	RR

Tree Management

*Environmental Planning and Assessment Act 1979
Local Government Act 1993*

Council Tree Protection Bonds

Tree protection bonds will be calculated on a case by case basis using industry approved formula and methodology.

Tree Preservation

1070	Tree permit application fee for 1-5 trees	\$123.00	\$129.50	\$0.00	\$129.50	FC
1071	Tree permit application fee for 6-10 trees	\$184.00	\$193.50	\$0.00	\$193.50	FC
1072	Tree permit application fee for 11-20 trees	\$244.00	\$256.50	\$0.00	\$256.50	FC
1073	Tree permit application fee for more than 20 trees	\$367.00	\$386.00	\$0.00	\$386.00	FC
1074	Application fee (pensioners)	No fee for pensioners with a valid Pensioner Concession Card				Z

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Tree Preservation [continued]

1075	Application fee (not for profit organisations/entities)	No fee for not for profit organisations/entities with a valid letter of incorporation or evidence of non-profit status.				Z
1076	Request for review of tree permit application determination – private tree	\$602.00	\$633.00	\$0.00	\$633.00	FC
1077	Request for review of tree permit application determination (pensioner) – private tree	\$301.00	\$317.00	\$0.00	\$317.00	FC
1078	Request for review of pruning/removal determination – council tree	\$602.00	\$633.00	\$0.00	\$633.00	FC
1079	Request for review of pruning/removal determination (pensioner) – council tree	\$301.00	\$317.00	\$0.00	\$317.00	FC

Removal of Council Tree and Replacement

1080	Removal of council tree (less than 6m tall)	\$725.50	\$762.00	\$0.00	\$762.00	FC
1081	Removal of council tree (between 6m – 10m tall)	\$1,337.00	\$1,405.00	\$0.00	\$1,405.00	FC
1082	Removal of council tree (greater than 10m tall)	\$2,156.00	\$2,265.00	\$0.00	\$2,265.00	FC
1083	Tree planting (25 litre) supply, install and maintain for 2 years	\$622.00	\$594.55	\$59.45	\$654.00	FC
1084	Tree planting (45 litre) supply, install and maintain for 2 years	\$784.00	\$749.09	\$74.91	\$824.00	FC
1085	Tree planting (75 litre) supply, install and maintain for 2 years	\$932.00	\$890.00	\$89.00	\$979.00	FC
1086	Tree planting (100 litre) supply, install and maintain for 2 years	\$1,364.00	\$1,304.55	\$130.45	\$1,435.00	FC
1087	Tree grate 1.2m x 1.2m, tree guard 0.6m x 1.8m and tree root management system, supply and install	\$7,692.00	\$7,345.45	\$734.55	\$8,080.00	FC
1088	Terrabond supply and install 1.2m x 1.2m	\$388.00	\$370.91	\$37.09	\$408.00	FC

Waste Management

Domestic Waste Charges

Local Government Act 1993 Section 496

A waste management charge will be levied on all domestic residential properties, entitling each property to:

Weekly collection of 120 litre of general waste

Fortnightly collection of 240 litre of co-mingled recyclables

Fortnightly collection of 240 litre of garden organics

Two domestic household kerbside clean-up services per year

Domestic Waste Management Standard Service

1089	1 x 120 litre general waste bin, 1 x 240 litre recycling bin, 1 x 240 litre garden organics bin and 2 x bulk household collections per annum	\$547.75	\$580.75	\$0.00	\$580.75	LR
1090	1 x 120 litre general waste bin, 1 x 240 litre recycling bin, 1 x 240 litre garden organics bin and 2 x bulk household collections per month	\$45.65	\$48.40	\$0.00	\$48.40	LR

Ref	Name	Year 23/24	Year 24/25			Price Code
		Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	

Additional Bin

Note: Annual Charge

1091	120 litre waste bin	\$830.35	\$880.35	\$0.00	\$880.35	FC
1092	240 litre recycling bin	\$164.75	\$174.75	\$0.00	\$174.75	FC
1093	240 litre green waste bin - one off fee no ongoing annual charges for collection	\$104.45	\$110.70	\$0.00	\$110.70	FC
1094	240 litre waste bin (residential flat buildings only)	\$970.30	\$1,028.30	\$0.00	\$1,028.30	FC
1095	660 litre waste bin (residential flat buildings only)	\$2,171.35	\$2,301.35	\$0.00	\$2,301.35	FC
1096	660 litre recycling bin (residential flat buildings only)	\$1,436.25	\$1,522.45	\$0.00	\$1,522.45	FC

Food Organics Green Organics (FOGO)

1097	Kitchen Caddy – replacement	\$0.00	\$6.00	\$0.60	\$6.60	PC
1098	Bin Liners (150 bags)	\$0.00	\$17.00	\$1.70	\$18.70	FC
1099	Red lid bin replacement and additional waste collection charge – 240L bin per annum	\$0.00	\$250.00	\$0.00	\$250.00	FC

Occasional Services

1100	Clean up service in excess of 2 collections per year (in accordance with guidelines)	\$220.35	\$233.50	\$0.00	\$233.50	FC
1101	Clean up service in excess of 2 collections per year (small single item)	\$83.05	\$88.00	\$0.00	\$88.00	FC
1102	Waste collection 120 litre – payment in advance (one off)	\$50.95	\$54.00	\$0.00	\$54.00	FC

One Off Collections

Note: Subject to separate pre payment.



2022 BURWOOD 2026

Delivery Program (Year 3) and
2024-2025 Operational Plan



Burwood
Inc.1874



Acknowledgement of Country

Burwood Council acknowledges the Wangal Clan of the Eora Nation, the traditional custodians of the lands in which the Burwood Local Government Area is located.

We pay our respects to their elders past, present and emerging. We acknowledge and respect their cultural heritage, beliefs and ongoing relationship with the land.



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Message from The Mayor, John Faker



As a destination for diverse cultures, Burwood continues to emerge as one of Australia’s most vibrant and connected communities. City-shaping projects and fine-grain interventions are transforming the experience of Burwood as a city and cultural destination, supported by our unique heritage and charm. The 2024/2025 Operational Plan reflects our commitment to providing high quality places for people to stay in and play for longer.

Our commitment to delivering process improvements, physical upgrades, small-scale activations and events continues, supported by immediate infrastructure improvement projects. This year, the delivery of the Western Sydney Infrastructure Grants Program will officially commence. Securing over \$100m in funding, our community is set to benefit from the delivery of 11 city-shaping projects including new facilities, park upgrades and streetscape improvements. There has been a major milestone with the Burwood North Metro Station, with the tunnelling to Burwood North now complete. This important transport infrastructure will ensure that Burwood remains an accessible hub for residents, workers, students and visitors for years to come.

As we continue to strive for increased canopy cover in Burwood, Council will continue with its street tree planting efforts. Over the past few months, Council has planted over 130 native trees in eight different parks. This is in addition to the over 2,500 trees that have already been planted across our Local Government Area over the last four years.

Building on our achievements, we remain committed to delivering state-of-the-art community infrastructure, fostering community engagement, delivering high quality events, pursuing design excellence, planning for our future and championing sustainability.

Burwood turns 150 this year, and we have geared up for a yearlong celebration from captivating events like the Burwood Street Party which saw over 20,000 people attend, to heritage focused walking tours, there is something for everyone. Join us in commemorating our past, celebrating the present, and looking forward to a bright future.

Each and every member of our community informs what we do at Council and I would like to thank you all for your ongoing support and engagement. I would also like to thank my fellow Councillors and Council staff for their passionate dedication to providing high quality services to our wonderful community.

Together, we can continue to make our local community a great place to live, work and visit.

Message from The General Manager, Tommaso Brisce



Burwood Council's Operational Plan for 2024/2025 underscores our ongoing commitment to enhancing the liveability and growth of our vibrant community.

Our dedication to providing the highest level of services to our community and visitors, is exemplified through the implementation of our recently endorsed Customer Experience Strategy. While community satisfaction with Council's overall performance has remained consistently high over the last five years, we understand that customer experience isn't a one-time project but an ongoing commitment to putting our customers at the heart of everything we do.

We believe the key to our success is partnership: with the community, stakeholders and government agencies.

Our devoted teams continue to prioritise the beautification and maintenance of our area. Together, we have also been committed to strategically planning for the future of our Local Government Area through the development of comprehensive masterplans informed by our wider community.

Our aim also continues to be building on the strengths and opportunities associated with Burwood's reputation as a vibrant and premier destination in Greater Sydney. Central to our plan is driving sustainable economic growth and supporting local businesses, and we are focused on creating an environment where innovation thrives and opportunities flourish.

With an emerging destination identity and transformational projects underway, we are poised to enhance Burwood's desirability as a hub for commerce, culture and leisure. This is being demonstrated by the endorsement of our inaugural Burwood After Dark Strategy which is positioning Burwood as a premier location for retail and dining, both day and night.

I extend my sincere gratitude to the Mayor and Councillors for their progressive vision for our area, and to the hardworking staff at Burwood Council for their dedication and commitment to the delivery of service for our community. Their contributions are integral to our success.

I also want to thank our residents and local businesses for their ongoing support and collaboration. Together, we will continue to shape Burwood into a place where everyone can thrive and prosper.



Our Delivery Program and Operational Plan

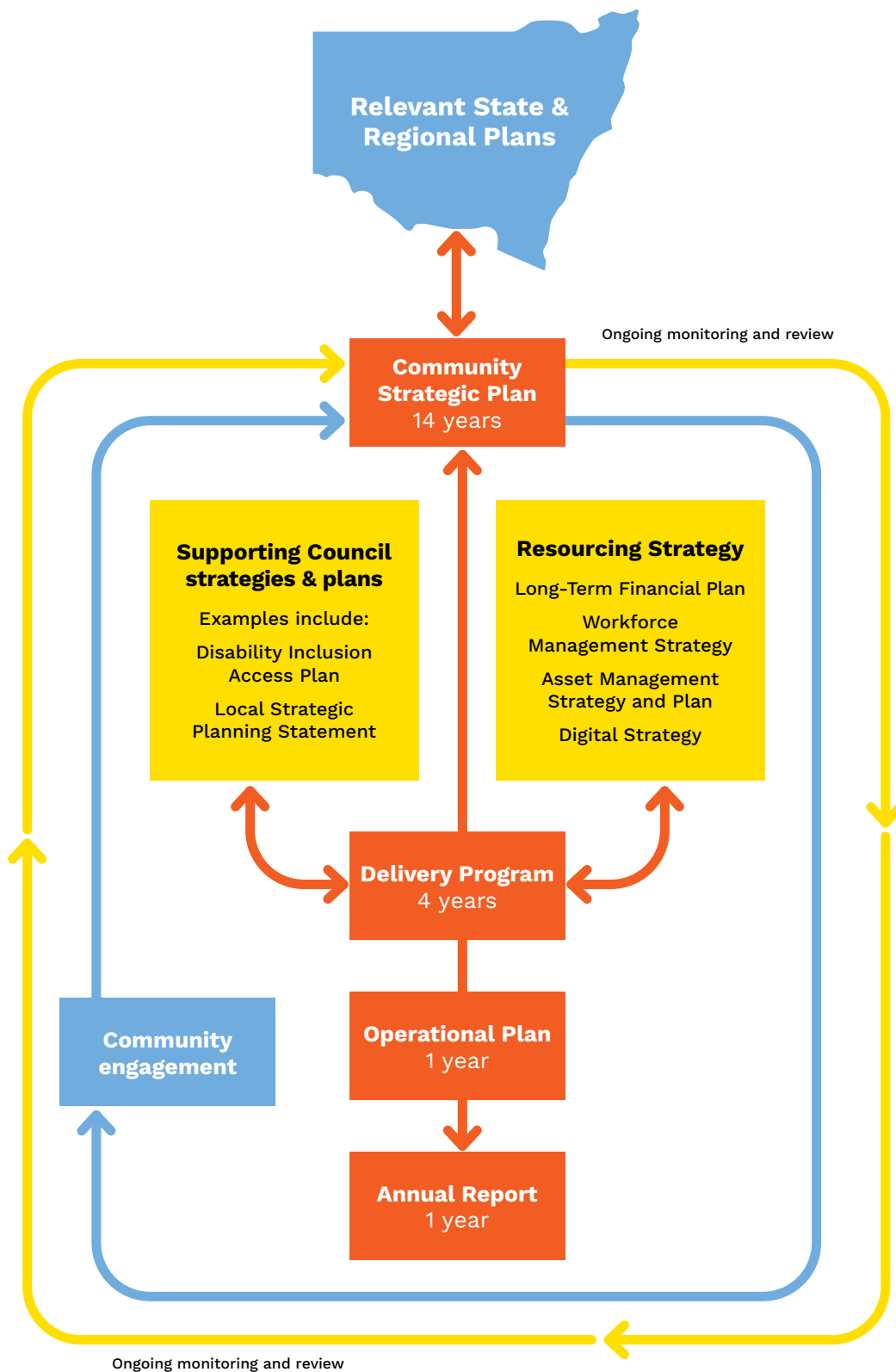
The Burwood 2022-2026 Delivery Program is Council's response to delivering on the long-term aspirations of our community, partners and organisation. It responds to the strategic direction established by Burwood2036, our Community Strategic Plan.

The Delivery Program is Council's four-year commitment to our community. It outlines the activities we will take as an organisation to work towards the 2036 Vision while we support current needs through delivering our extensive range of services, assets and initiatives.

Monitoring our progress

We have developed a set of measures to help us monitor our success in implementing this Delivery Program. These align with the outcomes of each of our five Strategic Directions. We will report on these measures every four years at the end of each Council term through our State of the City Report.

Each year we will also report on a six-monthly basis on the progress of our annual Operational Plan. Each Operational Plan will define the annual targets we commit to delivering on.



Our long term aspirations

Our 2036 Vision

Burwood is a welcoming and inclusive community that is defined by our diversity of people, liveable places and progressive ideas. We acknowledge and celebrate our history and place, protect our heritage and environment and share a quality of life that is equitable, sustainable and supports each other to thrive and prosper.

Vision

summarises the kind of place and community Burwood aspires to be as defined in Burwood2036, our Community Strategic Plan



Strategic directions

are the big picture results which the community would like Council and its many partners to focus on achieving



Community outcomes

identify community and Council priorities to achieve the community outcomes



Principal activities

are the main activities that Council will undertake over the next 4 years to deliver the desired community outcomes



4 year measures

will help us to identify how successful we have been in delivering on the community outcomes over the term of each Council



Annual Operational Plan actions

will define the actions we will take each year within each Principal Activity to achieve the community outcomes



Annual targets

will help us to monitor our operational progress each year on meeting our Delivery Program commitments

Introducing the strategic directions

Each direction describes our vision of where we want to be in 2036.



Our Burwood

Burwood is a cultural melting pot of inclusive and diverse communities with a thriving business and retail centre surrounded by historic villages, each with their own distinct character and charm. The Local Government Area (LGA) includes Burwood, Burwood Heights, Croydon Park and Enfield and parts of Croydon and Strathfield.

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

As the first strategic centre west of the Sydney CBD, Burwood will strengthen its role in Sydney over the next 10 years, attracting new business sectors, higher skilled jobs and a diverse mix of housing.

By 2036 the population of the Burwood LGA is anticipated to nearly double to 73,500.

Who we are



Current population: 42,498

48.9% males

51.1% females

0.4% First Nations People

63.2% Australian Citizens



Languages & ethnicity

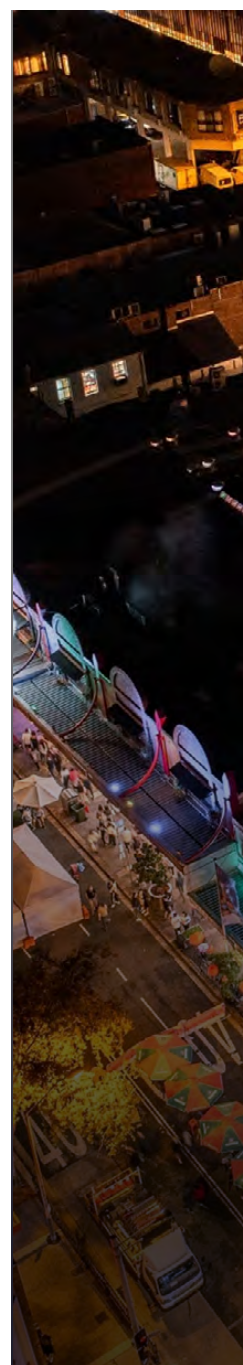
62% Over 25,000 residents speak a language other than English at home

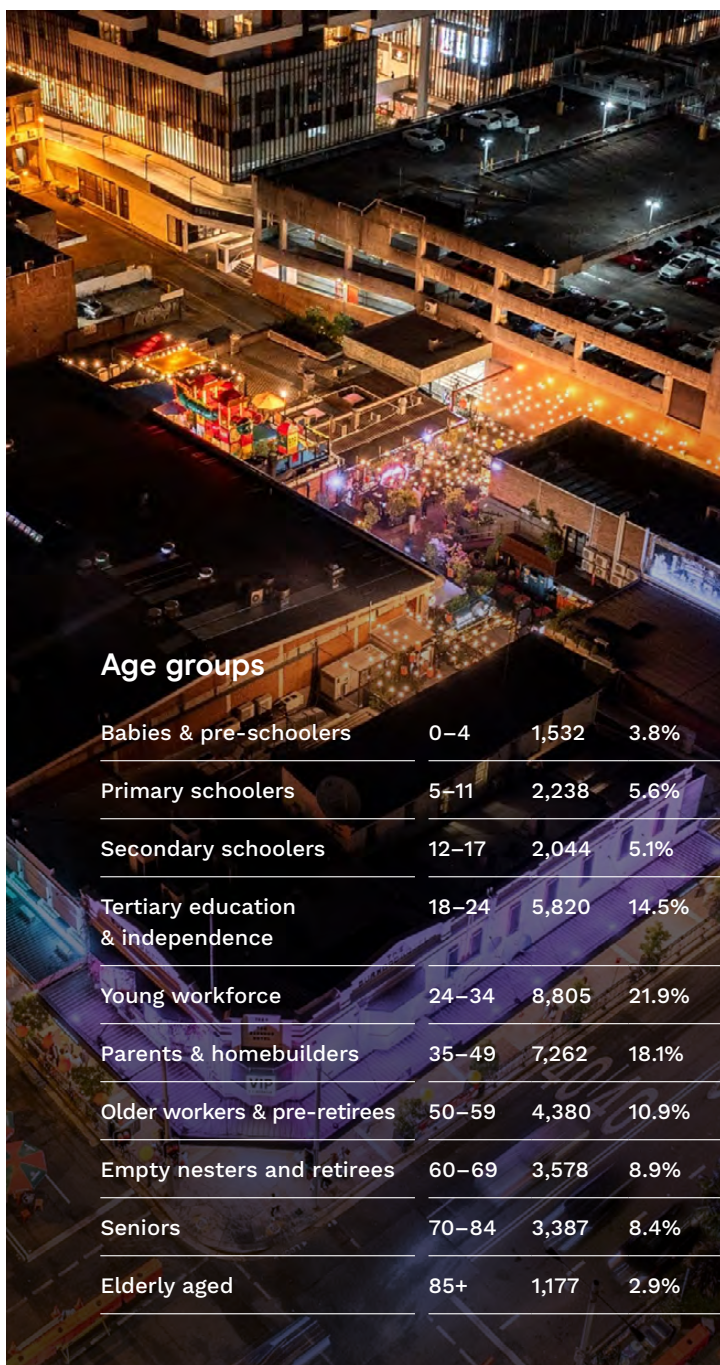
55+ different languages spoken

57.7% of residents born overseas

33% of residents arrived from overseas since 2016

Source: 2021 Census data





Age groups

Babies & pre-schoolers	0–4	1,532	3.8%
Primary schoolers	5–11	2,238	5.6%
Secondary schoolers	12–17	2,044	5.1%
Tertiary education & independence	18–24	5,820	14.5%
Young workforce	24–34	8,805	21.9%
Parents & homebuilders	35–49	7,262	18.1%
Older workers & pre-retirees	50–59	4,380	10.9%
Empty nesters and retirees	60–69	3,578	8.9%
Seniors	70–84	3,387	8.4%
Elderly aged	85+	1,177	2.9%

How we live and work



Employed population

- 94%** employed
- 17.5%** travel to work on public transport
- 35.8%** worked from home



Top 4 industry sectors

- 16.50%** Construction
- 15.97%** Rental, hiring and real estate services
- 13.44%** Professional, scientific and technical services
- 8.81%** Healthcare and social assistance



Employment location

- 15.5%** live and work in the Burwood LGA
- 26.7%** work in City of Sydney
- 19.9%** work in surrounding LGAs of Inner West, Canada Bay, Strathfield and Canterbury-Bankstown
- 37.9%** work outside Burwood, surrounding LGAs and City of Sydney



Our homes

- Over 60%** live in medium density and high density housing

Economic Snapshot



\$2.83B

Economy Value and the Burwood Gross Regional Product (June 2023)



Over \$1B

Value of building approvals in the past (5) years



17,976

Local jobs with nearly 1 in 3 residents occupied as professionals



5,311

Businesses are located in the Burwood LGA from 20+ industries



15 mins

To both Sydney and Parramatta CBD



90,000 sqm

Of current retail floorspace with 47,500m² of expected retail floorspace coming to Burwood in the next 5-10 years based on approved DAs

Diverse local industries



Health Care and Social Assistance



Education and Training



Retail Trade



Transport, Postal and Warehousing
Health Care and Social Assistance



Public Administration and Safety



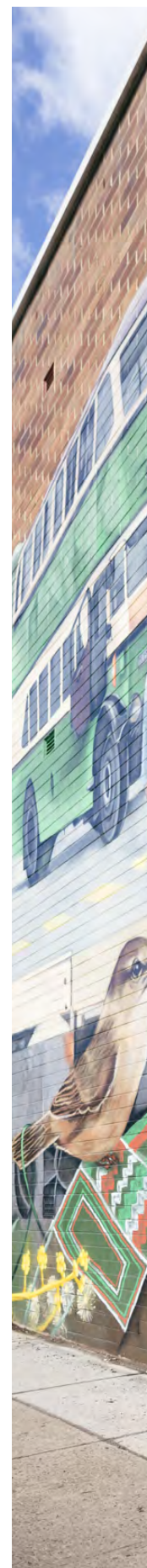
Professional, Scientific and Technical Services



Accommodation and Food Services



Construction





About Council

Our Councillors



Cr John Faker
Mayor of Burwood



Cr George Mannah
Deputy Mayor



Cr Heather Crichton
Councillor



Cr Ned Cutcher
Councillor



Cr Pascale Esber
Councillor

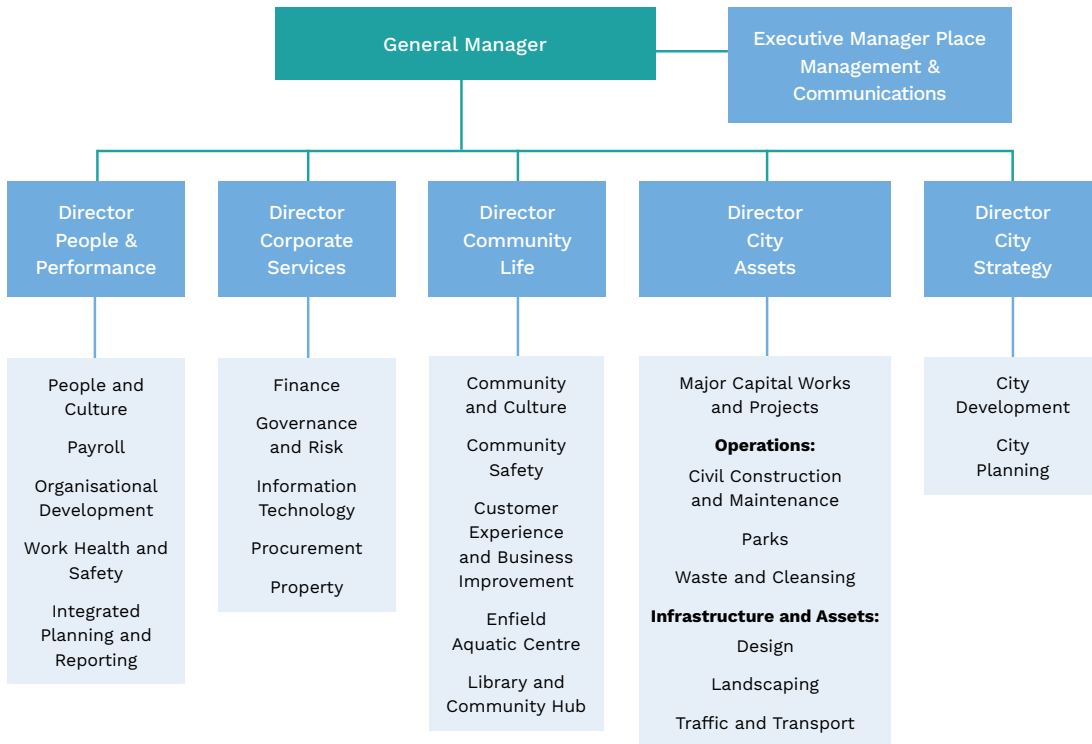


Cr David Hull
Councillor



Cr Hugo Robinson
Councillor

Our organisational structure



Our assets

Council manages and looks after a broad range of assets, such as community and recreation facilities, sportsgrounds, parks and open space, buildings, roads and other infrastructure assets which enable people to live, work and play within our LGA. This infrastructure has a total replacement value of \$625.35 million.



169.8 km of footpath



89.73 km of roads



29 parks

including;
10 x sports-fields
2 x outdoor multi-sports courts
2 x tennis facilities



24 playgrounds



1 civic square



1 aquatic centre

including;
1 x 50m pool
2 x 25m indoor heated pools



1 library and community hub

including;
4 x meeting rooms
2 x studios
2 x learning hubs
1 x conference room
 plus additional spaces for study and creative programs



6 community centres / venues for hire

Our services

Our Delivery Program and Operational Plan will be achieved by delivering through the following service areas:

- **City Development** – town planning, building and development assessment services.
- **City Planning** – strategic and land use planning, long-term place planning, heritage advisory services, sustainability and resilience planning and programs.
- **Community and Culture** – community development, community programs, social planning and research, cultural projects, public art and community events.
- **Community Safety** – regulatory and compliance services, environmental health, community safety education and crime prevention initiatives.
- **Customer Experience and Business Improvement** – customer service counter and call centre, community facilities and parks bookings, customer research and improvement projects.
- **Enfield Aquatic Centre** – recreational facilities and programs including learn to swim and fitness classes, aquatic events and family recreational and leisure activities.
- **Infrastructure and Assets** – design and engineering services, landscape architecture, tree management, asset management, traffic, transport and road safety.
- **Library and Community Hub** – collections and resources and access to learning, technology, creative experience and programs.
- **Major Capital Works & Projects** – delivery of major or complex infrastructure projects in Council’s Capital Works Program.
- **Operations** – parks, waste and cleansing, civil construction and maintenance (roads, footpaths and drainage) and depot operations.
- **Place Management and Communications** – coordination of place management and community engagement initiatives, media liaison, print and digital communications.
- **Property** – management of Council’s property portfolio including property projects and maintenance.

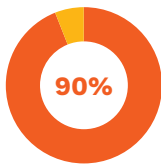
The following internal service areas assist in the delivery of frontline services:

- Finance
- Procurement
- Information Technology (Information Systems and Support, Digital Transformation and GIS)
- Governance and Risk (Records Management and Internal Ombudsman)
- People and Performance (Human Resources, Organisational Development, Learning and Development, Payroll and Work Health and Safety).

What our community has told us

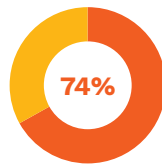
About Council

How our community feels about us.



Overall Satisfaction

of Burwood residents are at least somewhat satisfied with the **performance of Council** over the last 12 months



Community Engagement

of Burwood residents describe Council's current level of **community engagement** as good to excellent



Integrity and Decision Making

85% of residents are at least somewhat satisfied with Council's **transparency and integrity** in decision making



Council's Level of Communication

83% of residents are at least somewhat satisfied with Council's current level of **communication**

Drivers of Overall Satisfaction



Council's level of communication



Council's transparency and integrity in decision making



Long term planning for development



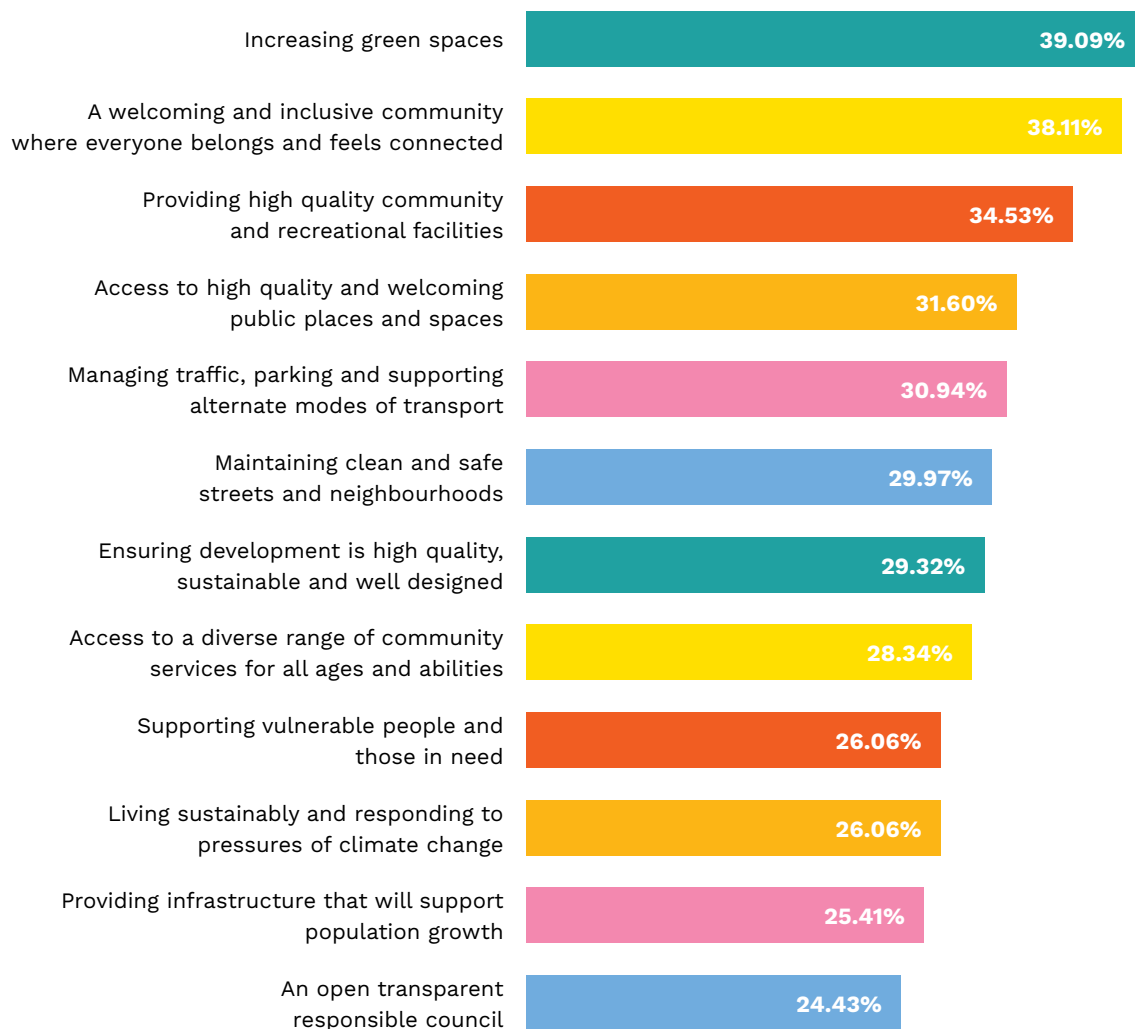
Council policies and delivery plans



Financial management

About Burwood

The highest priorities for the Burwood LGA to achieve by 2036.



Our Priorities (2024–2025)

Driving Excellence in Customer Experience

Aligned with our recently adopted Council-wide Customer Experience Strategy, we will implement a broad range of projects and initiatives over the next four years to improve customer satisfaction, current levels of service and enhance the community's experience when interacting with Council. Key focus areas will include: Our People, Our Processes and Accessibility, Our Systems and Technology, and Our Responsiveness in order to achieve our customer experience vision focussed on delivering a great customer experience every day.

Creating places for our future

Burwood is undergoing catalytic change. City-shaping projects and fine-grain interventions are transforming the experience of Burwood as a city and cultural destination. Burwood is solidifying its leading position with the construction of key projects like the Burwood Urban Park Arts and Cultural Centre which will be home to a dedicated performance space, studio space, community lounges, all centred around a new public plaza and rooftop green lawn area.

Work continues on the delivery of strategic place-based initiatives aimed at improving the way we plan and manage key parts of our Local Government Area (LGA) to ensure the maintenance and protection of our unique character, facilitate the ongoing vibrancy and economic viability of centres and promote the delivery of high quality development and public spaces. This will include a review of the character and activation ambitions for our public spaces and master-planning future transport oriented precincts including Burwood North and Croydon. With forecasts indicating that the resident population of Burwood is set to almost double by 2041, demands on the already limited public realm are increasing. These new demands will require existing open spaces to work harder including laneways, streets and plazas. It will also mean that new sites must be found to plan for new public spaces.

Our commitment to delivering process improvements, physical upgrades, small-scale activations and events continues, supported by immediate infrastructure improvement projects.





Fostering Community Connections and Listening to Our Community

Utilising a strong community development approach, Council will strengthen its initiatives that facilitate an inclusive and engaged community via a dynamic program of social research, community engagement and collaborative strategy development projects. This will involve ensuring the ongoing implementation of newly developed strategies, such as the Community Engagement Strategy, Multicultural Burwood Strategy and Burwood Youth Action Plan as well as the development of new strategies, such as the Cultural Plan and Burwood's first Reconciliation Action Plan. Council will also continue to deliver and expand quality community programs at the Burwood Library and Community Hub, Enfield Aquatic Centre and across Council's network of community facilities.

Destination Burwood

Burwood is a strategically-located central hub. Whether travelling by train, bus, bike or car, Burwood is an exciting destination within close reach. Soon to benefit from a range of transformational projects, including the Sydney Metro West, Burwood is already home to one of the busiest train stations in the Greater Sydney network, servicing 20,000 daily passengers.

With an increased focus on elevating Burwood's unique characteristics and promoting its status as a key destination, policy experimentation, procedural amendments, and physical improvements, complemented by community activations and targeted events, will be prioritised over the next 12 months. This will be supported by significant infrastructure upgrades, such as the redevelopment of the Enfield Aquatic Centre, comprehensive redevelopment of the Deane Street precinct and more.

Complementing the delivery of city-shaping projects across the Town Centre, a multitude of small-scale placemaking initiatives are also unfolding at a local scale. These 'softer' placemaking activations take various forms, from pop-up events to lasting public domain improvements, and seek to test the viability of a range of interventions. Importantly, they enhance the 'harder' physical infrastructure projects that continue to redefine the Burwood LGA as a desirable place to live, visit and play. Combined, these transformational projects and fine-grain initiatives will position Burwood as a true destination.

Elevating Burwood’s Economic Profile

Significant urban renewal and public investment into infrastructure is spurring social and economic change across our town centre. With committed and long term public and private investment underway, Burwood is capitalising on the rapid urban renewal and change occurring.

Positioning Burwood as a premier location for retail and dining, both day and night, Burwood is expanding its after dark identity. Recent population growth, an emerging destination identity, and transformative urban projects are pushing our Night Time Economy to the next level.

Capitalising on Burwood’s role as a thriving hub for business, arts, culture and recreation, we will introduce a series of new initiatives to reimagine our public spaces including community-focused events and inspiring public art installations that invigorate and add cultural value to our LGA. Additionally, the delivery of year one actions from our recently endorsed Night Time Economy Strategy will provide a framework to nurture a vibrant, inclusive night time economy that serves the diverse needs of our residents, visitors and businesses.



Fostering Strategic Community Partnerships

We continue to maintain our focus on strengthening our community leadership through proactive and collaborative efforts that aim to secure sustainable and impactful results for Burwood. We will continue to seek and leverage funding opportunities for transformative infrastructure projects that significantly enhance the liveability and quality of life of residents and visitors in Burwood. This goal will be pursued with a clear focus on building and maintaining effective partnerships that bring measurable benefits to our community and support our long-term strategic vision.

Ensuring a Sustainable and Green Burwood

The Sustainable Burwood Strategy identifies a clear vision for Council to achieve key environmental and sustainability outcomes. The vision is built on three pillars: striving towards achieving net zero emissions; increasing and enhancing green open space; and being an early adopter of new sustainability initiatives. The Strategy identifies four ‘Big Moves’ which support the delivery of the vision and represent the areas where Council can have an immediate and lasting impact on delivering the objectives of the Strategy. The “Big Moves” focus on the reduction of waste creation and diversion of materials from landfill, reducing Council’s carbon footprint, maximising new green infrastructure and enhancing our existing open spaces; and encouraging high levels of community participation to create a lasting positive impact on our environment.



Our City Shaping Projects (2022–2026)

Until 2026, we anticipate that the following significant projects will strengthen Burwood’s position as a strategic centre within Greater Sydney.

Community Facilities



Library Pod

The Burwood Library Pod will be a self-service kiosk open 24/7. The new technology, to be located in Enfield, will utilise automated library technology to increase community access to library services and resources.



Burwood Urban Park Arts and Cultural Centre

The project will transform an under utilised carpark, providing new regional facilities for arts, cultural and community uses, a new park and public open space within the Burwood Town Centre and support the transformation of Burwood as a cultural and events destination.



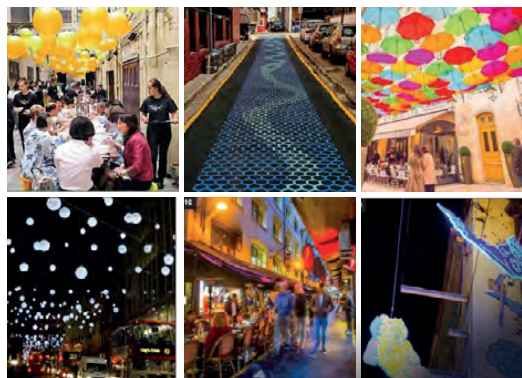
Enfield Aquatic Centre Redevelopment

The redevelopment will improve the Enfield Aquatic Centre’s functionality so that it’s accessible year round and can offer more diverse programming. The project proposes the addition of a new 50m outdoor pool, café and more, to modernise and attract local membership, whilst importantly maintaining the Aquatic Centre’s heritage value and original charm.

Streetscapes

Deane Street Precinct Transformation

This project will transform Deane Street into a vibrant and colourful public space with alfresco dining areas, spaces for resting and play and improved pedestrian safety. This project will build on the current trial to create a permanent food and entertainment destination in the heart of Burwood.



Strathfield Placemaking Project

This project will transform an underutilised laneway into an activated shared pedestrian-zone, improving walkability, pedestrian safety and opportunities for outdoor dining and passive recreation.



Burwood Main Street Transformation

This project will transform Burwood Road into an iconic food and culture destination, and improve the night-time economy and pedestrian movement through the Town Centre.

Paisley Road Beautification

This project will transform the connecting area between Burwood and Croydon stations into a safe, accessible and walkable space.



Proudly funded by the NSW Government's Western Sydney Infrastructure Grants Program



Parks

Woodstock Sensory Garden

This project will transform underutilised open space on the edge of the Burwood Town Centre into an accessible sensory garden and landscaped area for people of all ages and abilities to rest, connect and play.

Henley Park and Russell Reserve Expansion

This project will reimagine 1,450m² of underutilised land adjacent to Henley Park and Russell Reserve, supporting connectivity to meaningful green open space for our community.



Burwood Park Inclusive Play Space

This project supports the transformation of Burwood Park into an inclusive and welcoming recreational precinct with accessible facilities and spaces suitable for all ages and abilities. The new facilities will include an inclusive play space, accessible toilets, BBQ and picnic facilities, wayfinding signage, park furniture and outdoor chess board.



Henley Park Sports Field Upgrade

This project will revitalise two aged sports fields through new turf, state of the art drainage and irrigation and spectator seating to bring the fields back to life and improve playability. The infrastructure improvements will reinforce Henley Park's function as the premier sport and recreational precinct in the region.



Our commitment to our community

Delivering on our Strategic Directions

1. Inclusive Community and Culture

2. Places for People

5. Open and Collaborative Leadership

4. Vibrant City and Villages

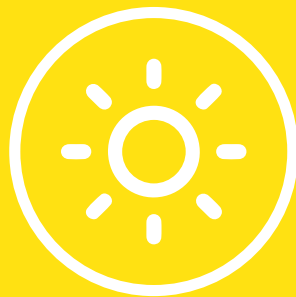
3. Sustainable and Protected Environment



STRATEGIC DIRECTION 1:

Inclusive community and culture

A thriving community where diversity is embraced, everyone is valued, connected and has the opportunity to contribute and belong.





Services which contribute

- Community and Culture
- Community Safety
- Customer Experience and Business Improvement
- Enfield Aquatic Centre
- Library and Community Hub
- Major Capital Works and Projects
- Place Management and Communications
- Property

Relevant strategies and plans

- Burwood Community Facilities and Open Space Strategy
- Burwood Cultural Plan
- Burwood Library Strategic Plan
- Burwood Multicultural Strategy
- Burwood Youth Action Plan
- Child Safe Policy and Child Safe Action Plan
- Disability Inclusion Action Plan
- Property Strategy

Measures

Satisfaction with:

- Community centres and facilities (Baseline: 92%)
- Community safety programs (Baseline: 89%)
- Council library services (Baseline: 93%)
- Council public points of contact (Baseline to be determined)
- Enfield Aquatic Centre (Baseline: 88%)
- Opportunities for volunteers and volunteering (Baseline: 85%)
- Public festivals and events (Baseline: 83%)

Source: Community Satisfaction Survey, Micromex Research 2021

Community Strategic Plan 2022-36		Delivery Program 2022-26				
Community Outcome	Strategy	Principal Activity	Directorate			
C.1	A welcoming community that cares and looks after each other	C.1.1	Support and deliver initiatives that encourage social inclusion and community connections	P.1	Encourage, support and recognise individual and organisational community contributions	Community Life General Manager's Office
				P.2	Provide and support initiatives which facilitate an inclusive community and respond to community needs	Community Life

Operational Plan 2024-25

Action	Service Area	Target
A.1 Coordinate Council's Volunteer Program and initiatives to support and recognise volunteering in the community	Community and Culture	Volunteer Awards Program (May 2025) Increase number of active volunteers referred to local services and organisations (Baseline 500, 2022) 3 volunteer training sessions (June 2025)
A.2 Deliver annual awards programs that recognise local community and business achievements	Place Management and Communications	Australia Day Citizen of the Year Awards Program (January 2025) Mayor's Commendation Awards for Local Business (June 2025)
A.3 Deliver capacity building and funding initiatives to support the community sector, including the annual Community Grants, Club Grants and the Councillor's Donation Programs	Community and Culture	Club Grants Program administered (July 2024) 6 sector support initiatives (June 2025) Donation requests supported (June 2025) 100% of Community Grants Program allocated in accordance with Program Guidelines (June 2025)
A.4 Implement the Disability Inclusion Action Plan 2022-2025	Community and Culture	100% of year 3 actions implemented (June 2025)
A.5 Implement the Multicultural Burwood Strategy 2024 to 2028	Community and Culture	100% of year 1 actions implemented (June 2025)
A.6 Undertake initiatives that address homelessness and the needs of rough sleepers across the Burwood LGA	Community and Culture	Annual street count delivered (February 2025)
A.7 Implement the Burwood Youth Action Plan 2024 to 2027	Community and Culture	100% of year 1 actions implemented (April 2025)
A.8 Implement social research program to identify and address existing and emerging community needs	Community and Culture	4 research projects completed (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26				
Community Outcome	Strategy	Principal Activity	Directorate			
	C.1.2	Facilitate equitable access to services and facilities at all stages of life	P.3	Provide a range of venues and facilities for residents and community groups which accommodate diverse and changing needs	Community Life	
	C.1.3	Support community resilience initiatives to adapt to changing circumstances	P.4	Work with local agencies and networks to identify opportunities for developing resilience within the community	General Manager's Office	
	C.1.4	Acknowledge, respect and engage First Nations peoples, their culture and heritage	P.5	Actively engage Aboriginal and Torres Strait Islander people in the development of programs, policies and strategies	Community Life	
C.2	A healthy and active lifestyle where people experience a sense of connection and wellbeing	C.2.1	Provide access to formal and informal life-long learning and recreation opportunities, facilities and services	P.6	Deliver library information, facilities and services that support the community in lifelong learning and provide social opportunities in accessible, people-friendly spaces	Community Life

Operational Plan 2024-25

Action	Service Area	Target
A.9 Manage the allocation and use of community facilities, venues, parks and sports fields	Customer Experience and Business Improvement	10% increase in usage (June 2025) Minimum of 10 new user groups accessing spaces (June 2025) 100% of bi-monthly condition inspections conducted (June 2025)
A.10 Implement a community resilience building initiative that supports local businesses, promotes creativity and builds on social and place capital	Place Management and Communications	1 initiative implemented (June 2025)
A.11 Finalise and implement the Reconciliation Action Plan	Community and Culture	70% of year 1 actions complete (June 2025)
A.12 Implement the Burwood Library Strategic Plan	Library and Community Hub	100% of year 3 actions completed (June 2025)
A.13 Deliver initiatives that promote and improve access to local heritage	Library and Community Hub	Deliver minimum of 4 talks, 2 walks and 2 exhibits (June 2025)
A.14 Activate the Community Hub with a range of opportunities that foster belonging and wellbeing	Library and Community Hub	> 100 events delivered in partnership with community (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26	
Community Outcome	Strategy	Principal Activity	Directorate
		P.7 Collaborate and provide initiatives for active and passive recreation and wellbeing	Community Life
		P.8 Deliver Stage 4 of EAC Masterplan	Community Life
		P.9 Provide a safe and healthy environment for EAC customers and programs which respond to community needs	Community Life

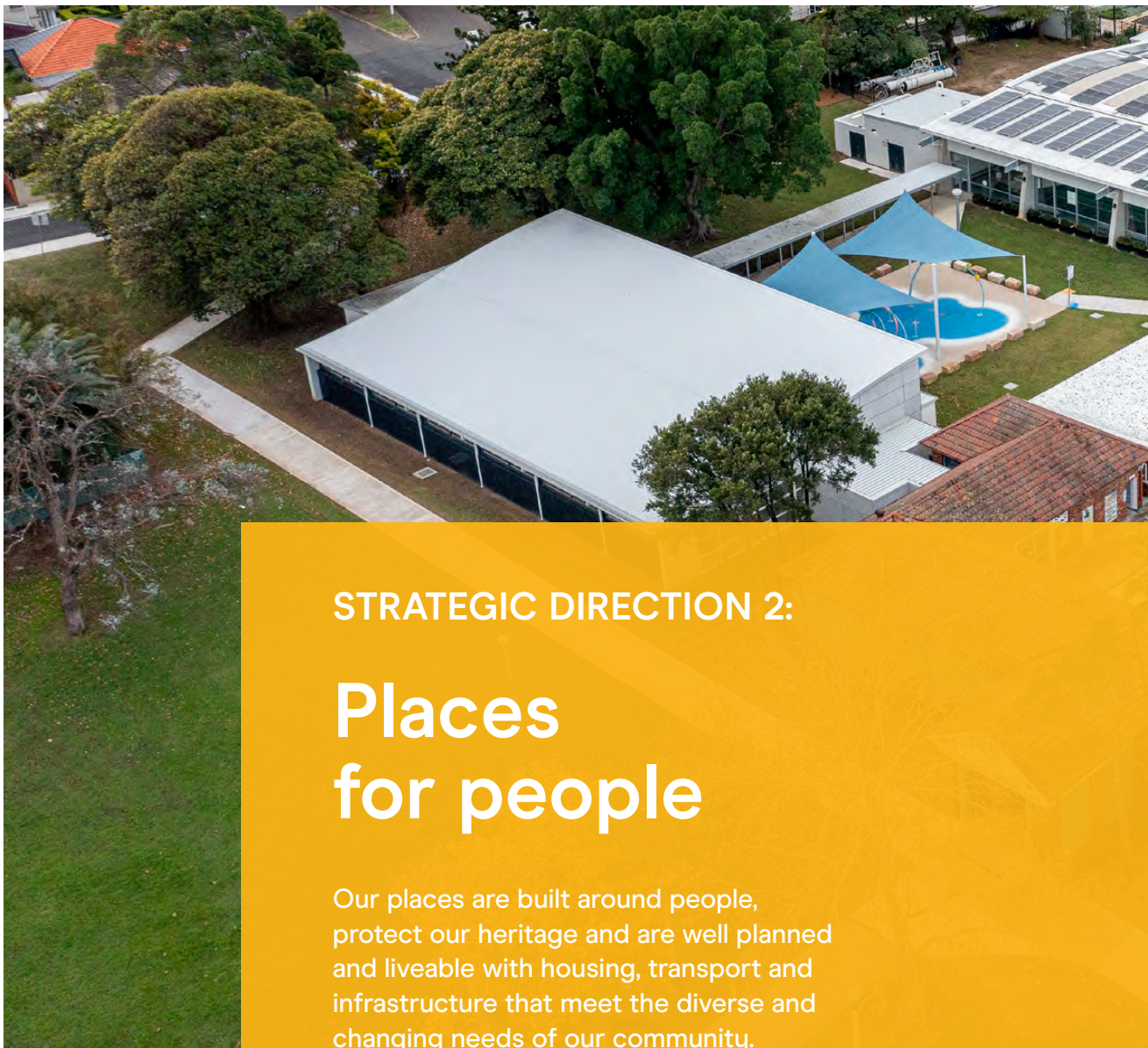
Operational Plan 2024-25

Action	Service Area	Target
A.15 Increased opportunities to access diverse technologies through programmes and experiences	Library and Community Hub	4 events during year (June 2025)
A.16 Deliver community programs to promote health, wellbeing and creativity across a range of Council venues	Community and Culture	>40 programs delivered (June 2025) >85% average participation capacity (June 2025) >80% of attendees would recommend program to another person (June 2025)
A.17 Deliver Council's Mobile Play Van Service in community spaces	Community and Culture	Minimum 160 Play Van experiences delivered (June 2025)
A.18 Western Sydney Infrastructure Grants (WSIG) Program project - undertake planning and design for the delivery of the Enfield Aquatic Centre redevelopment project	Enfield Aquatic Centre (EAC)	Detailed design commenced (June 2025)
A.19 Operate and expand Council's Learn to Swim Program	Enfield Aquatic Centre (EAC)	>400 classes held per term (June 2025) >1,800 active students per term (June 2025)
A.20 Deliver a range of health, fitness and wellbeing programs to drive visitation	Enfield Aquatic Centre (EAC)	8 programs maintained and pilot 2 new programs (June 2025) 120,000 annual visits (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26				
Community Outcome	Strategy		Principal Activity	Directorate		
		C.2.2	Ensure people of all abilities and backgrounds can enjoy our public spaces and places	P.10	Deliver infrastructure and services that keep our community safe	Community Life
		C.2.3	Provide opportunities for people to participate in activities and events that celebrate our diverse community, history and culture	P.11	Deliver an accessible program of community and civic events that celebrate local, indigenous, existing and emerging cultures	General Manager's Office Community Life

Operational Plan 2024-25

Action	Service Area	Target
A.21 Undertake Royal Life Saving Aquatic Facility Safety Assessment (AFSA) Audit Program	Enfield Aquatic Centre (EAC)	Safety Score >90% (June 2025) 5 Star Water Safety Partner Accreditation >90% (June 2025)
A.22 Increase visitations through a range of incentives for the local community	Enfield Aquatic Centre (EAC)	4 new incentives delivered (June 2025)
A.23 Coordinate Council's CCTV Program	Community Safety	100% of CCTV requests processed within 5 working days (June 2025)
A.24 Implement initiatives from the Community Safety Plan that improves safety in partnership with NSW Police	Community Safety	100% of initiatives implemented (June 2025)
A.25 Implement the Child Safe Standards to become a child safe organisation	Community and Culture	Ongoing monitoring and training to ensure 100% compliance with Child Safe Policy (June 2025)
A.26 Deliver Council's ongoing program of civic and community ceremonies and events that celebrate local community and culture	Community and Culture	9 community events 5 activations 7 civic events (June 2025)
A.27 Support external partners to deliver community events	Community and Culture	6 external events supported (June 2025)
A.28 Undertake events and activities which celebrate Burwood's Sesquicentenary	Community and Culture	100% of scheduled events and activities delivered (June 2025)
A.29 Deliver regular citizenship ceremonies	Place Management and Communications	4 citizenship ceremonies delivered (June 2025)



STRATEGIC DIRECTION 2:

Places for people

Our places are built around people, protect our heritage and are well planned and liveable with housing, transport and infrastructure that meet the diverse and changing needs of our community.





Services which contribute

- Assets and Design
- City Development
- City Planning
- Information Technology
- Major Capital Works and Projects
- Operations
- Place Management and Communications
- Property
- Traffic and Transport

Relevant strategies and plans

- Affordable Housing Policy
- Asset Strategy and Asset Management Plan
- Burwood CBD Parking Strategy
- Burwood Contributions Plan
- Burwood Development Control Plan
- Burwood Local Environmental Plan
- Burwood Local Strategic Planning Statement
- Pedestrian Access and Mobility Plan for Burwood Town Centre
- Property Strategy
- Traffic and Transport Study

Measures

Satisfaction with:

- Traffic management and road safety (Baseline: 85%)
- Protection of heritage buildings and items (Baseline: 76%)
- Maintaining local roads (Baseline: 85%)
- Maintaining footpaths (Baseline: 83%)
- Long term planning for development in LGA (Baseline: 66%)
- Access to cycleways (Baseline: 58%)
- Development compatibility with the local area (Baseline: 65%)

Source: Community Satisfaction Survey, Micromex Research 2021

Community Strategic Plan 2022-36		Delivery Program 2022-26				
Community Outcome	Strategy	Principal Activity	Directorate			
C.3	An urban environment that maintains and enhances our sense of identity and place	C.3.1	Facilitate well designed, high quality and sustainable land use and development that is appropriately scaled to complement its surroundings	P.12	Deliver an urban environment that maintains and enhances our sense of identity and place	City Strategy

Operational Plan 2024-25

Action	Service Area	Target
A.30 Provide efficient, timely development assessment services, including pre-DA support	City Development	Median net turnover time <65 days (June 2025)
A.31 Complete Planning Proposal for Gateway Determination including DCP, Public Domain Plan and Infrastructure Plan for Burwood North	City Planning	Planning Proposal gazetted (June 2025)
A.32 Prepare a scoping report to Council which includes a program of review of the planning framework, including a review of the LSPS, Local Housing Strategy and a comprehensive review of the Burwood LEP 2012 and Comprehensive DCP in order to respond to State led planning policies	City Planning	Report to December meeting of Council (December 2024)
A.33 Review and update the Burwood Contributions Plan to facilitate appropriate delivery of infrastructure	City Planning	Complete VPA Audit, complete Development Contributions Audit and complete policy review with implementation recommendations to meet future infrastructure needs (June 2025)
A.34 Investigate and prepare options that facilitate the delivery of additional capacity for mid-rise housing in appropriate locations across the LGA	City Planning	Investigations undertaken and options endorsed by Council (June 2025)
A.35 Investigate and prepare options that respond to State Government TOD SEPP Program	City Planning	Undertake Precinct scope identification, planning analysis constraints and opportunity mapping, preparation of Masterplan, community consultation, DCP and infrastructure framework for implementation by DPHI into TOD SEPP (September 2024)

Community Strategic Plan 2022-36		Delivery Program 2022-26				
Community Outcome	Strategy	Principal Activity	Directorate			
			P.13	Develop and implement planning policies to enhance and promote design excellence	City Strategy	
	C.3.2	Protect our unique built heritage and maintain or enhance local character	P.14	Identify and plan for built heritage and local character	City Strategy	
	C.3.3	Promote greater diversity of quality housing and affordability to meet current and future community needs	P.15	Facilitate the expansion of social, community and affordable housing through proactive policies and collaboration	City Planning	
C.4	Sustainable, integrated transport, infrastructure and networks support population growth and improve liveability and productivity	C.4.1	Plan and manage transport infrastructure to meet current and future community needs	P.16	Design traffic facilities which improve the safe movement of pedestrians and vehicles	City Assets

Operational Plan 2024-25

Action	Service Area	Target
A.36 Work closely with neighbouring Councils on cross boundary planning issues to ensure Burwood's interests are communicated	City Planning	Collaborate with Strathfield Council on the development of the Strathfield Town Centre Masterplan (Ongoing) Investigate options related to LGA boundary change adjacent to PLC Croydon (December 2024)
A.37 Ensure that design excellence is assessed as part of the development application process	City Development	100% of eligible applications are referred to the Burwood Design Review Panel (June 2025)
A.38 Undertake a heritage assessment of all development applications relating to heritage items or conservation	City Development	100% of eligible applications are referred to Heritage Advisor for input (June 2025) Referral response <20 days (June 2025)
A.39 Complete Affordable Housing Strategy for inclusion in future comprehensive LEP review	City Planning	Affordable Housing Strategy adopted by Council (June 2025)
A.40 Investigate traffic hot spots and implement solutions such as pedestrian refuges, roundabouts or traffic calming devices	Traffic and Transport	100% of reported concerns considered by the Local Traffic Committee (June 2025)
A.41 Identify black spots based on accident history and apply for grant funding for facility upgrades	Traffic and Transport	Crash data review completed (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity		Directorate
		P.17	Ensure development provides sufficient off-street parking in line with Council policies	City Assets
		P.18	Deliver a preventative maintenance program for Council assets and facilities to ensure their ongoing viability	City Strategy Corporate Services
	C.4.2		Plan for a city that is safe, accessible and easy to get to and move around in	
		P.19	Develop and implement plans and strategies that make provision for infrastructure to support growth locations	City Strategy
		P.20	Undertake traffic and transport planning and works which deliver integrated pedestrian, traffic, roads and parking management and support alternative modes of transport	City Assets

Operational Plan 2024-25

Action	Service Area	Target
A.42 Undertake a review of parking provisions for required development applications	Traffic and Transport	Referral response time <20 days (June 2025)
A.43 Undertake design and upgrade of road infrastructure to improve performance, lifecycle and accessibility	Assets and Design	100% of budgeted upgrades delivered (June 2025)
A.44 Undertake CCTV camera inspections of Council's drainage network	Assets and Design	10% of network inspected (June 2025)
A.45 Undertake review of the condition of Council's building assets	Property	Review of Council's building assets completed (June 2025)
A.46 Review and update Development Contributions and VPA Frameworks to respond to State and Local Planning initiatives which increase density in the LGA	City Planning	Development Contributions and VPA Frameworks adopted by Council (June 2025)
A.47 Continue implementation of recommendations of the Traffic & Transport Study	Traffic and Transport	100% of year 2 recommendations implemented (June 2025)
A.48 Undertake review of Parking Strategy and continue to investigate parking initiatives to alleviate traffic congestion	Traffic and Transport	20% of the year 1 to 5 recommendations implemented (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity	Directorate	
C.5	Public and open spaces are high quality, welcoming, accessible, shaded, enjoyable places seamlessly connected with their surroundings	C.5.1 Plan and deliver quality public places and open spaces that fulfil and support diverse community needs and lifestyles	P.21 Implement innovative, sustainable technologies to improve the delivery of services and management of Council assets	Corporate Services
			P.22 Deliver projects that activate streets, public and open spaces and enhance amenity, accessibility and safety	General Manager's Office All Directorates

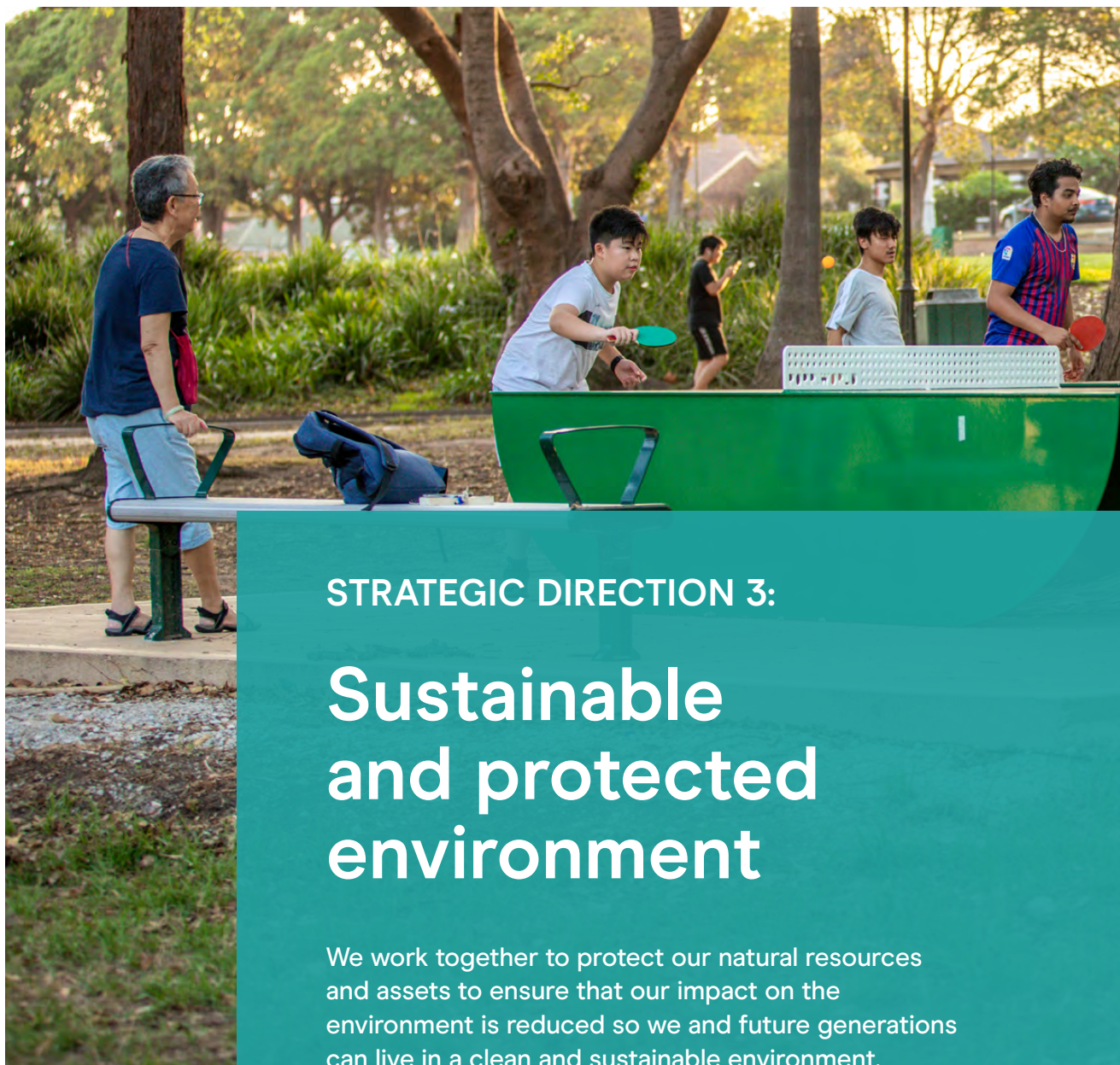
Operational Plan 2024-25

Action	Service Area	Target
A.49 Identify and apply for grant funding to implement actions of Active Transport Study	Traffic and Transport	50% of the year 1 to 2 recommendations implemented (June 2025)
A.50 Explore AI and automation opportunities	Information Technology	A minimum of 3 AI and automation opportunities explored (June 2025)
A.51 Western Sydney Infrastructure Grants (WSIG) project Burwood Urban Park Arts and Cultural Centre	Property	Preparation and commencement of construction (June 2025)
A.52 Review and update Burleigh Street Masterplan to identify precinct scope and housing development opportunities	City Strategy	Phase completion (June 2025)
A.53 Deliver place activation projects aligned with Council's Place Management Framework	Place Management and Communications	1 activation delivered (June 2025)
A.54 Coordinate the delivery of the WSIG program including reporting and the ongoing monitoring and evaluation of projects	Place Management and Communications	Implementation commenced and program reporting, monitoring and evaluation ongoing (June 2025)
A.55 WSIG project - installation of Library Pod in Henley Park	Property	Detailed design completed (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity		Directorate
		P.23	Protect and enhance quality open spaces and recreational facilities that are diverse, accessible and responsive to changing needs	City Assets

Operational Plan 2024-25

Action	Service Area	Target
A.56 Implement Masterplans for major parks and reserves	Assets and Design	Design and deliver WSIG funded projects in Burwood Park, Henley Park and Woodstock Park, in accordance with the respective Masterplans (June 2025) Update the Henley and Grant Park Plan of Management (June 2025)
A.57 WSIG project – Henley Park sportsfield upgrade including renewal of turf and spectator seating	Major Capital Works and Projects	Undertake initiation phase including design, consultation and procurement and commence construction (June 2025)
A.58 WSIG project – Burwood Park Inclusive Play Space Project – new inclusive play space, Exeloo, new BBQs	Major Capital Works and Projects	Undertake initiation phase including design, consultation and procurement and commence construction (June 2025)
A.59 WSIG project - Woodstock Park Sensory Garden Project – new landscaping, removal of playground and new seating	Major Capital Works and Projects	Undertake initiation phase including design, consultation and procurement and commence construction (June 2025)
A.60 WSIG project - park expansions at Portland/Shelley/Russell – New Green Open Space/park	Major Capital Works and Projects	Complete design, consultation and delivery (June 2025)
A.61 Flockhart Park playground and exercise equipment	Major Capital Works and Projects	Complete design, consultation and delivery (June 2025)
A.62 Coordinate the provision of stakeholder engagement, interagency collaboration and communication for the delivery of the WSIG program	Place Management and Communications	Implementation commenced and stakeholder engagement and communication ongoing (June 2025)



STRATEGIC DIRECTION 3:

Sustainable and protected environment

We work together to protect our natural resources and assets to ensure that our impact on the environment is reduced so we and future generations can live in a clean and sustainable environment.





Services which contribute

- Assets and Design
- City Development
- City Planning
- Community Safety
- Operations
- Property

Relevant strategies and plans

- Asset Strategy and Asset Management Plan
- Burwood Local Strategic Planning Statement
- Community Facilities and Open Space Strategy
- Plans of Management for Parks and Reserves
- Property Strategy
- Street Tree Management Strategy
- Sustainable Burwood Strategy

Measures

Satisfaction with:

- Availability and maintenance of sporting ovals, grounds and facilities (Baseline: 94%)
- Encouraging recycling (Baseline: 82%)
- Household garbage collection (Baseline: 93%)
- Maintenance of local parks and playgrounds (Baseline: 95%)
- Providing environmental education (Baseline: 74%)
- Stormwater management and flood mitigation (Baseline: 91%)
- Street tree maintenance (Baseline: 83%)

Source: Community Satisfaction Survey, Micromex Research 2021

Community Strategic Plan 2022-36		Delivery Program 2022-26				
Community Outcome	Strategy	Principal Activity	Directorate			
C.6	The urban forest and natural environment are maintained, enhanced and connected	C.6.1	Maintain and increase green spaces, the urban tree canopy, natural shade and enhance biodiversity corridors	P.24	Maintain public parks and open spaces to maximise their use and people's enjoyment	City Assets
				P.25	Maintain and manage existing street trees and seek initiatives and opportunities to enhance the urban canopy	City Assets City Strategy
C.7	People and infrastructure contribute positively to the environment and respond to climate change	C.7.1	Deliver efficiency and innovation in the use of resources	P.26	Expand the use of sustainable technologies across Council facilities, parks and reserves	City Strategy
				P.27	Implement initiatives which work towards a net zero emissions community by 2050	City Strategy
				P.28	Provide land use planning framework and policies which enhance and protect open and green space	City Strategy
		C.7.2	Develop strong planning controls to protect and support a green and sustainable environment	P.29	Explore opportunities for improved sustainable building design outcomes and practices	City Strategy Community Life

Operational Plan 2024-25

Action	Service Area	Target
A.63 Undertake scheduled maintenance program for parks, reserves, playgrounds, sports fields and open spaces	Operations	131 additional trees planted across LGA open space (Parks) (June 2025) Scheduled maintenance program (Ongoing)
A.64 Implement the Street Tree Management Strategy	City Planning Assets and Design	Deliver National Tree Day Event (July 2024) Street Tree Planting Program delivered (June 2025)
A.65 Implement the 'big moves' identified in the Sustainable Burwood Strategy including new initiatives to reduce, reuse and recycle waste	City Planning	Review and prioritise the actions in the Sustainable Burwood Strategy and identify priorities and project timelines for implementation (December 2024)
A.66 Investigate the provision of vehicle charging stations across the LGA, including the introduction of new planning controls to encourage electric charging infrastructure	City Planning	Draft EV Strategy prepared and endorsed by Council (December 2024)
A.67 Investigate opportunity to develop a Public Spaces Strategy for LGA	City Planning	Scoping report with options presented to Council (June 2025)
A.68 Respond to and address complaints relating to building non-compliance	Community Safety	100% of investigations commenced within 7 days (June 2025) Minimum of 2 initiatives delivered to build awareness of building compliance (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity	Directorate	
	C.7.3 Improve waste reduction, recycling and re-using practices in homes, workplaces, development sites, public places and Council assets	P.30 Implement initiatives which work towards a zero-waste community	City Strategy	
		P.31 Provide the support, education and services people need to live sustainably	City Assets City Strategy	

Operational Plan 2024-25

Action	Service Area	Target
A.69 Evaluate the results of the current FOGO (Food and Garden Organics) trial and investigate service expansion based on evaluation results	City Planning	Council endorsement to roll out FOGO service to single unit dwellings (SUDs) across the LGA (September 2024)
A.70 Deliver scheduled domestic and business kerbside waste and recycling collection service	Operations	Scheduled weekly domestic waste collection and fortnightly recycling with <1% of missed bins reported (Ongoing)
A.71 Deliver booked and scheduled household waste collection clean up service	Operations	Scheduled and booked bulk household waste service delivered with <1% of missed services reported (Ongoing)
A.72 Deliver litter management/ removal service for major parks	Operations	Collection of litter bins in major parks (Daily)
A.73 Utilise bin audit data to provide information encouraging correct recycling practices	City Planning	Prepare waste education strategy to ensure that residents are encouraged to actively recycle, reuse and correctly dispose of waste (December 2024)



STRATEGIC DIRECTION 4:

Vibrant city and villages

Our business and entertainment precincts are economically sustainable and prosperous where residents, workers and visitors enjoy diverse retail, dining and entertainment experiences and interesting places that are attractive, active and welcoming.





Services which contribute

- City Development
- City Planning
- Community and Culture
- Community Safety
- Major Capital Works and Projects
- Operations
- Place Management and Communications
- Property
- Traffic and Transport

Relevant strategies and plans

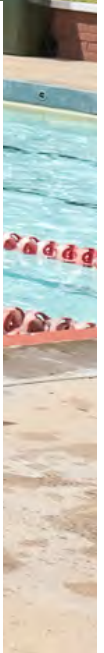
- Asset Management Strategy and Plan
- Burwood Crime Prevention Plan
- Burwood Local Strategic Planning Statement
- Burwood Night Time Acceleration Plan
- Property Strategy
- Traffic and Transport Study

Measures

Satisfaction with:

- Attractiveness of town centres (Baseline: 88%)
- Availability of car parking in town centres (Baseline: 70%)
- Graffiti removal (Baseline: 87%)
- Removal of illegally dumped rubbish (Baseline: 84%)
- Street sweeping (Baseline: 84%)
- Suitability of local shops (Baseline: 88%)
- Support for local business (Baseline: 91%)
- Town centre cleaning (Baseline: 87%)

Source: Community Satisfaction Survey, Micromex Research 2021



Community Strategic Plan 2022-36		Delivery Program 2022-26			
Community Outcome	Strategy	Principal Activity		Directorate	
C.8 A thriving city and centrally located, strategic business and employment hub within Sydney	C.8.1 Promote Burwood as a great place to live, work, visit and invest in	P.32 Support the marketing and promotion of Burwood as a destination	General Manager's Office		
		P.33 Promote local infrastructure, services and initiatives which support the establishment and operation of local business	Community Life		
	C.8.2 Facilitate the growth and prosperity of local businesses and target the growth of business sectors and growth industries	P.34 Research and monitor the local economic landscape and identify opportunities for the enhancement of business, industry and jobs	General Manager's Office		
		P.35 Enhance and promote mix use buildings to ensure the Burwood CBD offers diverse employment opportunities and maintains its regional status	City Strategy		
C.9 Safe, clean and activated streets, centres and public places are enjoyed by people day and night	C.9.1 Develop place planning to activate the CBD, high streets and villages to support local businesses and foster local identity, creativity and culture	P.36 Activate key public places to foster productivity, economic recovery, community connection and local identity	General Manager's Office Community Life		

Operational Plan 2024-25

Action	Service Area	Target
A.74 Undertake marketing and promotional campaigns that promote Burwood as a destination and support local business	Place Management and Communications	1 campaign delivered (June 2025)
A.75 Coordinate the Shopfront Improvement and Enforcement Programs	Community Safety	100% of funds allocated in accordance with the Shopfront Improvement Policy (June 2025) 100% of shopfront enforcement program undertaken (June 2025)
A.76 Undertake research and consult with stakeholders to deliver business support programs	Place Management and Communications	NSW Small Business Month activity completed (June 2025) 1 consultation activity completed with local business groups (June 2025)
A.77 Undertake initiatives that support new economic growth in the Burwood North Precinct and Burwood Town Centre	City Planning	Initiatives that promote the future economic growth of the Burwood Town Centre and Burwood North Precinct including the expansion of the night time economy are implemented (June 2025)
A.78 Implement activities or initiatives that enhance Burwood's night time economy	Place Management and Communications	100% of Burwood After Dark year 1 actions implemented (June 2025)
A.79 Develop Sponsorship prospectus to support the growth of large-scale festivals and events	Community and Culture	4 large-scale festivals and/or events delivered (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26	
Community Outcome	Strategy	Principal Activity	Directorate
		P.37 Plan for and implement public art programs that support local identity, culture and connection	Community Life City Strategy
		P.38 Deliver attractive, healthy streetscapes and centres that are inviting and foster community pride	City Assets General Manager's Office

Operational Plan 2024-25

Action	Service Area	Target
A.80 Implement Council's public art program to enhance and foster local identity and activate public spaces	Community and Culture	Minimum of 11 public art projects delivered (June 2025)
A.81 Facilitate the delivery of public art through private development	City Development	100% of all eligible development applications are supported by a public art strategy (June 2025)
A.82 Develop and coordinate diverse arts and cultural programs including the Burwood Art Prize	Community and Culture	Burwood Art Prize Exhibition (June 2025) 10% increase in the number of Art Prize entries (June 2025) 5 public programs (June 2025)
A.83 Develop and implement the Burwood Cultural Plan	Community and Culture	Cultural Plan adopted (February 2025) 25% of year 1 actions completed (June 2025)
A.84 WSIG Project - Burwood Main Street Transformation project	Place Management and Communications	Detailed design completed (February 2025) Construction commenced (March 2025) (pending WSIG deed execution)
A.85 WSIG Project - Deane Street Transformation/Shared Zone Project (Burwood Town Centre revitalisation)	Place Management and Communications	Detailed design completed (February 2025) Construction commenced (March 2025) (pending WSIG deed execution)
A.86 WSIG Project - Paisley Road	Major Capital Works and Projects	Commence initiation phase including design and consultation (June 2025)
A.87 WSIG Project - Strathfield Place-Making Project (Strathfield Precinct Transformation)	Place Management and Communications	Detailed design completed (February 2025) Construction commenced (March 2025) (pending WSIG deed execution)

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity		Directorate
		C.9.2 Plan and deliver infrastructure, services and information which safeguard public health and support community safety	P.39 Enforce compliance of local services, industry and businesses with regulations to ensure they operate in a manner that provides healthy options for the community	Community Life

Operational Plan 2024-25

Action	Service Area	Target
A.88 Implement scheduled program of sweeping of streets, Council car parks, commercial and town centres	Operations	3-weekly cycle for sweeping of local streets implemented (Ongoing) Sweeping of Council car parks conducted (Weekly) Mechanical sweeping of Burwood Road and side streets in Burwood CBD conducted (Daily)
A.89 Undertake mowing of verges for residents who are pensioners/with a qualifying medical condition	Operations	8 to 10 weekly cycle implemented for pensioners (Ongoing)
A.90 Deliver the Safe and Clean Program across key town centre locations	Operations	Safe and Clean Officers patrol and clear litter, spills and clean street furniture such as bin enclosures (Daily) Cleaning of glass screens in Burwood CBD completed (Quarterly) Pressure cleaning of town centre footpaths completed (Quarterly)
A.91 Carry out a regular program of inspections of development sites to ensure compliance with safe and sustainable practices	Community Safety	Active building sites patrolled (Minimum weekly basis)
A.92 Undertake scheduled and responsive inspections of cooling towers, water systems, food, health, beauty and cosmetic premises to identify and respond to risks	Community Safety	100% of inspections completed (Minimum once per annum)
A.93 Conduct regulatory inspections of health (pollution - land/water/air/ noise), overgrown vegetation, boarding houses, water drainage and tree regulatory functions	Community Safety	100% of inspections completed (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26	
Community Outcome	Strategy	Principal Activity	Directorate
		P.40 Educate residents on safe practices to reduce road incidents and fatalities	City Assets
		P.41 Deliver infrastructure, services and information which promote active, safe and clean streets and public places	Community Life City Assets City Strategy

Operational Plan 2024-25

Action	Service Area	Target
A.94 Deliver campaigns and provide initiatives to support the health of food premises	Community Safety	Minimum of 4 campaigns delivered annually including in multiple community languages (June 2025)
A.95 Undertake road safety campaigns and run targeted programs and initiatives to promote safety around schools and town centres, pedestrian and cycling safety	Traffic and Transport	Campaigns delivered in accordance with Centre for Road Safety as per Transport for NSW agreement (June 2025) Safety reviews conducted around schools and town centres (Annual)
A.96 Provide information and relevant campaigns to raise community awareness of companion animal responsibilities	Community Safety	Minimum of 2 campaigns delivered per annum (June 2025)
A.97 Undertake compliance inspections on dangerous and restricted dogs	Community Safety	100% of required inspections conducted (Annual)
A.98 Deliver services to address illegal dumping and graffiti in public spaces	Operations	90% of illegal dumping complaints investigated and removed in 2 business days (June 2025) 90% of reported graffiti removed within 5 days if non-offensive or 2 days if offensive (June 2025)
A.99 Maintain and clean the stormwater drainage network and clear blocked pits	Operations	Proactive maintenance and cleaning schedule of high-risk pits and pipes developed and delivered (June 2025)



STRATEGIC DIRECTION 5:

Open and collaborative leadership

A strong local democracy with an actively engaged community who are listened to, respected and who trust in our leaders experiences and interesting places that are attractive, active and welcoming.





Services which contribute

- City Planning
- Community and Culture
- Customer Experience and Business Improvement
- Finance
- Governance and Risk
- Information Technology
- People and Performance
- Place Management and Communications
- Procurement
- Property

Relevant strategies and plans

- Burwood Council Digital Strategy
- Burwood Community Engagement Strategy
- Burwood Council Customer Experience Strategy
- Incident Management Response Plan
- Property Strategy
- Workforce Management Plan

Measures

Satisfaction with:

- Provision of information to residents (Baseline: 82%)
- Information on Council website (Baseline 88%)
- Opportunities to contribute to Council’s decision-making process (Baseline: 72%)
- Council’s financial management (Baseline: 82%)
- Council policies and delivery plans (Baseline: 77%)

Source: Community Satisfaction Survey, Micromex Research 2021

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity	Directorate	
C.10	A well informed community active in civic life, local planning and decision making	C.10.1 Deliver strategic, relevant communications which facilitate understanding, dialogue and participation	P.42 Provide clear, targeted, accessible, timely and relevant information to the community	General Manager's Office
C.11	Effective, innovative and collaborative leadership is underpinned by open, transparent and responsible governance	C.11.1 Conduct Council business with transparency, accountability, compliance and probity that ensures community confidence in decision making	P.43 Plan, monitor and report on the delivery of services and initiatives in accordance with the Integrated Planning and Reporting Framework under the Local Government Act	People and Performance Corporate Services
		C.11.2 Provide opportunity for engagement with the community to inform Council's decision-making	P.44 Undertake community and stakeholder engagement and report decisions back to the community and stakeholders	General Manager's Office Community Life

Operational Plan 2024-25

Action	Service Area	Target
A.100 Utilise a range of channels and new forms of communication to keep our community informed and enhance Council's reach and reputation including information drop-in sessions, online surveys, Mayoral street meetings and focus groups	Place Management and Communications	20% increase in online reach (June 2025) 2 Local Government and Industry award submissions completed (June 2025)
A.101 Undertake corporate planning and reporting	People and Performance	Performance reports completed (December 2024, June 2025) Community Strategic Plan reviewed and Delivery Program and Resourcing Strategy adopted (June 2025) 2025 - 26 Operational Plan adopted (June 2025)
A.102 Ensure all public information is accessible and made available in a timely manner	Governance and Risk	Policy review program maintained (June 2025) All legacy policies (public and corporate) fully accounted for (i.e. refreshed, retired, consolidated or scheduled for remedial action) (June 2025) 100% of information access applications determined in accordance with the Government Information (Public Access) Act (June 2025)
A.103 Undertake comprehensive community engagement programs to seek community input on Council projects, operations, initiatives and major decisions	Place Management and Communications	100% of major projects and activities are accompanied by appropriate methods of community engagement (June 2025) 100% of year 2 actions of Community Engagement Strategy implemented (June 2025)
A.104 Facilitate interagency networks and advisory committees to provide opportunities for collaboration and participation	Community and Culture	18 Council or Council led opportunities (June 2025)

Delivery Program and Draft Operational Plan - Public Exhibition

Community Strategic Plan 2022-36		Delivery Program 2022-26	
Community Outcome	Strategy	Principal Activity	Directorate
		P.45 Prepare, monitor and review Long Term Financial Plan with a sustainable outlook, a 4-year forecast and an annual budget in accordance with the Local Government Act	Corporate Services
		P.46 Implement the Investment Strategy and Policy	Corporate Services
		P.47 Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets	Corporate Services
		P.48 Establish a probity, policy and procedures framework that supports a responsive and compliant Council	Corporate Services

Operational Plan 2024-25

Action	Service Area	Target
A.105 Comply with financial management responsibilities to promote transparency and accountability	Finance	<p>Quarterly budget reviews completed (October 2024; December 2024; March 2025; June 2025)</p> <p>2025-26 annual budget adopted (June 2025)</p> <p>Long Term Financial Plan and 4-year budget forecast reviewed and amended (June 2025)</p> <p>Audited annual financial reports lodged with Office of Local Government (June 2025)</p>
A.106 Implement and monitor appropriate investment strategies and prepare monthly investment reports	Finance	Investment returns > 0.25% above Reserve Bank Australia rate (June 2025)
A.107 Manage Council's property portfolio to optimise financial returns from Council owned properties	Property	Non residential property portfolio SQM vacancy rate <=10% (June 2025)
A.108 Sustain the Audit Risk and Improvement Committee (ARIC) to provide independent oversight and support continuous improvement	Governance and Risk	100% operating compliance with the ARIC's governing Charter (June 2025)
A.109 Fully embed new internal audit function arrangements as per Internal Audit Charter	Governance and Risk	Compliance with all statutory requirements issued by the NSW Government under the Risk Management and Internal Audit Guidelines for Local Government in NSW (June 2025)
A.110 Deliver a program of internal audits	Governance and Risk	<p>Annual records management audit as per specifications issued by State Records NSW (April 2025)</p> <p>Minimum of 3 unique compliance and assurance audits per annum (June 2025)</p> <p>Annual cybersecurity audit conducted (June 2025)</p>

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity	Directorate	

Operational Plan 2024-25			
Action		Service Area	Target
A.111	Develop a Records Management Strategy based on insights from Records Management Assessment Tool analysis	Governance and Risk	Strategy and supporting road map finalised (March 2025)
A.112	Records digitisation program refreshed and continuously improved in conjunction with management of commercial off-site storage arrangements	Governance and Risk	Review digitisation program (December 2024)
A.113	Review and implement improvements to Council's Risk Management Framework	Governance and Risk	Risk Management Framework reviewed (October 2024) Review of operational risks conducted (February 2025)
A.114	Review and update framework for management and control of delegations and authorisations	Governance and Risk	Identify and implement business process improvements in the management and control of delegations and authorisations (June 2025)
A.115	Revitalisation of legislative compliance framework	Governance and Risk	Risk based approach to identifying key legislative obligations across the organisation completed along with details of officer roles and responsibilities (December 2024) Identify and implement business process improvements in the management of legislative compliance (June 2025)
A.116	Review of incident and claims management business processes	Governance and Risk	Processes reviewed and outcomes implemented (February 2025)
A.117	Fraud and corruption prevention framework reviewed	Governance and Risk	Framework reviewed (August 2024)
A.118	Complaints management framework reviewed	Governance and Risk	Framework reviewed (December 2024)
A.119	Undertake internal procurement audits and spot checks to monitor efficiency and compliance	Procurement	Minimum of 12 audits conducted (June 2025)

Community Strategic Plan 2022-36		Delivery Program 2022-26	
Community Outcome	Strategy	Principal Activity	Directorate
		P.49 Ensure transparency and accountability in decision making	Corporate Services
		P.50 Advance Council's Cyber Security capabilities to safeguard customer information and access to services	Corporate Services
	C.11.3 Deliver innovation and excellence in customer experience and service delivery	P.51 Deliver the right mix of services at Council's one-stop shop and high quality customer service for all points of contact	Community Life Corporate Services

Operational Plan 2024-25

Action	Service Area	Target
A.120 Deliver a progressive and accountable framework to support the elected body of Council and individual councillors	Governance and Risk	Partner with NSW Electoral Commission in promotion and delivery of local government general election in accordance with statutory requirements (September 2024) Minimum of 10 ordinary meetings of Council per annum (June 2025) Minimum of 10 councillor briefings and workshops per annum (June 2025) Facilitation of councillor professional development program in accordance with Councillor Induction and Professional Development Guidelines issued by the NSW Government (Ongoing)
A.121 Deliver a progressive and accountable framework to support the Burwood Local Planning Panel	Governance and Risk	100% compliance with directions issued by the NSW Minister for Planning for the operation of Planning Panels (Ongoing)
A.122 Carry out procurement training including refresher training to ensure Council's procurement activities are efficient and effective	Procurement	Minimum of 10 training sessions provided (June 2025)
A.123 Implement Cyber Security Mitigation Strategies and security controls in line with Essential 8 Maturity Level 1	Information Technology	100% compliance with Australian Signals Directorate's Essential 8 Maturity Level 1 requirements (June 2025)
A.124 Ensure Council service standards reflect community expectations and customers are attended to in line with service standards	Customer Experience and Business Improvement	80% of calls answered within 40 seconds (Ongoing) <5% call abandonment rate (Ongoing) 80% of customers served at the counter within 5 minutes (Ongoing)
A.125 Monitor and report on Customer Feedback Program to track real-time satisfaction with Council services including Enfield Aquatic Centre	Customer Experience and Business Improvement	Overall customer experience score >8.0 (Ongoing)

Community Strategic Plan 2022-36				Delivery Program 2022-26		
Community Outcome		Strategy	Principal Activity		Directorate	
				P.52	Implement a service review program for core Council services and functions to ensure ongoing business excellence	
					Community Life	
				P.53	Increase efficiencies and streamline business processes through the enhancement of Information Technology systems	
					Corporate Services	

Operational Plan 2024-25

Action		Service Area	Target
A.126	Conduct Mystery Shopping Program across Council	Customer Experience and Business Improvement	Program completed (March 2025)
A.127	Deliver pop up Customer Experience stalls to reach customers who do not ordinarily interact with Council and increase knowledge of Council services	Customer Experience and Business Improvement	Minimum 6 pop up Customer Experience stalls (June 2025)
A.128	Implement digital customer experience enhancements	Information Technology	100% of digital enhancements delivered aligned with the Council's Customer Experience Strategy (Ongoing)
A.129	Introduce automation to improve customer response times and reduce human error	Information Technology	100% of automation initiatives delivered aligned with the Council's Customer Experience Strategy (Ongoing)
A.130	Implement the Customer Experience Strategy	Customer Experience and Business Improvement	100% of year 2 actions implemented (June 2025)
A.131	Implement service review program as per the schedule to deliver improved services and efficiencies	Customer Experience and Business Improvement	Undertake "Customer Journey Mapping" of high use Council services (June 2025)
A.132	Review and streamline procurement business processes, forms and templates	Procurement	Review conducted and processes streamlined (June 2025)
A.133	Rationalise and integrate the information systems used in the delivery of Council services	Information Technology	Retire legacy systems and complete implementation of single Enterprise Resource Planning (ERP) system (December 2024)
A.134	Maintain Council's IT Hardware to support the effective delivery of Council services	Information Technology	Upgrade IT hardware in line with 4 year refresh cycle (Ongoing)

Community Strategic Plan 2022-36		Delivery Program 2022-26		
Community Outcome	Strategy	Principal Activity	Directorate	
	C.11.4	Build and maintain strong partnerships and advocate on behalf of the community	P.54 Develop strategic partnerships with State, peak community agencies, industry and neighbour councils to respond to local needs, growth and emerging issues	City Strategy Community Life General Manager's Office
			P.55 Maintain a high-quality workforce that is committed to delivering on our community's and Council's vision and goals	People and Performance

Operational Plan 2024-25

Action	Service Area	Target
A.135 Upgrade systems and applications to support the effective delivery of Council services	Information Technology	Systems and applications upgraded in line with Council's systems upgrade plan (Ongoing)
A.136 Improve access to information by expanding the use of Geographical Information Systems	Information Technology	At least 75 users including mobile workforce accessing the Council GIS systems including integration with the Burwood Council ERP system (June 2025) 2 new GIS tools to be introduced to improve the functionality of GIS systems (June 2025)
A.137 Seek partnership or funding opportunities that address Council and community needs	Place Management and Communications	Partnerships strengthened and funding applications submitted where appropriate (June 2025)
A.138 Promote the availability of Schools as Shared Spaces programs and investigate additional options for shared use of school facilities	Community and Culture	1 new proposal for Schools as Shared Spaces submitted (June 2025)
A.139 Work with SSROC to champion new sustainable technologies, policies and procedures	City Planning	Actively support and participate in the delivery of SSROC initiatives around waste education and sustainability (Ongoing)
A.140 Implement year 3 actions of the Workforce Management Plan	People and Performance	100% of year 3 actions completed (June 2025)

Budget overview 2024–2025

Delivering for our community

Burwood Council's Budget 2024/25 and four year projections have been developed with a clear focus on delivering the community's long term vision outlined in the Burwood2036 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 2022/2026.

The following major projects have been considered in the budget:

- Burwood Urban Park Arts and Cultural Centre
- Enfield Aquatic Centre upgrade
- Western Sydney Infrastructure Grants (WSIG) Program Capital Works projects
- Parks and Playground upgrade
- Ongoing infrastructure and renewal works
- Stormwater drainage upgrade

Funding our future

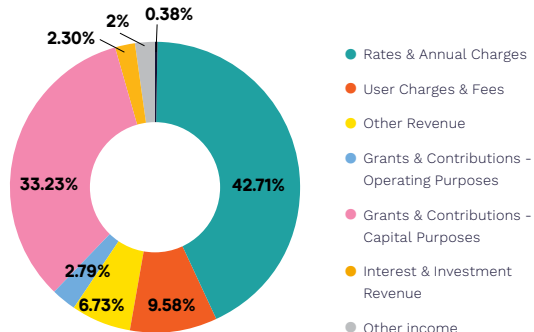
In addition to delivering these services to the community, Council is committed to maintaining long term financial sustainability and aims to achieve this through strategic planning and prudent investment.

To ensure Council continues to deliver services at its current level, Council has applied the Independent Pricing and Regulatory Tribunal (IPART) Rate Peg of 4.8% for the 2024-25 financial year.



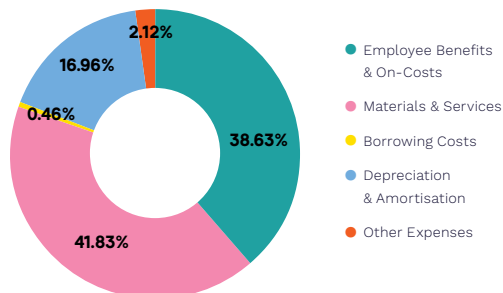
Revenue

	'000
Rates & Annual Charges	40,923
User Charges & Fees	9,176
Other Revenues	6,452
Grants & Contributions - Operating Purposes	2,674
Grants & Contributions - Capital Purposes	31,841
Interest & Investment Revenue	2,200
Other Income	2,196
Net Gain from the disposal of assets	360
Total Operating Revenue	95,823



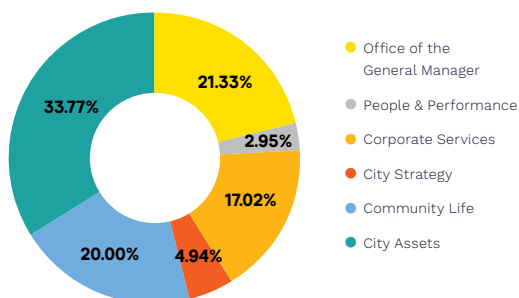
Expenditure

	'000
Employee Benefits & On-Costs	25,259
Materials & Services	27,355
Borrowing Costs	298
Depreciation & Amortisation	11,090
Other Expenses	1,389
Total Operating Expenditure	65,390



Operating Expenditure Summary by Directorate

	'000
Office of the General Manager	13,947
People & Performance	1,931
Corporate Services	11,126
City Strategy	3,228
Community Life	13,078
City Assets	22,080
Total Operating Expenditure	65,390



Directorate Summary Operational

Function	Team	Opex Exp '000
Office of the General Manager		
General Manager	General Manager	12,492
General Manager	General Manager - Mayor Office	253
General Manager	General Manager - Place Management & Communications	1,203
Total General Manager		13,947
People & Performance		
People & Performance	People & Performance	1,611
People & Performance	People & Performance - Work Health & Safety	320
Total People & Performance		1,931
Corporate Services		
Corporate Services	Corporate Services	328
Corporate Services	Corporate Services - Finance	1,625
Corporate Services	Corporate Services - Procurement	175
Corporate Services	Corporate Services - Property	2,788
Corporate Services	Corporate Services - Governance & Risk	3,076
Corporate Services	Corporate Services - Information Technology	3,135
Total Corporate Services		11,126
Community Life		
Community Life	Community Life	574
Community Life	Community Life - Community & Culture	2,256
Community Life	Community Life - Library & Community Hub	2,694
Community Life	Community Life - Customer Experience & Business Improvement	987
Community Life	Community Life - Community Safety	3,127
Community Life	Community Life - Enfield Aquatic Centre	3,440
Total Community Life		13,078
City Assets		
City Assets	City Assets	599
City Assets	City Assets - Assets & Design	1,238
City Assets	City Assets - Traffic & Transport	2,283
City Assets	City Assets - Operations	17,959
Total City Assets		22,080
City Strategy	City Strategy	378
City Strategy	City Strategy - City Development	1,590
City Strategy	City Strategy - City Planning	1,260
Total City Strategy		3,228
Consolidated Result		65,390

Item Number 29/24 - Attachment 2

Delivery Program and Draft Operational Plan - Public Exhibition

Opex Rev '000	Capital Exp '000	Dep Write back '000	Loan Repayment '000	Transfer to Reserve '000	Transfer from Reserve '000	Net Movement in Working Capital '000
(65,762)	23,708	(10,842)	524	8500	-1000	(32,381)
-	-			0	0	253
-	-			0	0	1,203
(65,762)	23,708	(10,842)	524	8,500	(1,000)	(30,925)
-	-			0	-80	1,531
(70)	-			0	0	250
(70)	-	-	-	-	(80)	1,781
-	-			0	0	328
(148)	-			0	0	1,477
-	-			0	0	175
(3,429)	-			220	0	(420)
(26)	-			-200	0	2,850
-	460			0	-460	3,135
(3,603)	460	-	-	20	(460)	7,543
-	-			0	0	574
(123)	-			0	0	2,133
(199)	190			0	0	2,686
(3)	-			0	0	983
(5,648)	-			0	0	(2,521)
(2,100)	-			50	0	1,390
(8,073)	190	-	-	50	-	5,245
-	-			0	0	599
(293)	7,206			0	-992.648	7,159
(4,728)	232			100	0	(2,113)
(12,113)	2,126			545	-1112.35	7,404
(17,134)	9,564	-	-	645	(2,105)	13,050
-	-			0	0	378
(1,011)	-			0	0	579
(170)	-			0	-325	765
(1,181)	-	-	-	-	(325)	1,722
(95,823)	33,922	(10,842)	524	9,215	(3,970)	(1,584)

Division Summary

Capital Works

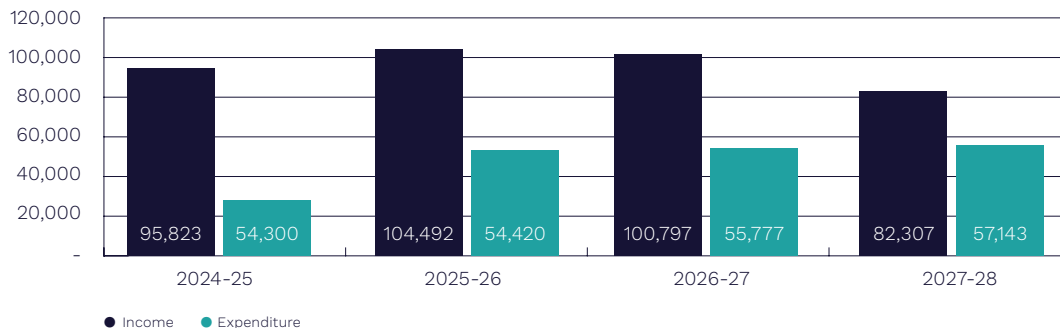
Division	Project	Amount (\$'000)
City Assets	Civil Construction & Maintenance - Projects Restorations & Assets Allocation	772,500
	Heavy Fleet Acquisitions	573,000
	Light Fleet Acquisitions	780,000
	Projects Footpaths Allocation	528,938
	Projects Kerb & Gutter Allocation	453,375
	Projects Park Improvements Allocation	277,063
	Projects Playgrounds Allocation	498,296
	Projects Roads Allocation	1,964,625
	Projects Street Furniture Allocation	120,900
	Projects Town Centre Beautification Allocation	503,750
	Projects Traffic Facilities Allocation	231,725
	Roads to Recovery/LRCI Allocation	169,168
	Stormwater Management Drains	2,488,710
	Street Footpath Landscaping	100,750
	Street Name Signs/Gateway - Coronation/Georges River	100,750
City Assets Total		9,563,550
Community Life	Library Collection	150,000
	Library Resources	40,000
Community Life Total		190,000
Corporate Services	Information Technology - Projects Allocation	460,000
Corporate Services Total		460,000
General Manager	General Manager - Projects Allocation	150,000
	Projects WSIG - Allocation	1,663,746
	WSIG Paisley Road	3,106,688
	WSIG Burwood Library Pod	753,850
	WSIG Burwood Main Street	2,870,360
	WSIG Burwood Park Inclusive Play Space	1,845,016
	WSIG Deane Street	1,505,766.35
	WSIG Henley Park Sports Field	956,727.26
	WSIG Park Expansions - Portland St	607,747.88
	WSIG Park Expansions - Russell St	-
	WSIG Stage 2 – Burwood Urban Park Arts and Cultural Centre	2,999,997
	WSIG Stage 2 - Enfield Aquatic Centre - Redevelopment	5,499,997
	WSIG Strathfield Place Making Project	864,333
WSIG Woodstock Park Sensory Garden	883,922	
General Manager Total		23,708,151
Grand Total		33,921,701



Forecasted Budget Result
2024-25 to 2027-28



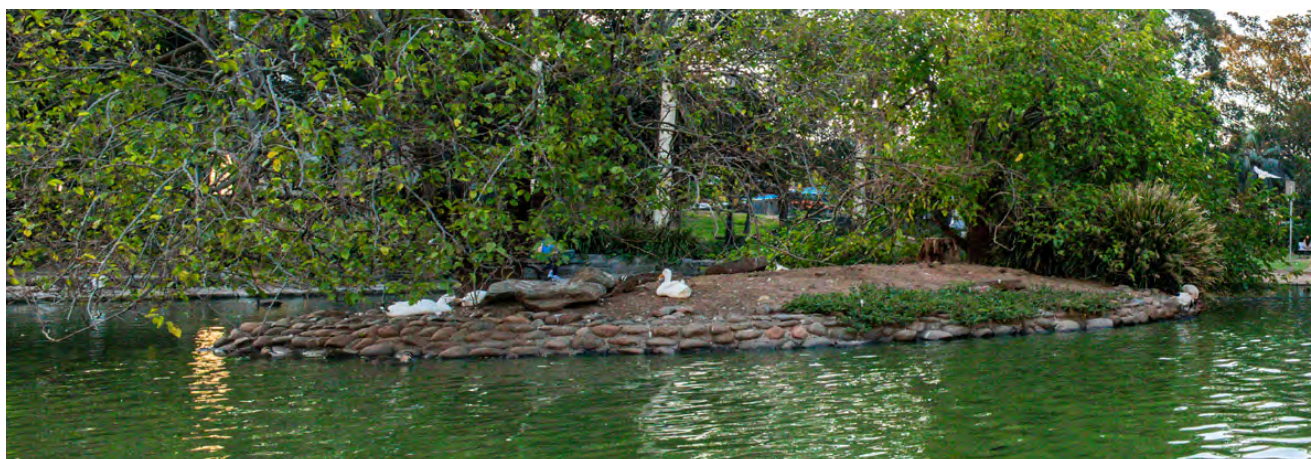
Operating – Income v Expenditure
(excluding depreciation)



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Delivery Program and Draft Operational Plan - Public Exhibition

**Forward Estimates
of Income & Expenditure**

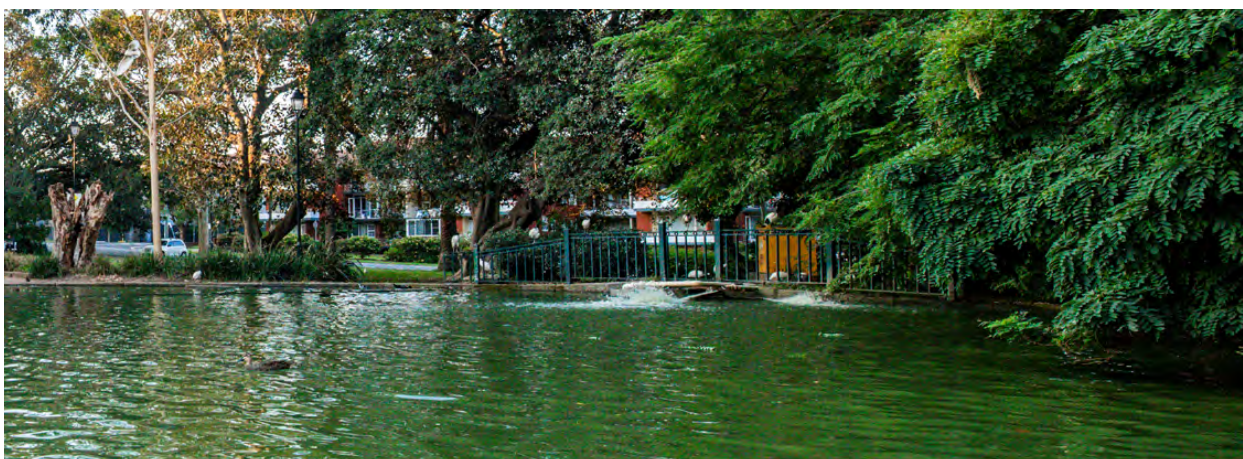
	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	(40,923)	(42,151)	(43,205)	(44,285)
User Charges & Fees	(9,176)	(9,451)	(9,688)	(9,930)
Other Revenues	(6,452)	(6,646)	(6,812)	(6,982)
Grants & Contributions - Operating Purposes	(2,674)	(2,754)	(2,823)	(2,894)
Grants & Contributions - Capital Purposes	(31,841)	(38,590)	(33,248)	(13,079)
Interest & Investment Revenue	(2,200)	(2,266)	(2,323)	(2,381)
Other Income	(2,196)	(2,262)	(2,319)	(2,377)
Net Gain from the disposal of assets	(360)	(371)	(380)	(380)
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(95,823)	(104,492)	(100,797)	(82,307)
Expenses from continuing operations				
Employee Benefits & On-Costs	25,259	26,016	26,667	27,333
Materials & Services	27,355	26,682	27,349	28,033
Borrowing Costs	298	298	301	281
Depreciation & Amortisation	11,090	11,367	11,651	11,942
Other Expenses	1,389	1,424	1,459	1,496
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	65,390	65,787	67,428	69,085
(Surplus) deficit from continuing operations	(30,433)	(38,705)	(33,369)	(13,222)
(Surplus) deficit from continuing operations before capital amounts	(1,408)	(114)	(121)	(143)



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

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	(31,663)	(32,613)	(33,428)	(34,264)
User Charges & Fees	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	(1,065)	(1,097)	(1,124)	(1,152)
Grants & Contributions - Capital Purposes	(30,834)	(37,554)	(32,185)	(11,990)
Interest & Investment Revenue	(2,200)	(2,266)	(2,323)	(2,381)
Other Income	-	-	-	-
Net Gain from the disposal of assets	-	-	-	-
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(65,762)	(73,530)	(69,060)	(49,787)
Expenses from continuing operations				
Employee Benefits & On-Costs	801	825	846	867
Materials & Services	753	771	791	811
Borrowing Costs	287	294	301	281
Depreciation & Amortisation	10,842	11,113	11,391	11,676
Other Expenses	1,264	1,296	1,328	1,361
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	13,947	14,300	14,657	14,995
(Surplus) deficit from continuing operations	(51,815)	(59,230)	(54,403)	(34,792)
(Surplus) deficit from continuing operations before capital amounts	(20,981)	(21,676)	(22,218)	(22,802)



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Delivery Program and Draft Operational Plan - Public Exhibition

Forward Estimates of Income & Expenditure:
Corporate Services

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	(28)	(29)	(30)	(30)
User Charges & Fees	(358)	(368)	(377)	(387)
Other Revenues	(1,136)	(1,170)	(1,199)	(1,229)
Grants & Contributions - Operating Purposes	(5)	(5)	(5)	(5)
Grants & Contributions - Capital Purposes	-	-	-	-
Interest & Investment Revenue	-	-	-	-
Other Income	(2,076)	(2,139)	(2,192)	(2,247)
Net Gain from the disposal of assets	-	-	-	-
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(3,603)	(3,711)	(3,804)	(3,899)
Expenses from continuing operations				
Employee Benefits & On-Costs	3,954	4,073	4,175	4,279
Materials & Services	7,172	6,459	6,620	6,786
Borrowing Costs	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Other Expenses	-	-	-	-
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	11,126	10,532	10,795	11,065
(Surplus) deficit from continuing operations	7,523	6,821	6,991	7,166
(Surplus) deficit from continuing operations before capital amounts	7,523	6,821	6,991	7,166



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Delivery Program and Draft Operational Plan - Public Exhibition

Forward Estimates of Income & Expenditure:
City Assets

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	(9,225)	(9,502)	(9,740)	(9,983)
User Charges & Fees	(5,210)	(5,367)	(5,501)	(5,638)
Other Revenues	(21)	(22)	(23)	(23)
Grants & Contributions - Operating Purposes	(1,375)	(1,416)	(1,452)	(1,488)
Grants & Contributions - Capital Purposes	(942)	(970)	(994)	(1,019)
Interest & Investment Revenue	-	-	-	-
Other Income	-	-	-	-
Net Gain from the disposal of assets	(360)	(371)	(380)	(380)
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(17,134)	(17,648)	(18,089)	(18,531)
Expenses from continuing operations				
Employee Benefits & On-Costs	7,353	7,574	7,763	7,957
Materials & Services	14,468	14,730	15,098	15,475
Borrowing Costs	11	4	-	-
Depreciation & Amortisation	248	254	260	267
Other Expenses	-	-	-	-
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	22,080	22,561	23,121	23,699
(Surplus) deficit from continuing operations	4,946	4,914	5,032	5,168
(Surplus) deficit from continuing operations before capital amounts	5,888	5,883	6,027	6,187



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Delivery Program and Draft Operational Plan - Public Exhibition

Forward Estimates of Income & Expenditure:
City Strategy

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	(7)	(7)	(7)	(8)
User Charges & Fees	(1,122)	(1,156)	(1,185)	(1,214)
Other Revenues	(52)	(54)	(55)	(56)
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Interest & Investment Revenue	-	-	-	-
Other Income	-	-	-	-
Net Gain from the disposal of assets	-	-	-	-
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(1,181)	(1,216)	(1,247)	(1,278)
Expenses from continuing operations				
Employee Benefits & On-Costs	2,366	2,437	2,497	2,560
Materials & Services	863	628	644	660
Borrowing Costs	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Other Expenses	-	-	-	-
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	3,228	3,064	3,141	3,220
(Surplus) deficit from continuing operations	2,047	1,848	1,894	1,942
(Surplus) deficit from continuing operations before capital amounts	2,047	1,848	1,894	1,942



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Delivery Program and Draft Operational Plan - Public Exhibition

Forward Estimates of Income & Expenditure:
Community Life

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	-	-	-	-
User Charges & Fees	(2,486)	(2,561)	(2,625)	(2,690)
Other Revenues	(5,173)	(5,328)	(5,461)	(5,598)
Grants & Contributions - Operating Purposes	(229)	(236)	(242)	(248)
Grants & Contributions - Capital Purposes	(65)	(67)	(68)	(70)
Interest & Investment Revenue	-	-	-	-
Other Income	(120)	(124)	(127)	(130)
Net Gain from the disposal of assets	-	-	-	-
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(8,073)	(8,315)	(8,523)	(8,736)
Expenses from continuing operations				
Employee Benefits & On-Costs	9,365	9,646	9,887	10,134
Materials & Services	3,588	3,570	3,660	3,751
Borrowing Costs	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Other Expenses	125	128	131	135
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	13,078	13,344	13,678	14,020
(Surplus) deficit from continuing operations	5,005	5,029	5,155	5,284
(Surplus) deficit from continuing operations before capital amounts	5,070	5,096	5,223	5,354



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Delivery Program and Draft Operational Plan - Public Exhibition

**Forward Estimates of Income & Expenditure:
 People & Performance**

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Income from continuing operations				
Rates & Annual Charges	-	-	-	-
User Charges & Fees	-	-	-	-
Other Revenues	(70)	(72)	(74)	(76)
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Interest & Investment Revenue	-	-	-	-
Other Income	-	-	-	-
Net Gain from the disposal of assets	-	-	-	-
Net share of interest in Joint Ventures	-	-	-	-
Total income from continuing operations	(70)	(72)	(74)	(76)
Expenses from continuing operations				
Employee Benefits & On-Costs	1,419	1,462	1,499	1,536
Materials & Services	511	524	537	551
Borrowing Costs	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Other Expenses	-	-	-	-
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total expenses from continuing operations	1,931	1,986	2,036	2,087
(Surplus) deficit from continuing operations	1,861	1,914	1,962	2,011
(Surplus) deficit from continuing operations before capital amounts	1,861	1,914	1,962	2,011



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Delivery Program and Draft Operational Plan - Public Exhibition

Balance Sheet

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Assets				
Current Assets				
Cash & cash equivalents	15,593	12,283	9,578	9,396
Investments	22,550	27,550	32,550	37,550
Receivables	4,257	4,257	4,257	4,257
Inventories	7	7	7	7
Other	344	344	344	344
Total Current Assets	42,751	44,441	46,736	51,554
Non-Current Assets				
Investments	25,000	25,000	25,000	25,000
Infrastructure, property, plant & equipment	627,625	663,205	693,098	700,305
Investment property	5,000	5,000	5,000	5,000
Intangible assets	211	211	211	211
Right of use assets	743	743	743	743
Total Non-Current Assets	658,579	694,159	724,052	731,259
Total Assets	701,330	738,601	770,788	782,814
Liabilities				
Current Liabilities				
Payables	9,963	9,213	8,463	7,713
Contract Liabilities	-	-	-	-
Lease Liabilities	268			
Borrowings	416	431	447	314
Provisions	5,582	5,582	5,582	5,582
Total Current Liabilities	16,229	15,226	14,492	13,609
Non-Current Liabilities				
Lease Liabilities				
Borrowings	3,444	3,013	2,566	2,253
Provisions	134	134	134	134
Total Non-Current Liabilities	3,578	3,147	2,700	2,387
Total Liabilities	19,807	18,373	17,192	15,995
Net Assets	681,523	720,228	753,596	766,818
Equity				
Retained earnings	326,483	365,188	398,557	411,779
Revaluation reserves	355,039	355,039	355,039	355,039
Total Equity	681,522	720,227	753,596	766,818

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Delivery Program and Draft Operational Plan - Public Exhibition

Cash Flow Statement

	Budget 2024-25 Estimate '000	Budget 2025-26 Estimate '000	Budget 2026-27 Estimate '000	Budget 2027-28 Estimate '000
Cash Flows from Operating Activities				
Receipts	97,128	104,121	100,417	81,927
Payments	(54,450)	(55,154)	(56,244)	(57,612)
Net Cash Flow from Operating Activities	42,678	48,967	44,172	24,315

Cash Flows from Investing Activities				
Receipts				
Sale of Investments	30,000	30,000	30,000	30,000
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-
Payments				
Purchase of Investments	(35,000)	(35,000)	(35,000)	(35,000)
Purchase of Intangible Assets	-	-	-	-
Purchase of Property Plant & Equipment	(33,922)	(46,576)	(41,164)	(18,769)
Net Cash Flow from Investing Activities	(38,922)	(51,576)	(46,164)	(23,769)

Cash Flows from Financing Activities				
Receipts - Borrowings	-	-	-	-
Payments - Borrowings	(812)	(700)	(714)	(727)
Payments - Principal Component of lease payments	(268)			
Net Cash Flow from Financing Activities	(1,080)	(700)	(714)	(727)
Net change in Cash and Cash Equivalents	2,676	(3,309)	(2,706)	(181)
Plus: Cash & Cash Equivalents at beginning of the year	12,917	15,593	12,283	9,578
Cash & Cash Equivalents at end of the year	15,593	12,283	9,578	9,396
Plus Investments on hand - end of year	47,550	52,550	57,550	62,550
Total Cash, Cash Equivalents and Investments	63,143	64,833	67,128	71,946

Cash and Investments				
External Restrictions	23,255	31,255	39,255	47,255
Internal Restrictions	23,658	23,658	23,658	21,658
Unrestricted	16,230	9,920	4,215	3,033
Total Cash, Cash Equivalents and Investments	63,143	64,833	67,128	71,946

Statement of Revenue Policy 2024–2025

Pursuant to Section 491 of the Local Government Act 1993, Council may obtain income from:

- **Rates**
- **Charges**
- **Fees**
- **Grants**
- **Borrowings**
- **Investments**

Rates

Revenue will be raised by way of general residential and non-residential rates, based on land values of all rateable properties in the Council area.

Council’s Rating Policy is based on a minimum rate/ad-valorem structure comprising:

- Ordinary Rate – Residential
- Minimum Rate – Residential
- Ordinary Rate – Residential Town Centre
- Minimum Rate – Residential Town Centre
- Ordinary Rate – Business A
- Ordinary Rate – Business B
- Ordinary Rate – Business C
- Ordinary Rate – Business D
- Ordinary Rate – Business Town Centre Minor Business
- Minimum Rate – Business A, B, C, D and Town Centre Minor Business

The Estimated Rate Yield for 2024-2025 with the IPART - Rate Peg increase of 4.8% and proposed rates are shown in the following table:

**2024/2025 Rating Structure
with +4.8% IPART Rate Peg and other Mandatory Adjustments**

Rate Type	Category	Total Number of Assessments \$	Rate In The Dollar	Number Min. Rate Assessments	Minimum Rate \$	Notional Yield \$
Ordinary	Residential	10,541*	0.00107525	4,466*	\$1,207.59	\$17,998,103
Ordinary	Business A	445*	0.0018573	164*	\$1,320.56	\$1,721,321
Ordinary	Business B	41	0.00276938	3	\$1,320.56	\$630,344
Ordinary	Business C	30	0.00276604	2	\$1,320.56	\$513,857
Ordinary	Business D	42	0.00629128	4	\$1,689.33	\$2,814,457
Ordinary	Residential Town Centre	3837	0.00069754	3,801	\$1,539.99	\$6,084,879
Ordinary	Town Centre - Minor Business	483	0.00218338	309	\$1,689.33	\$1,957,243
Total		15,419		8,749		\$31,720,204



Statement of Revenue Policy 2024–2025 cont'd

*Pursuant to Section 518B of the NSW Local Government Act 1993 inter alia land valuations carrying a Mixed Development Apportionment Factor (MDAF) are rated proportionally between Ordinary – Residential and Ordinary – Business A minimum/ad-valorem rates according to the MDAF percentages supplied by the NSW Valuer General. This accounts for the fractional number of assessments in the above table.

Rateable properties that are categorised as *Business B*, *Business C*, *Business D* and *Town Centre Minor Business* are shown in the Draft Statement of Revenue Policy.

Rateable properties that fall within the *Burwood Town Centre Boundary* area and are residentially occupied are categorised *Residential Town Centre*.

Those rateable properties that fall outside the *Burwood Town Centre Boundary* and are

residentially occupied are categorised *Residential*. Unless categorised otherwise, the remaining rateable properties are categorised *Business A*.

The rates for 2024-2025 will be levied on land valuations supplied by the NSW Valuer General with a base date of 1 July 2022.

Pursuant to Section 566 of the *Local Government Act 1993* interest will accrue on all overdue rates and charges.

In accordance with Section 566(3) of the Act, the Minister has not determined the maximum rate of interest payable on overdue rates and charges for the period 1 July 2024 to 30 June 2025 (inclusive), however until such time the current rate is 10.5% per annum. Once Council is notified the rate will be changed.

Statement of Revenue Policy 2024–2025 cont'd

Council Additional Pensioner Rebate

In the 2018-2019 rating year Council introduced a rebate of \$50 be granted in addition to any other pensioner rates concession granted to a rates assessment of an eligible pensioner.

In the 2019-2020 rating year the additional rebate was increased to: \$75.

In the 2020-2021 rating year the additional rebate was increased to: \$125.

In the 2021-2022 rating year the additional rebate was increased to: \$150 as a one off additional increase as a continuation of relief measures in response to the COVID-19 pandemic.

In the 2022-23 rating year the additional rebate will revert to: \$125 as per Mayoral Minute 8/21.

In the 2023-24 rating year the additional rebate will be \$125.

In the 2024-25 rating year the additional rebate will be \$125.

Charges

Stormwater Management Service Charge

The Stormwater Management Service Charge (SMSC) was introduced in the 2013-14 financial year to establish a sustainable funding source for providing improved stormwater management across the Burwood Local Government Area. In summary, the proposed Stormwater Management Services Charges are:

- Residential property: \$25 per annum (approximately 48 cents per week)
- Residential strata property: \$12.50 per annum (approximately 24 cents per week)
- Business property: \$25 per annum plus an additional \$25 for each 350m² or part thereof by which the parcel of land exceeds 350m²
- Business strata property: the above divided pro-rata between each strata title lot according to the unit entitlement with a minimum of \$5.

The yield of the Stormwater Management Service Charges is estimated to be \$301,500.



Statement of Revenue Policy 2024–2025 cont'd

Residential Waste Service Charge

Residential waste service charges are made on an annual basis and are equal to the cost of providing residential waste removal and disposal, recycling and waste management education.

The *standard* Residential Waste service consists of a 120 litre bin, a 240 litre recycling bin, a 240 litre green waste bin and two general clean-ups per annum.

In 2024-2025 it is proposed that the *standard* Residential Waste Service Charge will be set at \$580.75, representing an increase of \$33 compared to the 2023-2024 Residential Waste Service Charge.

The yield of the Residential Waste Service Charges is estimated to be \$9,264,247.

Section 611 Charges

The approximate yield for the s611 Charges (Gas Mains Assessment) is estimated to be \$28,000.

Fees

Council may charge and recover an approved fee for any service it provides, other than a service provided for, or proposed to be provided, on an annual basis for which it may make an annual charge. Services for which an approved fee may be charged include the following:

- Supplying a service, product or commodity
- Giving information
- Providing a service in connection with the exercise of the Council's regulatory functions – including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- Allowing admission to any building or enclosure

Section 610F prohibits a Council from determining a fee until it has given public notice of its Draft Operational Plan for the year in which the fee is to be made and has considered any submissions received. However pursuant to Clause 201(4) of the *Local Government (General) Regulation 2005* the statement of fees and the statement of pricing methodology need not include information that could confer advantage to a commercial competitor.

The Draft Schedule of Fees & Charges for 2024-2025 is prepared in accordance with legislative changes, movements of consumer price index and user-pays principles. The schedule includes each fee, its description, the amount of the fee and details of the relevant Pricing Policy (where shown) and the applicability of GST.

Grants

Council applies for and uses both operating and capital grants to fund its operations and capital program respectively. Grant funding for particular activities or programs is listed in the budget.

Borrowings

Council has no proposed borrowings during the 2024-2025 financial year.

Any borrowings will be sourced from appropriate financial institutions in accordance with the Local Government Minister's borrowing order. Borrowings are secured over Council's revenue stream in accordance with the *Local Government Act 1993* as amended.

Investments

Any surplus funds will be invested in accordance with statutory requirements and Council's Investment Policy to maximise interest income.

Statement of Revenue Policy 2024–2025 cont'd

Goods & Services Tax (GST) Provisions

Those goods and/or services that have been subject to GST have been identified in Council's Draft Schedule of Fees & Charges as GST applying. In accordance with taxation legislation the price shown for those goods and/or services is the GST inclusive price.

The Draft Schedule of Fees & Charges for 2024-2025 has been prepared using the best available information in relation to the GST.

However, if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST then that fee will be amended by reducing the GST to Nil. Conversely, if it is determined that a fee shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.



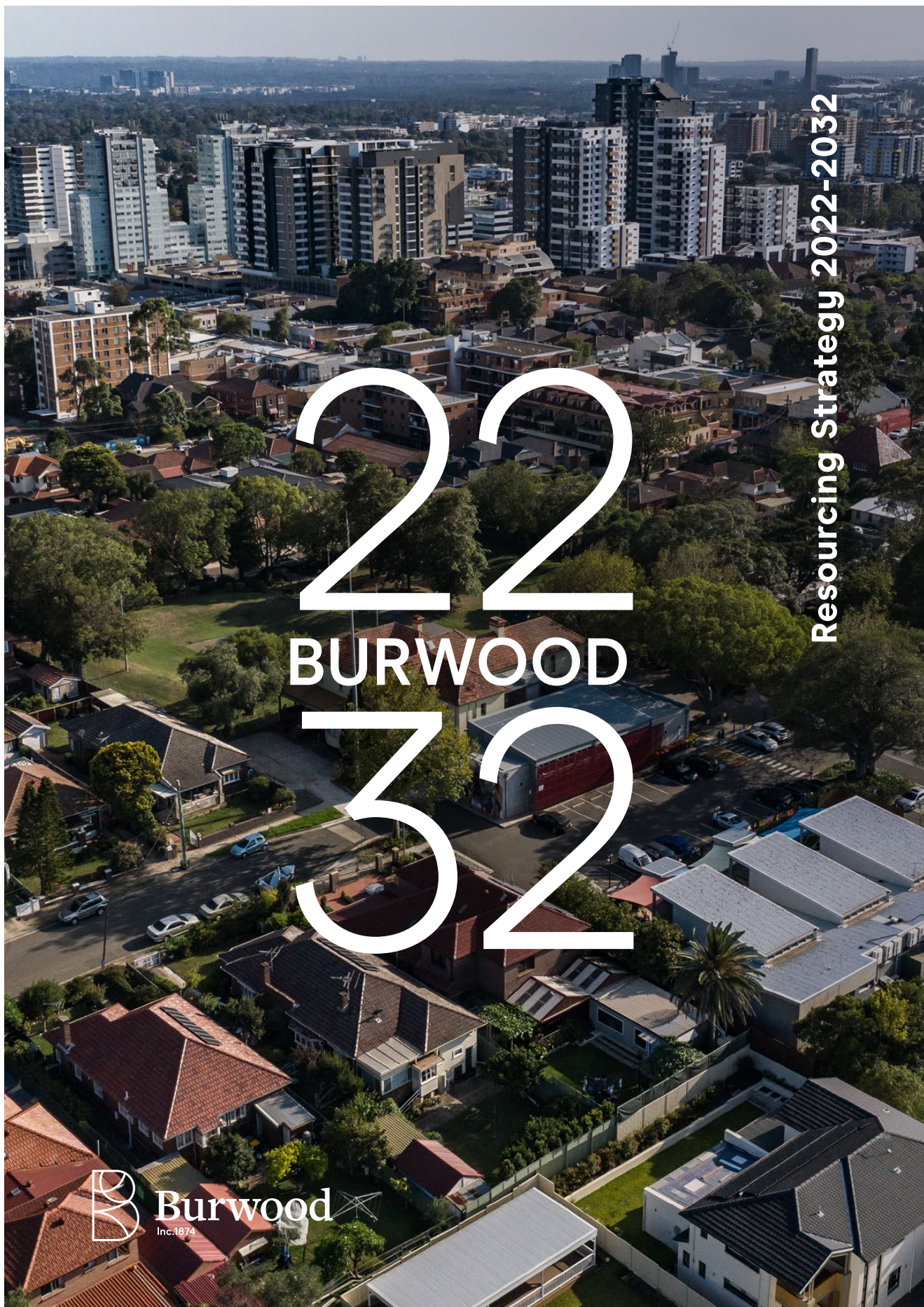


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22 BURWOOD 32

Resourcing Strategy 2022-2032

Acknowledgement of Country

We acknowledge the Wangal Clan of the Eora Nation, the traditional custodians of the lands on which the Burwood Local Government Area is located.

We pay our respects to their elders past, present and emerging. We acknowledge and respect their cultural heritage, beliefs and ongoing relationship with the land.





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Our Resourcing Strategy

The Burwood Resourcing Strategy 2022-2032 is Council's integrated approach to planning for and allocating the resources required to deliver the services and infrastructure our community needs at the right time over the next ten years.

It is an integral part of our Integrated Planning and Reporting Framework (IP&R) as it defines the resources we will use to deliver on the priorities and aspirations of our community, stakeholders and organisation. With this in place we are in a better position to make adequate provision for the financial, infrastructure assets, people and digital resources required to deliver on our commitments in the Delivery Program 2022-2026 and work towards achieving the Burwood2036 Vision through each year's annual Operational Plan.

The Resourcing Strategy is made up of four key and integrated plans and strategies.

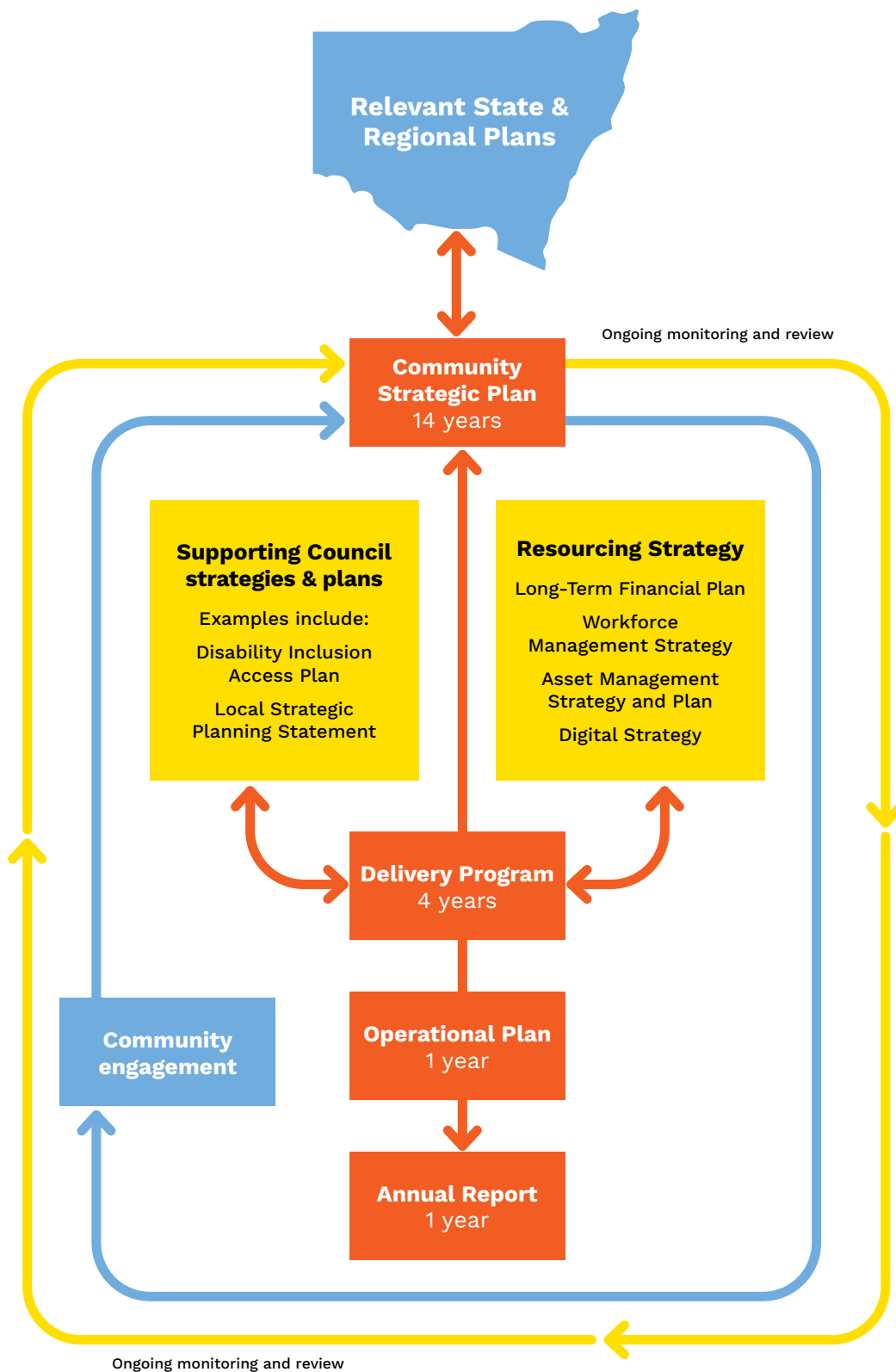
The Burwood:

1. Long Term Financial Plan
2. Asset Management Strategy and Strategic Asset Management Plan
3. Workforce Management Plan
4. Digital Strategy

Implementation and Review

Each of the four components of this Strategy will be implemented, monitored and reported on as specified within each individual document.

The Resourcing Strategy will be reviewed each year and refreshed if needed to ensure it remains current and effective. Every four years we will undertake a complete review and the Strategy will be updated to ensure it supports Burwood's Community Strategic Plan and the Delivery Program Principal Activities and priorities of each new elected Council.



About Burwood

Burwood is a cultural melting pot of inclusive and diverse communities with a thriving business and retail centre surrounded by historic villages, each with their own distinct character and charm. The Local Government Area (LGA) includes Burwood, Burwood Heights, Croydon Park and Enfield and parts of Croydon and Strathfield.

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

As the first strategic centre west of the Sydney CBD, Burwood will strengthen its role in Sydney over the next 10 years, attracting new business sectors, higher skilled jobs and a diverse mix of housing.

By 2036 the population of the Burwood LGA is anticipated to nearly double to 73,500.

Who we are



Current population: 42,498*

48.9% males

51.1% females

0.4% Aboriginal & Torres Strait Islander

64% Australian Citizens



Languages & ethnicity

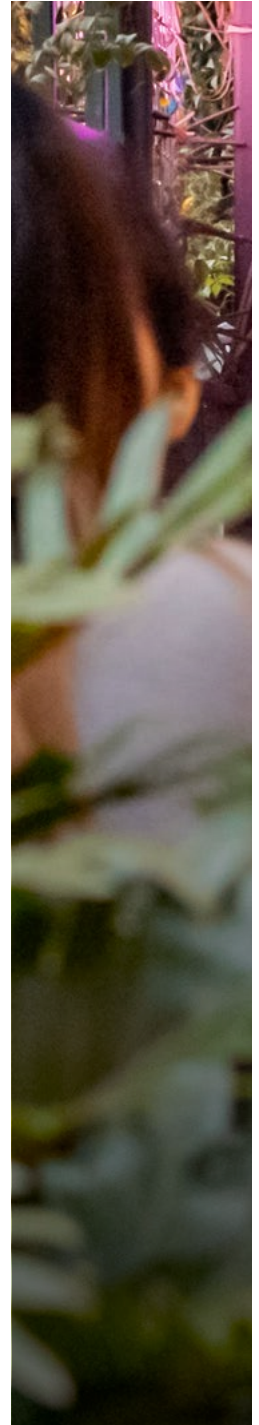
64% Over 23,400 residents speak a language other than English at home

50+ different languages spoken

58% of residents born overseas

32% of residents arrived from overseas since 2011

Source: NSW State Government 2019 Population Projections, Australian Bureau of Statistics 2016 as compiled by Profile ID. Note: 2021 census information not available at time of print.
*ABS 2023





How we live and work



Employed population

92% employed
40% travel to work on public transport



Top 4 industry sectors

16.50% Construction
15.97% Renting, hiring and real estate services
13.44% Professional, scientific and technical services
8.81% Health care and social assistance



Employment location

14.6% live and work in the LGA
28.2% work in City of Sydney
20.5% work in surrounding LGAs of Inner West, Canada Bay, Strathfield and Canterbury-Bankstown
36.7% work outside Burwood, surrounding LGAs and City of Sydney



Our homes

Over 60% live in medium density and high density housing

Economic Snapshot



\$2.83B

Economy Value and the Burwood Gross Regional Product (June 2023)



Over \$1B

Value of building approvals in the past 5 years



17,976

Local jobs with nearly 1 in 3 residents occupied as professionals



5,311

Businesses are located in the Burwood LGA from 20+ industries



15 mins

To both Sydney and Parramatta CBD



90,000 sqm

Of current retail floorspace with 47,500m² of expected retail floorspace coming to Burwood in the next 5-10 years based on approved DAs



About Council

Our Service Areas

- **City Development** – Town planning, building and development assessment services.
 - **City Planning** – Strategic and land use planning, long term place planning, heritage advisory services, sustainability and resilience planning and programs.
 - **Community and Culture** – Community development, community programs, social planning and research, cultural projects, public art and community events.
 - **Community Safety** – Regulatory and compliance services, environmental health, community safety education and crime prevention initiatives.
 - **Customer Experience and Business Improvement** – Customer service counter and call centre, community facilities and parks bookings, customer research and improvement projects.
 - **Enfield Aquatic Centre** – Recreational facilities and programs, including learn to swim and fitness classes, aquatic events and family recreational and leisure activities.
 - **Infrastructure and Assets** – Design and engineering services, landscape architecture, tree management, asset management, traffic, transport and road safety.
 - **Library and Community Hub** – Collections and resources and access to learning, technology, creative experiences and programs.
 - **Major Capital Works & Projects** – Delivery of major or complex infrastructure projects in Council's Capital Works Program.
 - **Operations** – Parks, waste and cleansing, civil construction and maintenance (roads, footpaths and drainage) and depot operations.
 - **Place Management and Communications** – Coordination of place management and community engagement initiatives, media liaison, print and digital communications.
 - **Property** – Management of Council's property portfolio, including property projects and maintenance.
- The following internal service areas assist in the delivery of frontline services:**
- Finance
 - Procurement
 - Information Technology (Information Systems and Support, Digital Transformation and GIS)
 - Governance and Risk (including Records Management and Internal Ombudsman)
 - People and Performance (Human Resources, Organisational Development, Payroll, Work Health and Safety).

Our Assets

Council manages and looks after a broad range of assets, such as community and recreation facilities, sportsgrounds, parks and open space, buildings, roads and other infrastructure assets which enable people to live, work and play within our LGA. This infrastructure has a total replacement value of \$625.35 million.



169.8 km of footpath



89.73 km of roads



29 parks

including;

- 10** x sports-fields
- 2** x outdoor multi-sports courts
- 2** x tennis facilities



24 playgrounds



1 civic square



1 aquatic centre

including;

- 1** x 50m pool
- 2** x indoor heated 25m pools



1 library and community hub

including;

- 4** x meeting rooms
- 2** x studios
- 2** x learning hubs
- 1** x conference room

plus additional spaces for study and creative programs



6 community centres / venues for hire

Guiding Principles

Our guiding principles underpin our planning, decision making and delivery of services and infrastructure to support our community's needs and aspirations.

Sustainability now and for the future

We support and champion social, environmental, economic and civic leadership outcomes and work in a way that does not compromise the needs and ecological sustainability of present and future generations

Bound by social justice

We consider the four key components of social justice principles being:

Equity

Fairness in decision-making, prioritising and allocation of resources, particularly for those in need

Access

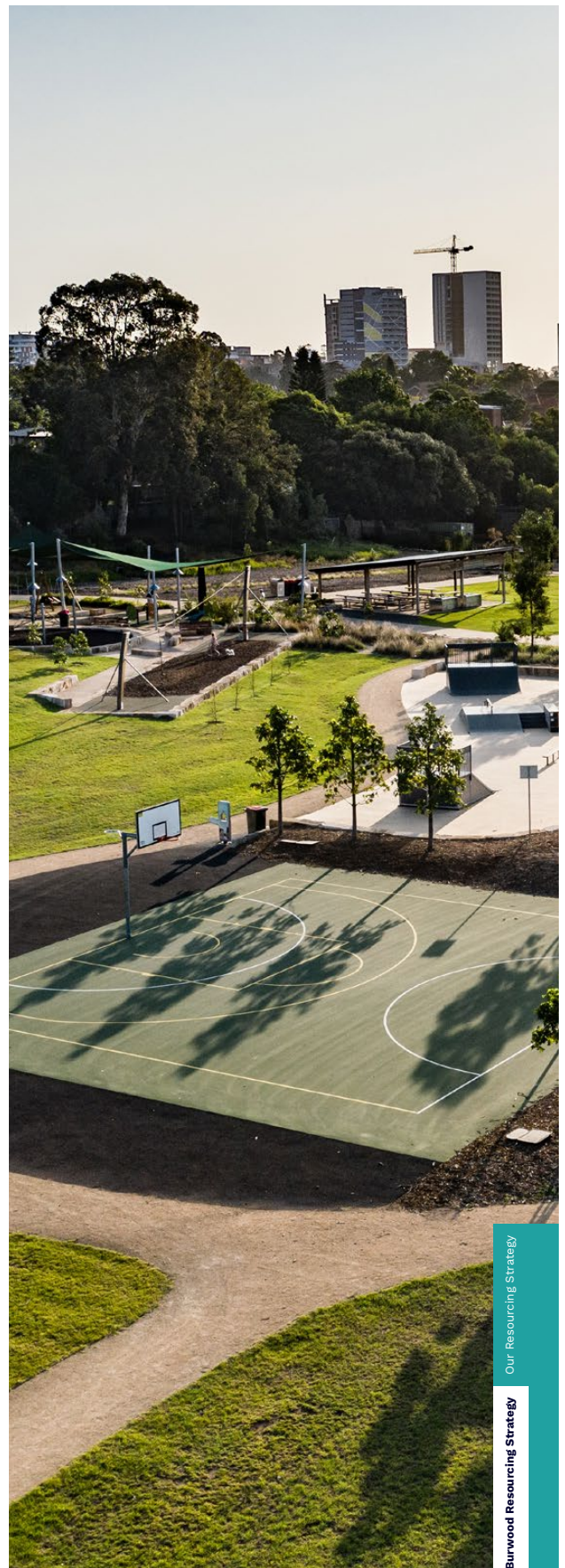
Fair access to services, resources and opportunities to improve quality of life

Participation

The maximum opportunity to genuinely participate in decision making

Rights

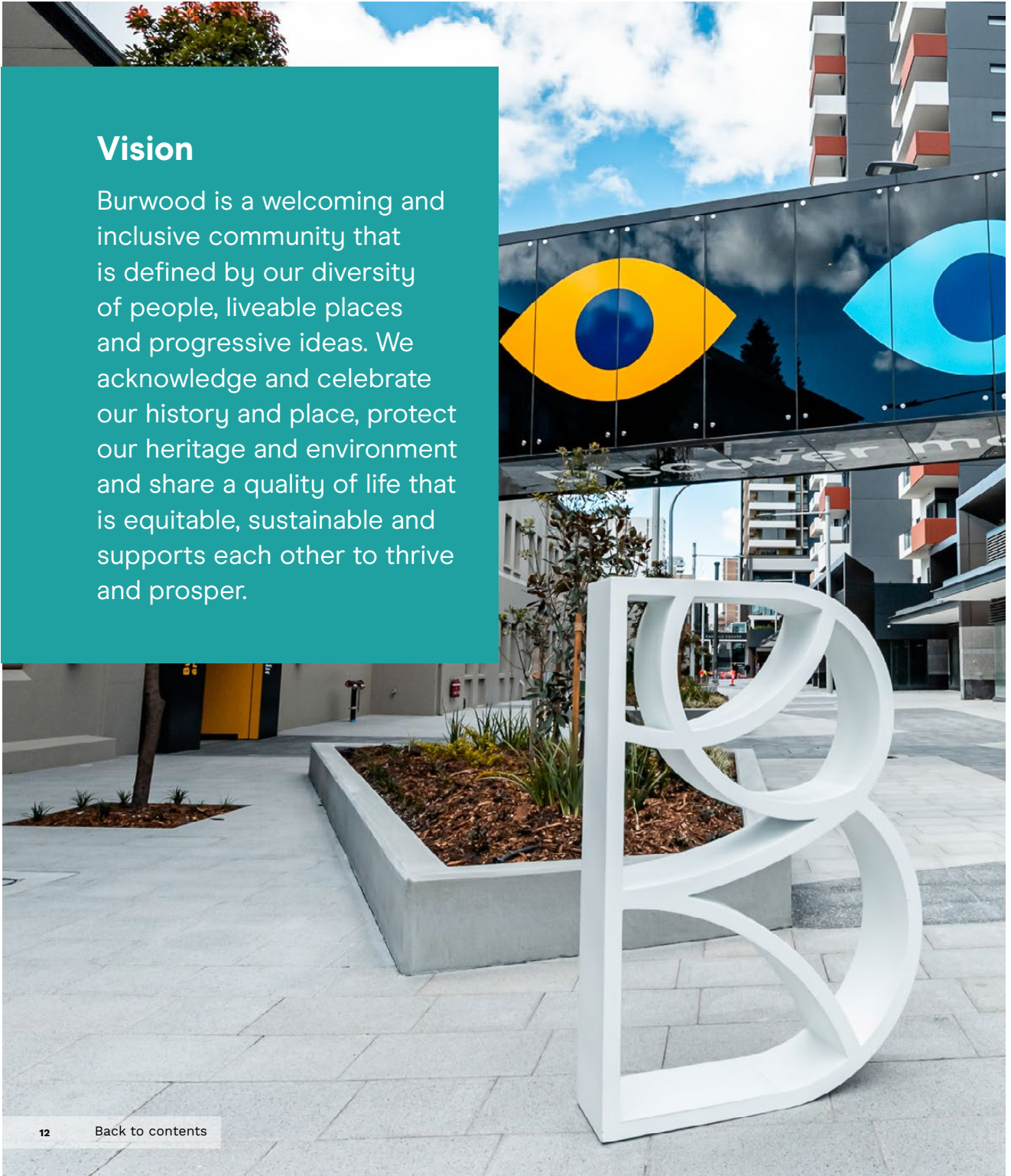
Participate in community life



Our 2036 Vision

Vision

Burwood is a welcoming and inclusive community that is defined by our diversity of people, liveable places and progressive ideas. We acknowledge and celebrate our history and place, protect our heritage and environment and share a quality of life that is equitable, sustainable and supports each other to thrive and prosper.



Strategic Directions



Inclusive community and culture

A thriving community where diversity is embraced, everyone is valued, connected and has the opportunity to contribute and belong.



Places for people

Our places are built around people, protecting our heritage and are well planned and liveable with housing, transport and infrastructure that meet the diverse and changing needs of our community.



Sustainable and protected environment

We work together to protect our natural resources and assets to ensure that our impact on the environment is reduced so we and future generations can live in a clean and sustainable environment.



Vibrant city and villages

Our business and entertainment precincts are economically sustainable and prosperous where residents, workers and visitors enjoy diverse retail, dining and entertainment experiences and interesting places that are attractive, active and welcoming.



Open and collaborative leadership

A strong local democracy with an actively engaged community who are listened to, respected and who trust in our leaders.



Our Finances





The Last Lion by Sophi Odling and Christina Huynh, Clarendon Place

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1. Executive summary

Burwood Council's Long Term Financial Plan (LTFP) contains a set of long-range financial projections based on an informed set of assumptions. It is designed to reflect the financial implications of providing the current service levels and our programs of capital works. The LTFP covers the 10-year time period from 2024/25 to 2033/34. This Plan focuses on delivering community needs and Council's strategic priorities (including asset renewal).

The LTFP indicates that Council will generate sufficient funds and has adequate reserves available to implement its programs and to achieve a balanced budget in each year throughout the ten-year planning period. The LTFP enables all asset backlogs identified

in Council's Asset Management Strategy and Asset Management Plan to be addressed while maintaining assets class conditions to a standard that meets community expectations. Service delivery, organisational capability and financial stability will also be maintained.



2. Introduction

The LTFP is a core element of Council's corporate planning framework. The Plan addresses the financial resourcing capacity requirements to deliver the Vision of Burwood2036, our Community Strategic Plan. The LTFP enables the community's aspirations and demand for services to be tested against the financial opportunities and limitations likely to be encountered within the next 10 years, it includes financial modelling and the planning assumptions that have been identified as affecting the financial capacity of Council. The LTFP enables the community and Council to set priorities to meet future needs.

The projections contained in the LTFP are subject to change due to a variety of external factors as well as major decisions made by Council. It is necessary to regularly review and monitor a variety of factors, and revising the projections contained in the LTFP where necessary. The LTFP is revised annually as part of Council's annual budget process in keeping with the legislative requirements under the Integrated Planning and Reporting (IP&R) framework.

The Plan has been prepared in an environment of heightened uncertainty given the global and national impacts of high inflation and the Ukraine and Russian unrest.

Despite the challenges Council faces, we are committed to:

- Maintaining current service levels
- Maintaining organisational capability
- Meeting our obligations to our staff
- Prudently managing Council and community's resources and assets
- Reprioritising resource allocations to where they are most needed
- Providing financial assistance to support our community and businesses
- Maintaining our long-term financial sustainability while at the same time building our fiscal resilience to enable Council to respond to unexpected crises.

3. Objectives

Legislated principles

Section 8B of the Local Government Act 1993 states that the following principles of sound financial management apply to councils:

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community
- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - i. Performance management and reporting
 - ii. Asset maintenance and enhancement
 - iii. Funding decisions
 - iv. Risk management practices
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - i. Policy decisions are made after considering their financial effects on future generations,
 - ii. The current generation funds the cost of its services.

The LTFP is developed to give effect to the Community Strategic Plan, deliver Council's program and aspirations over time, and provide strong stewardship for community assets and resources. It contains a set of long-range financial projections based on an informed set of assumptions.

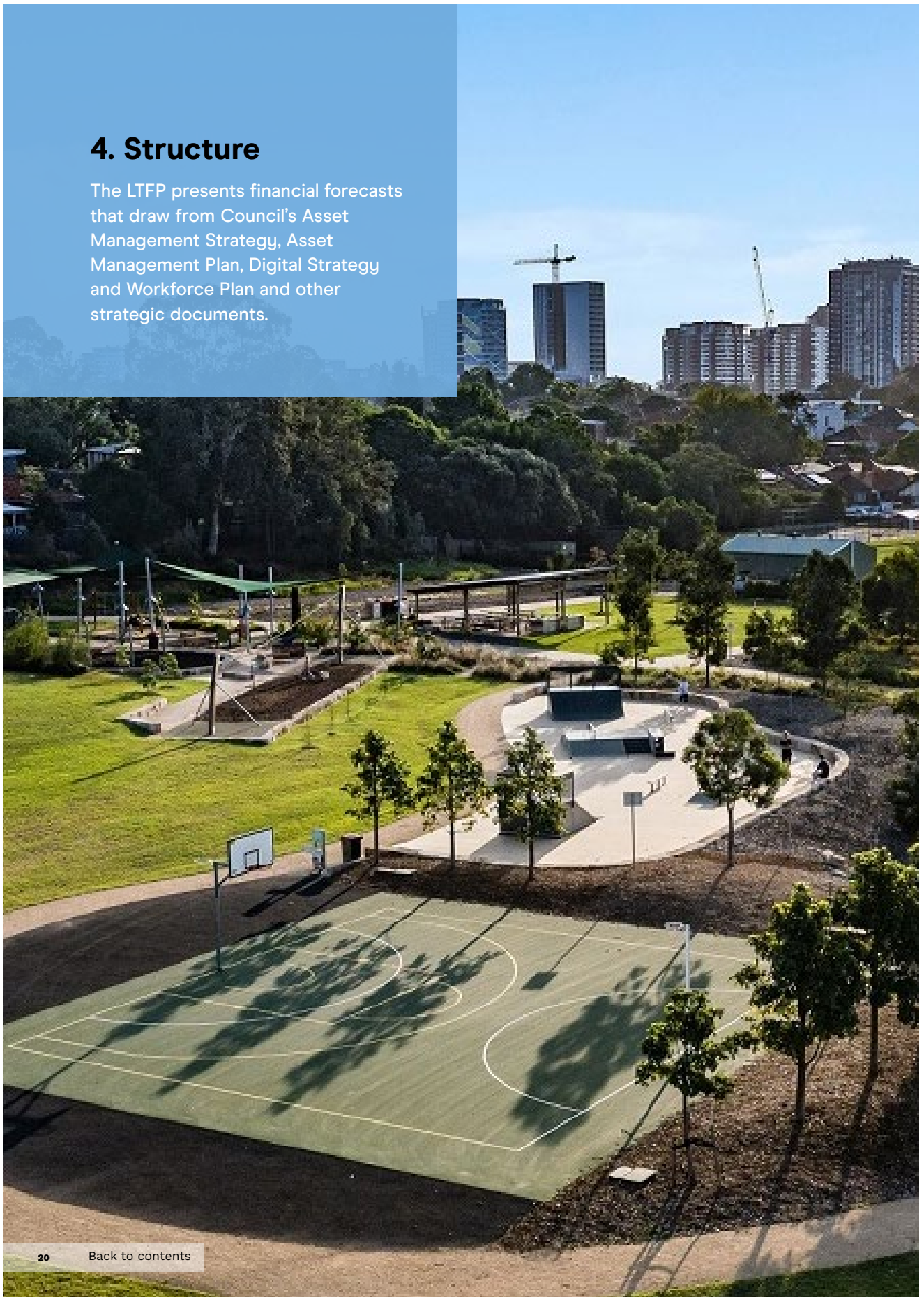
Council objectives

In addition to the legislated principles of sound financial management, Council has 5 financial objectives that it applies to its financial planning, control and management.

- 1. Ensure financial sustainability** – to generate its own operating revenue and having sufficient assets to serve its liabilities with the aim of achieving all of the “fit for the future” financial sustainability benchmarks.
- 2. Deliver a balanced budget** – ensure that each financial year's expenses are funded by identified funding sources.
- 3. Fund existing service levels** – ensure existing service levels that council currently provides continue to be fully funded when preparing budgets and making financial decisions.
- 4. Fund infrastructure renewals** – the funding allocated to annual capital works programs to ensure all infrastructure assets meet the determined satisfactory condition level.
- 5. Be financially responsible** – ensure costs are well-considered and money is responsibly spent. We have carefully budgeted for a range of new initiatives to ensure Burwood remains affordable and sustainable well into the future.

4. Structure

The LTFP presents financial forecasts that draw from Council's Asset Management Strategy, Asset Management Plan, Digital Strategy and Workforce Plan and other strategic documents.



5. Current financial position of Council

Burwood Council operates at present from a sound financial position. The 2022-23 audited Annual Financial Statements reported that all but three of Burwood Council's key ratios are performing better than the Industry Benchmarks. Only the Operating Performance Ratio and Infrastructure Backlog Ratio are below the benchmark due to the impact of the pandemic and an outdated asset management system which has now been replaced.

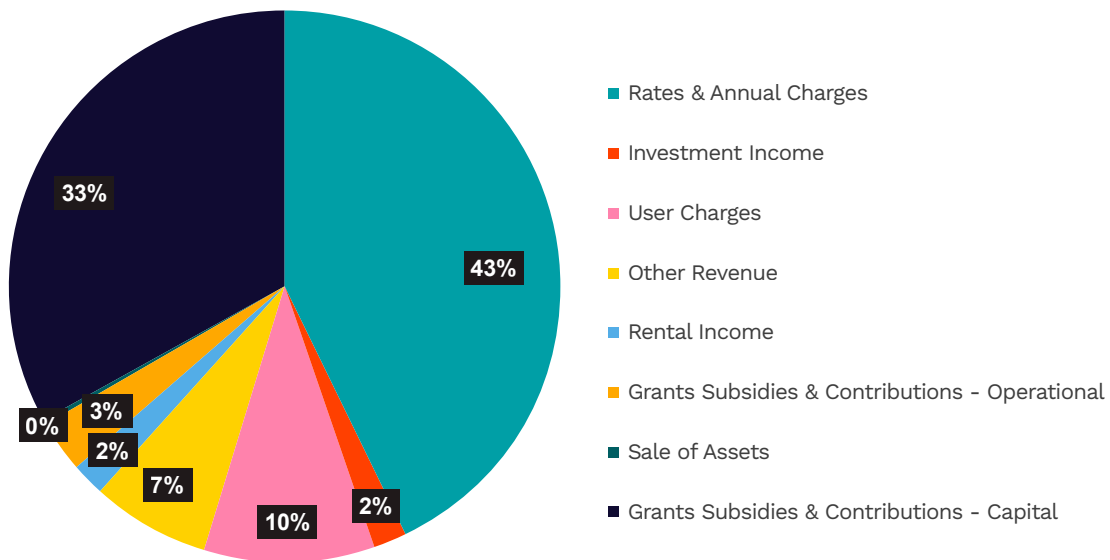
Table 1: Local Government Key Performance Measures

Indicator	Quantitative Measure	Industry Benchmark	2022/2023	2021/2022	2020/2021
Operating Performance Ratio	Measures a Council ability to contain operating expenditure within operating revenue	>0	-4.26%	-7.22%	-7.97%
Own Source Operating Revenue Ratio	Measures the level of a Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	>60%	73.02%	85.12%	81.89%
Unrestricted Current Ratio	The Unrestricted Current Ratio is specific to local government and is designed to represent a Council's ability to meet debt payments as they fall due	>1.5x	1.91x	2.29x	3.18x
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	>2x	6.51x	5.89x	4.99x
Rates and Annual Charges Outstanding percentage	This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts	<5%	6.19%	5.64%	4.53%
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow	>3 months	4.01 months	6.09 months	6.58 months
Building & Infrastructure Asset Renewals Ratio	This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance.	>=100%	101.17%	81.12%	102.15%
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	<2%	4.12%	6.15%	9.43%

2024/25 Budget Estimates

Income - \$,000	Draft 2024/25 Budget	2023-24 Approved Budget	2023-24 Revised Budget	\$ change on 2023-24 Revised Budget	% change on 2023-24 Revised Budget
Operating Income	63,620	60,220	61,925	1,695	2.7%
Rates & Annual Charges	40,923	38,582	38,582	2,341	5.7%
Investment Income	2,200	1,425	1,923	277	12.6%
User Charges	9,176	10,299	10,267	- 1,091	-11.9%
Other Revenue	6,452	4,948	4,948	1,504	23.3%
Rental Income	2,195	2,305	2,305	- 110	-5.0%
Grants Subsidies & Contributions - Operational	2,674	2,661	3,900	- 1,226	-45.8%
Capital Income	32,201	43,373	45,447	- 11,172	-34.7%
Sale of Assets	360	825	825	- 465	-129.2%
Grants Subsidies & Contributions - Capital	31,841	42,548	44,622	- 12,781	-40.1%
Total Income	95,821	103,593	107,372	- 7,772	-8.1%

The following chart shows the major categories of revenue for Council in 2024/25.



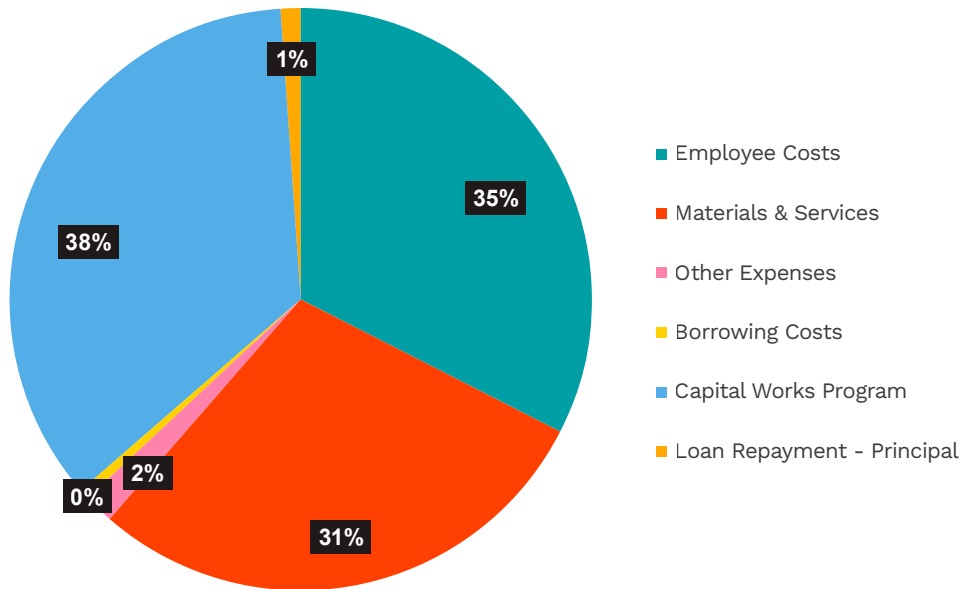
Rates and Annual Charges are 43% of our total revenue, effectively one of the largest category of Council revenue. Each year, the Independent Pricing and Regulatory Tribunal (IPART) sets the maximum allowable increase in rates based on a review of the Local Government Cost Index, which they have developed. The maximum allowable increase for 2024/25 set by IPART is 4.8%.



The 2024/25 budget estimates that Council’s total expenditure, excluding depreciation expense will be \$88.74 million, including loan repayments, as illustrated in the table below.

2024/25 Budget Estimates

Expense - \$,000	Draft 2024/25 Budget	2023-24 Approved Budget	2023-24 Revised Budget	\$ change on 2023-24 Revised Budget	% change on 2023-24 Revised Budget
Operating Expense	54,301	52,089	54,550	- 249	-0.5%
Employee Costs	25,259	23,970	24,210	1,049	4.2%
Materials & Services	27,355	26,651	28,872	- 1,517	-5.5%
Other Expenses	1,389	1,133	1,133	256	18.4%
Borrowing Costs	298	335	335	- 37	-12.4%
Capital Expense	33,922	43,228	52,108	- 18,186	-53.6%
Capital Works Program	33,922	43,228	52,108	- 18,186	-53.6%
Loan	524	731	731	- 207	-39.5%
Loan Repayment - Principal	524	731	731	- 207	-39.5%
Total Expense	88,747	96,048	107,389	- 18,642	-21.0%



6. LTFP Assumptions

In developing this LTFP, projections on future forecasts have been based on a number of assumptions. These assumptions are explained below.

Category	Commentary	Assumption
Rates	Indexed by estimated NSW State Government rate pegging	4.8% for 2024/25, 3% for 2025/26 and 2.5% for 2026/27 and beyond
User Charges and Fees	Estimated annual increases of	This varies from 0.0% to 6.0% depending on the fee and charge for 2024/25, 3% for 2025/26 and 2.5% for 2026/27 and beyond
Interest and Investment Revenue	Not indexed to CPI, based on average real expected yield of	4.0% for 2024/25, 2.5% for 2025/26 and beyond
Grants and contributions – Operating	Based on estimated annual increases of	2.5%
Grants and Contributions – Capital	Based on estimated annual increases of	2.5%
Other Revenue	Based on estimated annual increases of	2.5%
Other Income	Based on estimated annual increases of	CPI for 2023/24, 2.5% for 2024/25 and beyond
Employee Benefits and On-Costs	In line with award entitlements and on-costs including estimated	3.5% for 2024/25, 3% for 2025/26, and 2.5% for 2026/27 and beyond 2% organisation salary savings has been factored into all years
Materials and Contracts	Based on estimated annual increases of	2.5%
Depreciation	Based on estimated annual increases of	2.5%
Other Expenses	Includes government levies and utilities, based on estimated annual increases of	2.5%
Asset Renewal Capitalisation	Based on estimated annual increases of	1.25%

Levels of service to the community

The LTFP is based on Council maintaining existing services to the community at the existing service levels as well as incorporating works arising from the Strategic Asset Management Plan and other strategic plans.

Capital works program

Council's extensive capital works program aims to deliver much needed renewal of infrastructure assets including roads, community buildings, parks & reserve and transport infrastructure. The total proposed value of works in Council's 2024/25 capital works program is \$33.9m. This is mainly attributed to the Western Sydney Infrastructure Grants Program. The LTFP capital works program 2024/25 to 2033/34 outlines all infrastructure renewal works arising from Council's Asset Management Strategy, Asset Management Plan and other strategic plans along with the State Government funded projects.

The financial projection of future capital works will depend on the nature, timing and funding of specific projects. The majority of infrastructure projects are costed in accordance with current design estimates. Any significant cost revisions in subsequent years will be reflected in the LTFP going forward.

Debt policy

Council's level of debt is low, with total outstanding loans of \$5.075 million as at 30 June 2023. An increase in debt will therefore be considered from time to time if it will allow Council to spread the burden of costs more equitably across current and future generations in alignment with benefits and/or reduce the growth in renewal costs that may arise from delay in investment in assets. Assuming Council has capacity to service more debt, the use of debt financing is more likely to increase during the life of this Plan.

Debt is only to be considered by Council as a means of financing capital investments, not operational costs, and where there is a reliable source of income (funding source) for repayment.

Reserve funding

Council holds limited externally restricted cash reserves, covering Domestic Waste, Stormwater Management Services Charge, Section 7.12 Fixed Developers Contributions and Section 7.4 Planning Agreement Contributions. These funds are only to be used for the purposes for which they were raised. Internally restricted reserves include money held for such items as employee leave entitlements, bond and deposits, plant and vehicle replacement and infrastructure assets. These funds are to be used for the purpose for which they are held.

Revenue – rates

Rates are a major source of Council's income, representing approximately 43% of the total revenue in the draft 2024/25 budget. This income projection is based on the Independent Pricing and Regulatory Tribunal (IPART) Rate Peg increase of 4.8% approved for 2024/25. The rate pegging assumption for the subsequent years is in line with the projected CPI for the life of the LTFP.

Domestic Waste charges

The Domestic Waste Management charge is based on the full cost recovery for the provision of the waste and recyclable collection service. The 2024-25 Domestic Waste Management Charge will increase from \$547.75 to \$580.75, this increase is due to increasing tipping fees and high CPI. This increase will maintain the Waste Reserve at its current amount. The Waste Reserve is essential to provide for the funding of waste bins, garbage trucks and fleet equipment replacements.

Stormwater Management Service Charges

The Stormwater Management Service Charge (SMSC) is intended as a mechanism for New South Wales (NSW) councils to raise income to invest in improving the stormwater systems in urban areas, under the Local Government Amendment (Stormwater) Act 2005 No70.

The revenue raised from SMSC will be allocated to projects/activities in relation to capacity and water quality as well as works that arise from Catchment Flood Studies.

User charges and fees

Council provides a wide range of facilities and services for which it receives revenue from user fees and charges. Council sets its fees and charges in accordance with the provisions of the Local Government Act 1993 using the seven guiding principles defined in the Pricing Policy. Fees and Charges are updated annually. Some of the fees are classified as statutory fees which are fixed by regulations, legislation or a State/Federal Authority. Where Council has the legislative authority to vary fees and charges the Consumer Price Index (CPI) has generally been applied, where considered appropriate.

Often, the fee received does not fully offset the costs associated with the service or facility as they are aimed at providing a broad community benefit and if higher fees were charged many residents may be unable to enjoy the use of the facility and service. Revenue growth in these areas is limited due to Council seeking to provide services accessible to the wider community. Historically the revenue received from the majority of this group of fees and charges has increased in line with CPI. Accordingly, the LTFP model includes a projected increase for this income group in line with the projected CPI growth.

Interest and investment revenue

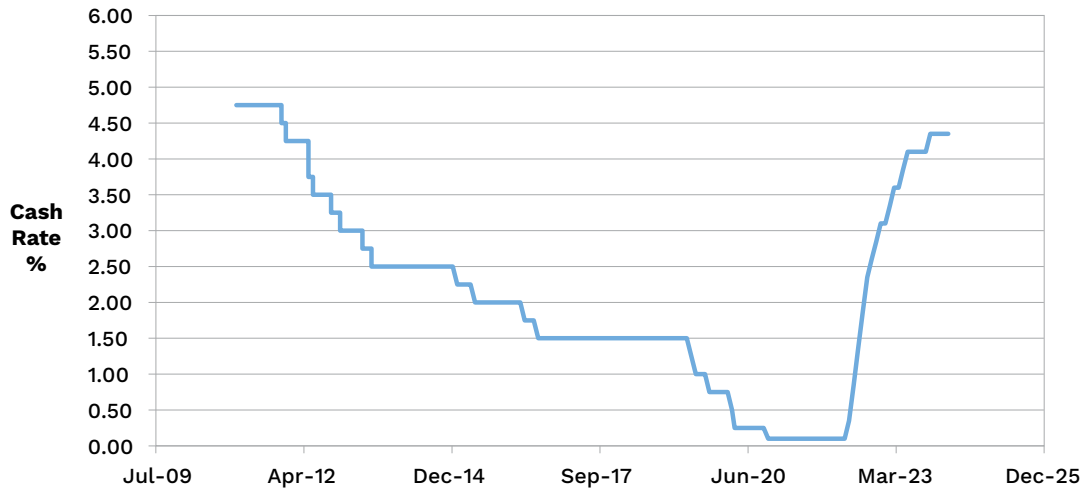
All cash investments made by councils in NSW are subject to Section 625 of the Local Government Act and associated regulations and circulars. All such investments must also be in accordance with the Council's Investment Policy. Investment reports are submitted to Council on a monthly basis.

Burwood's Investment Policy limits the proportion of investments Council can make in various types of facilities by limiting:

- the overall credit exposure of the portfolio
- the credit rating of individual financial institutions
- the term to maturity of the overall portfolio

Council's investments yielded positive returns overall and exceeded the benchmark return on an annual basis. The level of interest revenue earned varies with regard to total funds held in Council's investment portfolio. Interest revenue is also subject to external factors such as monetary policy decision and economic and investment market conditions. Over the longer term, economic conditions can vary considerably, which in turn can affect the interest rate. The graph below depicts movements in the official Australian cash rate.

Trend analysis of RBA Cash Rate



Other Revenues

Other revenue increases have been projected to increase in line with estimated CPI growth.

Grants and contributions

Council receives grants from the State and Federal Governments. These are either for discretionary or non-discretionary purposes. The majority of grants provided to Council are for specific purposes, such as infrastructure maintenance and upgrade, provision of community services and environmental programs. Grants and contributions in general are not subject to indexation, however Council has allowed an estimated CPI growth.

Section 7.12 developer contributions

Section 7.12 (s7.12) of the Environmental Planning and Assessment Act 1979 enables councils to levy contributions for public amenities and services required as a consequence of development. Developer contributions are essential to providing key facilities and services for local residents. The s7.12 contributions are held as an externally restricted asset and they are allocated to fund the capital works program projects.

The level and timing of contributions fluctuate according to a variety of factors including economic growth and the level of development activity. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 10 years, recognising that there will be market fluctuations from time-to-time.

Section 7.4 Planning Agreements developer contributions

Section 7.4 of the Environmental Planning and Assessment Act 1979 enables councils to seek contributions for public amenities and services required as a consequence of development. Planning Agreements can take a number of formats, including dedication of land free of cost, payment of a monetary contribution, or provision of any other material public benefit, or any combination of them, to be used for or applied towards a public purpose. The Burwood Planning Agreement Policy outlines a value sharing approach in which Council seeks a share of value uplift generated from new development which exceeds current floor space ratio controls.

Planning Agreements are a form of developer contributions, which are essential to providing key facilities and services for local residents.

The Planning Agreement contributions are held as an externally restricted asset and allocated to fund projects in our capital works program.

The level and timing of Planning Agreement contributions for the LTFP fluctuate according to a variety of factors including economic growth and the level of development activity. There is a delay between when a contribution is agreed and when it is paid, given that contributions are not required to be paid until an Occupation Certificate is issued. In addition, Planning Agreements are voluntary in nature which adds another level of uncertainty for the stability of this income stream. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 10 years, recognising that there will be market related fluctuations from time-to-time.

Expenditure – employee costs

Employee costs include the payment of salary and wages, leave, superannuation, training and workers compensation expenses. Overall employee costs comprise around 38% of Council's operating expenditure excluding depreciation. The LTFP projection includes the Award increase of 3.5% for 2024/25, 3% for 2025/26, and 2.5% for 2026/27, and thereafter it is assumed the award rate will be in line with CPI growth.

For Council employees in the accumulation scheme, Council is required to make compulsory employer superannuation contributions in accordance with the compulsory employer superannuation contribution limits. As a result of legislative changes, this contribution will progressively increase from its current level of 11% to 12% in 2025/26. The current rate of 11% will be increased by 0.5% from 2024/25 until it reaches 12%. For workers compensation, the budget provision is based on Council's provider insurance company's estimates for 2024/25. Thereafter it will increase in line with the forecast salary increase.

Materials and contracts

Expenditure on materials and contracts has generally been indexed below estimated CPI growth in the LTFP.

Loan borrowing costs

Whilst inflation is high, interest rates are forecasted to stabilise over time. The LTFP includes an average rate of 4.5% for loans with a 10 year term. This is conservative as it is above the forecast borrowing rates for 2024/25. The conservative position is considered appropriate in light of the current economic climate.

Depreciation

Depreciation for Council's assets is a non-cash expense that reflects the utilisation of Council's assets and the degradation of their capacity to provide functionality over time. Depreciation expense is an indicator used by the Office of Local Government to determine the level of asset renewals that councils should be undertaking. Council uses a straight line method of depreciation which is commonly applied to Local Government infrastructure.

Other expenses

Increases in the range of levies imposed by the State Government are hard to predict. Levies such as the State Emergency Levy, Fire Brigade Levy and Sydney Regional Development Fund contribution have grown steadily and have been forecast to continue.



7. Financial results

The LTFP forecasts that Council will successfully manage the financial sustainability challenges while sustaining Council's current level of operations and capital program up to 2033/34. Internal restricted reserves are forecasted to be responsibly utilised to fund Council's spending and balance the budget in a manner consistent with the purpose for which they were raised. The annual review of the LTFP allows Council to vary our approach to sustainable financial management as we progress through the planning period.

Like all councils, we access funds through a variety of sources including:

- Rates and other levies/charges
- Fees and Charges
- Loans
- Grants
- Council also has the ability to apply reserves

Council also continuously reviews its operations with the aim to achieve cost efficiency improvements.



8. Productivity and efficiencies

In preparing the 2024/25 Budget, Council has committed to undertake a review of Council services in order to improve the productivity and efficiency of our operation, as well as containing costs and exploring additional revenue streams to deliver existing and improved service levels. These operational efficiencies will be built into the 2024/25 budget once they have been undertaken. Council Staff are currently working through several initiatives that will assist in managing financial sustainability.

These include:

- Council wide service reviews
- Employee leave management strategies
- Review of the Domestic Waste Charge and its application
- Digital Strategy and resulting process and productivity efficiencies
- A Workplace Health & Safety improvement program to reduce workplace injuries
- Identifying potential revenue streams

It is estimated that the benefits of these programs will provide financial benefits across future LTFPs. These productivity efficiencies will assist in offset rising costs over the life of this LTFP.

9. Opportunities and threats

In projecting Council's future financial position, a number of anticipated future challenges that may have an adverse impact on Council have been considered. These are summarised below.

Rate pegging

NSW councils are subjected to rate pegging. Rate pegging is the maximum percentage limit by which NSW councils may increase the total income they receive from rates. The rate pegging percentage is set each year by IPART. A general observation that rate pegging has constrained the capacity of NSW councils to raise total revenue so that they can keep pace with cost increase and service expansions to meet community expectations. Decisions on rate pegging and rate variations above the peg can therefore pose a significant threat to the modelled financial outcomes. Burwood's experience is that rates revenue generates approximately 43% of the total revenue.

Non-rates revenue

The Council is heavily dependent on variable non-rates sources of revenue, these represents over 21% of the total revenue. Many of these income items are volatile to economic conditions, such as the building construction and property rental markets.

Parking income

Income from parking fees and fines account for approximately 5.7% of our total revenue. Market conditions and Council policies on public parking will have significant implications our long-term financial outlook.

Cost shifting from Federal and State Governments

Cost shifting is a challenge confronting Local Government. Cost shifting occurs when there is a transfer of services from the Federal or State Government to Local Government without the provision of adequate funding required to provide the service. The LTFP assumes the current cost will increase annually by CPI, but no growth in cost shifting in the life of the LTFP.

Developer contributions

In 2005 the Environmental Planning and Assessment Act was amended to introduce, among other things, a system for the negotiation of planning agreements between developers and planning authorities. The increased use of planning agreements, as well as changes in the application of Section 7.12 (formerly S94A) contributions, have positively impacted on the Council's long term financial outlook. These contributions can be significantly affected by construction market conditions.



Direct labour costs

All councils in NSW, except the City of Sydney, are covered by the Local Government (*State*) Award which is centrally negotiated and largely beyond Council's control. Direct employee costs (namely salaries/wages, superannuation, leave and overtime) represent over 35% Council's operating expenditure (when depreciation is excluded). Salary/wage rates struck under the Award negotiations can have a significant impact on financial outcomes, especially when the Award increase is above the rate peg. This has the potential to significantly affect the reliability of the funding model.

Workers' compensation costs

Variations in workforce safety performance pose a significant risk to the budget. In 2024/25 budget year, the workers compensation premium is estimated to be \$1.1 million. Council is undertaking a program of improvements in WH&S in an effort to improve workplace safety. This improvement will result in premium reductions in the medium term. The LTFP assumes that our workers compensation premiums will be increased in the next two years by 2.5% from the 2024/25 level. However, threats to this may arise, due to Council's ageing workforce and our high exposure to manual handling areas such as civil works, waste cleansing and open space operations.





10. Sensitivity analysis

Council's LTFP covers a 10-year period based on assumptions regarding future financial trends. These assumptions include future rate variation limits (i.e. rate pegging), increase in CPI and employment costs. Many of these factors can fluctuate over time as they are influenced by a variety of circumstances, such as government policies, economic conditions and changing community expectations. As it is not possible to accurately predict movements in these factors in individual years over the long term, they have been projected on the basis of recent trends or forecasted CPI based on available information in the time when the plan is prepared.

Over a 10 year period, these assumptions may be subject to change outside the parameters used in developing the assumptions for the LTFP. Any major change in these assumptions will have an impact on the financial projections contained therein. The level of impact depends not only on the level of change but also on the nature of the assumption.

A minor variance in some of the assumptions will have a relatively small impact on the projections contained in the LTFP. For example, increases in the level of grant income received for specific purposes would result in a corresponding increase in expenditure.

Conversely, a change in the annual rate pegging limit or employee award rate will have a significant impact on future financial projections. Sensitivity analysis has been undertaken to assess the impact of changes in the factors which have been used to project future revenue and expenditure.

Sensitivity analysis involves developing different scenarios by varying the critical assumptions, such as the items described in the Opportunities and Threats section above. The different scenarios demonstrate the impact of these changes on Council's financial projections.

11. Monitoring financial performance

It is important that Council regularly assesses its financial performance and position against the projections contained in the LTFP. The planned model has been developed so that its implementation will, over the life of the LTFP, meet a set of financial indicators:

- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Rates and Annual Charges Outstanding %
- Cash Expense Cover Ratio
- Buildings and Infrastructure Renewals Ratio

The annual budgets are set to maintain service delivery, organisational capability and financial stability and responses which may follow the pandemic. Budget control and monitoring is paramount for Council achieving the outcomes of this Plan. Budgets are monitored internally on an on-going basis. Monthly financial reports are reported to the Executive Team and Managers and Quarterly Budget Reviews are reported to Council and illustrate the progress against the adopted budgets.

12. Conclusion

Council has a strong record in responsible financial management and a clear plan for continuing this track record to achieve the productivity and efficiency targets set in this LTFP through a thorough review of Council's services.



Appendix A

Base Case

Income Statement

	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$
Income from Continuing Operations				
Rates & Annual Charges	(40,923)	(42,151)	(43,205)	(44,285)
User Charges & Fees	(9,176)	(9,451)	(9,688)	(9,930)
Other Revenues	(6,452)	(6,646)	(6,812)	(6,982)
Grants & Contributions - Operating Purposes	(2,674)	(2,754)	(2,823)	(2,894)
Grants & Contributions - Capital Purposes	(31,841)	(38,590)	(33,248)	(13,079)
Interest & Investment Revenue	(2,200)	(2,266)	(2,323)	(2,381)
Other Income	(2,196)	(2,262)	(2,319)	(2,377)
Net Gain from the disposal of assets	(360)	(371)	(380)	(380)
Net share of interest in Joint Ventures	-	-	-	-
Total Income From Continuing Operations	(95,823)	(104,492)	(100,797)	(82,307)
Expenses From Continuing Operations				
Employee Benefits & On-Costs	25,259	26,016	26,667	27,333
Materials & Services	27,355	26,682	27,349	28,033
Borrowing Costs	298	298	301	281
Depreciation & Amortisation	11,090	11,367	11,651	11,942
Other Expenses	1,389	1,424	1,459	1,496
Loss on Disposal of Assets	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-
Total Expenses from Continuing Operations	65,390	65,787	67,428	69,085
(Surplus) Deficit from Continuing Operations	(30,433)	(38,705)	(33,369)	(13,222)
(Surplus) Deficit from Continuing Operations Before Capital Amounts	1,408	(114)	(121)	(143)
	Deficit	Surplus	Surplus	Surplus

Updated Burwood Resourcing Strategy - for Public Exhibition

	2028-29 Budget	2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$
	(45,392)	(46,527)	(47,690)	(48,882)	(50,104)	(51,357)
	(10,178)	(10,433)	(10,693)	(10,961)	(11,235)	(11,516)
	(7,157)	(7,336)	(7,519)	(7,707)	(7,900)	(8,097)
	(2,966)	(3,040)	(3,116)	(3,194)	(3,274)	(3,356)
	(8,406)	(8,616)	(8,831)	(9,052)	(9,278)	(9,510)
	(2,440)	(2,501)	(2,564)	(2,628)	(2,694)	(2,761)
	(2,436)	(2,497)	(2,560)	(2,624)	(2,689)	(2,756)
	(380)	(380)	(380)	(380)	(380)	(380)
	-	-	-	-	-	-
	(79,355)	(81,330)	(83,354)	(85,428)	(87,554)	(89,733)
	28,017	28,717	29,435	30,171	30,925	31,698
	28,734	29,452	30,188	30,943	31,717	32,510
	280	283	287	291	296	304
	12,241	12,547	12,861	13,182	13,512	13,850
	1,533	1,572	1,611	1,651	1,692	1,735
	-	-	-	-	-	-
	-	-	-	-	-	-
	70,804	72,571	74,382	76,239	78,142	80,096
	(8,551)	(8,759)	(8,971)	(9,189)	(9,412)	(9,637)
	(145)	(143)	(140)	(137)	(133)	(127)
	Surplus	Surplus	Surplus	Surplus	Surplus	Surplus

Base Case

Balance Sheet	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$
ASSETS				
Current Assets				
Cash & cash equivalents	15,593	12,283	9,578	9,396
Investments	22,550	27,550	32,550	37,550
Receivables	4,257	4,257	4,257	4,257
Inventories	7	7	7	7
Other	344	344	344	344
Total Current Assets	42,751	44,441	46,736	51,554
Non-Current Assets				
Investments	25,000	25,000	25,000	25,000
Infrastructure, property, plant & equipment	627,625	663,205	693,098	700,305
Investment property	5,000	5,000	5,000	5,000
Intangible assets	211	211	211	211
Right of use assets	743	743	743	743
Total Non-Current Assets	658,579	694,159	724,052	731,259
TOTAL ASSETS	701,330	738,601	770,788	782,814
LIABILITIES				
Current Liabilities				
Payables	9,963	9,213	8,463	7,713
Contract Liabilities	-	-	-	-
Lease Liabilities	268			
Borrowings	416	431	447	314
Provisions	5,582	5,582	5,582	5,582
Total Current Liabilities	16,229	15,226	14,492	13,609
Non-Current Liabilities				
Lease Liabilities	-	-	-	-
Borrowings	3,444	3,013	2,566	2,253
Provisions	134	134	134	134
Total Non-Current Liabilities	3,578	3,147	2,700	2,387
TOTAL LIABILITIES	19,807	18,373	17,192	15,995
Net Assets	681,523	720,228	753,596	766,818
EQUITY				
Retained earnings	326,483	365,188	398,557	411,779
Revaluation reserves	355,039	355,039	355,039	355,039
Total Equity	681,522	720,227	753,596	766,818

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Updated Burwood Resourcing Strategy - for Public Exhibition

	2028-29 Budget	2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$
	12,891	17,591	22,671	28,141	34,106	40,457
	42,550	47,550	52,550	57,550	62,550	67,550
	4,257	4,257	4,257	4,257	4,257	4,257
	7	7	7	7	7	7
	344	344	344	344	344	344
	60,049	69,749	79,829	90,299	101,264	112,615
	25,000	25,000	25,000	25,000	25,000	25,000
	699,298	698,120	696,766	695,229	693,532	691,669
	5,000	5,000	5,000	5,000	5,000	5,000
	211	211	211	211	211	211
	743	743	743	743	743	743
	730,252	729,074	727,720	726,183	724,486	722,623
	790,301	798,824	807,549	816,482	825,751	835,238
	6,963	6,963	6,963	6,963	6,963	6,963
	-	-	-	-	-	-
	237	246	256	144	149	149
	5,582	5,582	5,582	5,582	5,582	5,582
	12,782	12,791	12,801	12,689	12,694	12,694
	-	-	-	-	-	-
	2,016	1,770	1,514	1,371	1,221	1,072
	134	134	134	134	134	134
	2,150	1,904	1,648	1,505	1,355	1,206
	14,932	14,695	14,449	14,193	14,050	13,900
	775,370	784,129	793,100	802,289	811,701	821,338
	420,330	429,089	438,061	447,250	456,662	466,299
	355,039	355,039	355,039	355,039	355,039	355,039
	775,369	784,128	793,100	802,289	811,701	821,338

Base Case

Cashflow

	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$
Cash Flows from Operating Activities				
Receipts	97,128	104,121	100,417	81,927
Payments	(54,450)	(55,154)	(56,244)	(57,612)
Net Cash provided (or used in) Operating Activities	42,678	48,967	44,172	24,315
Cash Flows from Investing Activities				
Receipts				
Sale of Investments	30,000	30,000	30,000	30,000
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-
Payments				
Purchase of Investments	(35,000)	(35,000)	(35,000)	(35,000)
Purchase of Intangible Assets	-	-	-	-
Purchase of Property Plant & Equipment	(33,922)	(46,576)	(41,164)	(18,769)
Net Cash Flow from Investing Activities	(38,922)	(51,576)	(46,164)	(23,769)
Cash Flows from Financing Activities				
Receipts				
Borrowings	-	-	-	-
Payments				
Borrowings	(812)	(700)	(714)	(727)
Principal Component of lease payments	(268)			
Net Cash Flow from Financing Activities	(1,080)	(700)	(714)	(727)
Net change in Cash and Cash Equivalents	2,676	(3,309)	(2,706)	(181)
Plus: Cash & Cash Equivalents at beginning of the year	12,917	15,593	12,283	9,578
Cash & Cash Equivalents at end of the year	15,593	12,283	9,578	9,396
Cash and Investments				
External Restrictions	23,255	31,255	39,255	47,255
Internal Restrictions	23,658	23,658	23,658	21,658
Unrestricted	16,230	9,920	4,215	3,033
Total Cash, Cash Equivalents and Investments	63,143	64,833	67,128	71,946

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Updated Burwood Resourcing Strategy - for Public Exhibition

	2028-29 Budget	2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$
	78,975	80,950	82,973	85,048	87,174	89,353
	(59,034)	(59,741)	(61,234)	(62,765)	(64,334)	(65,943)
	19,942	21,209	21,739	22,283	22,840	23,411
	30,000	30,000	30,000	30,000	30,000	30,000
	-	-	-	-	-	-
	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
	-	-	-	-	-	-
	(10,853)	(10,989)	(11,126)	(11,266)	(11,435)	(11,606)
	(15,853)	(15,989)	(16,126)	(16,266)	(16,435)	(16,606)
	-	-	-	-	-	-
	(593)	(520)	(533)	(547)	(440)	(454)
	(593)	(520)	(533)	(547)	(440)	(454)
	3,495	4,700	5,079	5,470	5,965	6,351
	9,396	12,891	17,591	22,671	28,141	34,106
	12,891	17,591	22,671	28,141	34,106	40,457
	52,255	57,255	62,255	67,255	72,255	77,255
	22,658	23,658	24,658	25,658	26,658	27,658
	5,528	9,228	13,308	17,778	22,743	28,094
	80,441	90,141	100,221	110,691	121,656	133,007

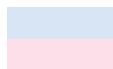
Base Case

Performance Indicators

	Target	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
		Estimate \$	Estimate \$	Estimate \$	Estimate \$
Operating Performance Ratio	>0%	-2.2%	0.2%	0.2%	0.2%
Own Source Operating Revenue	>60%	64.0%	60.4%	64.2%	80.6%
Unrestricted current ratio	>1.5%	3.60	3.37	3.06	3.01
Debt service ratio	>2.00x	11.83	16.14	16.13	16.64
Rates & annual charges outstanding percentage	<5%	4.1%	4.0%	3.9%	3.8%
Cash Expense Cover Ratio	>3 Months	13.4	13.6	13.9	14.5
Building and infrastructure renewals ratio	>100%	187%	305%	276%	128%

Meets Target Measure

Does Not Meet Target Measure



Note: Council has not factored in any capital grants received to fund building or infrastructure renewal works. Once added, it would improve the ratio to over 100%

	2028-29 Budget	2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget
	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$	Estimate \$
	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
	85.7%	85.7%	85.7%	85.7%	85.7%	85.7%
	3.68	4.21	4.77	5.46	6.13	6.85
	20.89	24.43	24.38	24.35	31.00	30.80
	3.7%	3.6%	3.5%	3.4%	3.4%	3.3%
	15.9	17.7	19.2	20.7	22.3	23.8
	65%	64%	63%	63%	62%	61%



Our Assets





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1. Introduction

The infrastructure assets that Council owns and manages on behalf of our community are critical to the liveability, productivity and sustainability of the Burwood LGA. These assets include roads, drains, footpaths, buildings, recreational facilities, parks and gardens.

The appropriate and timely planning and management of these assets is key to making sure that we deliver the right assets to support the desired services, business and lifestyle choices of our diverse and changing community. This Strategy outlines how our assets will over time work towards meeting our 2036 Community Vision. Our focus is on making decisions based on robust data and with a service delivery focus for the benefit of our community. This Asset Management Strategy sets out the broad roadmap for undertaking strategic and coordinated management of Council's infrastructure assets.

The need for Asset Management Planning

The majority of Council's existing infrastructure was historically built to support housing development as the LGA grew and evolved. At the time, little or no analysis was done to determine a strategic approach to sustain this infrastructure by matching future maintenance and renewal expenditures with future income projections. A better understanding of the long-term cumulative consequences of decisions to build infrastructure was also needed.

Our current Asset Management Framework attempts to rectify this situation. Our Asset Management Strategy and Asset Management Plan are based on our understanding of levels of service performance. They have strong links with our Long Term Financial Plan (LTFP) and Workforce Management Plan so that we are well placed to fully fund and resource the capital, maintenance and operating costs needed to sustain the agreed service level targets for our assets. In order to achieve this a number of service level scenarios and long-term cash flows are analysed to determine the optimum balance between environmental, economic, social and cultural objectives.

Lifecycle Costs

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operations

and maintenance expenditures plus asset consumption (depreciation). Lifecycle costs can be compared to lifecycle expenditure to give an indication of sustainability in service provision.

Lifecycle expenditures include operations and maintenance expenditures (excluding depreciation) plus capital renewal expenditure. The capital renewal component of lifecycle expenditure can vary depending on the timing of asset renewals.

Strategic Considerations

Council has embraced the principles of asset management and is now working to bring the key elements of our asset management strategic framework and associated reporting into the corporate environment enabling advanced asset management practices to be followed. Crucial to best practice asset management is the requirement for comprehensive and reliable data on existing services and infrastructure, along with a strategy to link our operational activities with the planning, policy and service delivery directions of Council. This information will provide a high level of informed data and knowledge to assist our decision-making processes on the impact and consequences of our actions with respect to the infrastructure assets that we own and look after.

Burwood2036 - Community Strategic Plan (CSP)

Burwood2036 identifies the Community's Vision, Strategic Directions and the strategies that will be implemented to achieve this long term Vision. The purpose of the Plan is to turn community aspirations into reality, and make sure Council's priorities are set according to our community's needs and aspirations. Our assets need to be fit for purpose, delivered at the appropriate condition and service level and have a lifecycle that is sustainable and financially viable.

Legislative Reform – NSW Local Government Act

As part of its commitment to ongoing reform of local government, the NSW Government amended the NSW Local Government Act in 2009 to mandate Integrated Planning and Reporting (IP&R). This amendment included a requirement for a Community Strategic Plan, Delivery Program and a Resourcing Strategy inclusive of Asset Management (Policy, Strategy and Plans), Long Term Financial Plan and a Workforce Plan.

Financial Reporting Requirements

The NSW Office of Local Government requires that councils comply with the accounting standard AASB116 for reporting on infrastructure assets. The data required to provide this level of financial reporting is also essential for the planning of future infrastructure funding requirements.

Strategic Issues at a National Level

On 8 May 2009, the Local Government and Planning Ministers' Council agreed to the enhancement and acceleration of the National Asset and Financial Management Frameworks.

The National Frameworks consist of three main frameworks of which Asset Planning and Management is one. The Asset Planning and Management Framework consists of seven elements which each State and Territory is expected to adopt as follows:

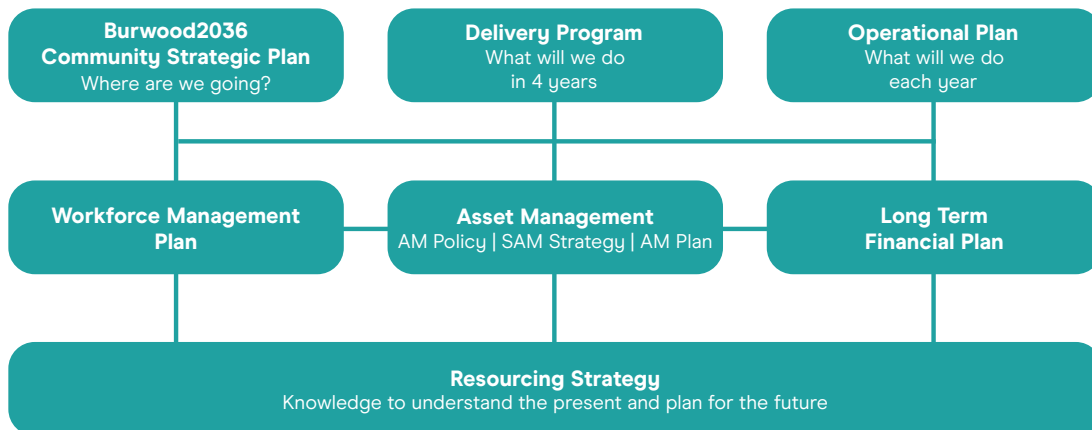
- 1. Development of an asset management policy:** Each State/Territory is expected to develop an asset management policy, which provides high-level guidance to assist individual councils in developing their asset management policy
- 2. Strategy and Planning:** Councils should be provided with guidance from the State on developing an asset management strategy which is designed to support and implement its asset management policy
- 3. Governance and Management Arrangements:** Councils should be encouraged to apply and implement good governance and management arrangements which link asset management to service delivery and include assigning roles and responsibility for asset management between the General Manager, the Council and senior managers
- 4. Defining Levels of Service:** Mechanisms should be established that include community consultation to define the levels of service councils are expected to provide from their asset base
- 5. Data and Systems:** A framework for collection of asset management data should be established
- 6. Skills and Processes:** The asset management framework should contain a continuous improvement program
- 7. Evaluation:** The asset management framework should contain a mechanism to measure its effectiveness

The NSW legislative reforms are consistent with the National Frameworks.

2. Asset Management Planning

2.1. Asset Management Planning Framework

An overview of the key elements of and their relationship within the Asset Management Planning Framework are depicted below.



As shown above, this Asset Management Strategy sits alongside and should be read in conjunction with our Asset Management Policy and Asset Management Plan.

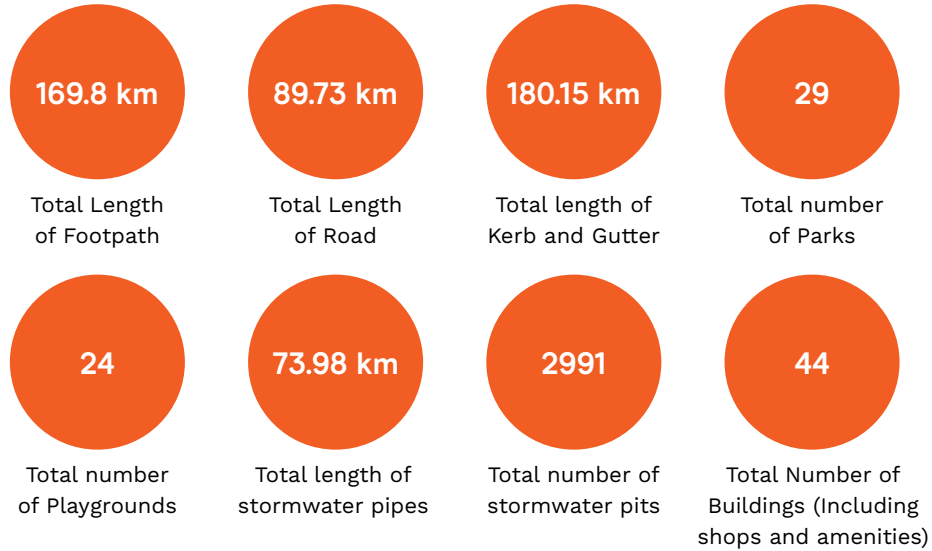
The Asset Management Policy sets out the principles by which the organisation intends applying asset management to achieve its organisational objectives. It takes into

consideration the realisation of the long term Vision and Strategic Directions as established by Burwood2036, our Community Strategic Plan.

The Strategic Asset Management Plan details the activities and expenditure required across each asset class to achieve the principles, objectives and strategy set out in the Asset Management Policy and Strategy.

¹ ISO, 2014, ISO 55002, Sec 5.2, p 7.

2.2. Our Assets



2.3. Asset Management Policy

Council’s Asset Management Policy sets out the principles by which the organisation intends applying asset management to achieve its organisational objectives². Our Asset Management Policy is contained in Appendix A.

2.4. Where Are We Now?

This section provides an overview of the current state of our assets.

Asset Values

Table 1 below the Figures 1 and 2 provide an overview of the current gross replacement and depreciated values of our assets as at 30 June 2023.

Table 1: Asset values covered by this Strategy

Burwood LGA - Note 9a		As at 30/6/2023	
\$'000	Current Replacement Cost	Carrying Value	Depreciation Expense
Transport	\$359,035	\$186,388	-\$3,752
Stormwater	\$95,194	\$36,741	-\$766
Buildings	\$151,796	\$118,272	-\$2,679
Parks & Reserves	\$19,322	\$16,557	-\$576
TOTAL	\$625,347	\$357,958	-\$7,773

² ISO, 2014, ISO 55002, Sec 5.2, p 7.

Figure 1 shows the replacement value of our assets.

Figure 1: Asset Replacement Values (\$000's)

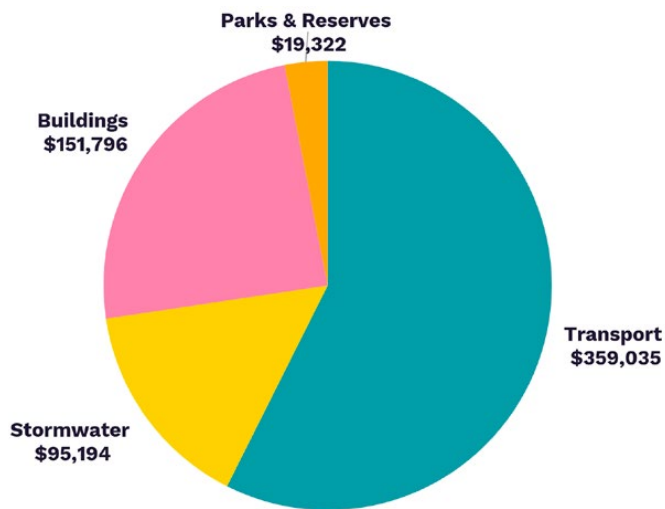
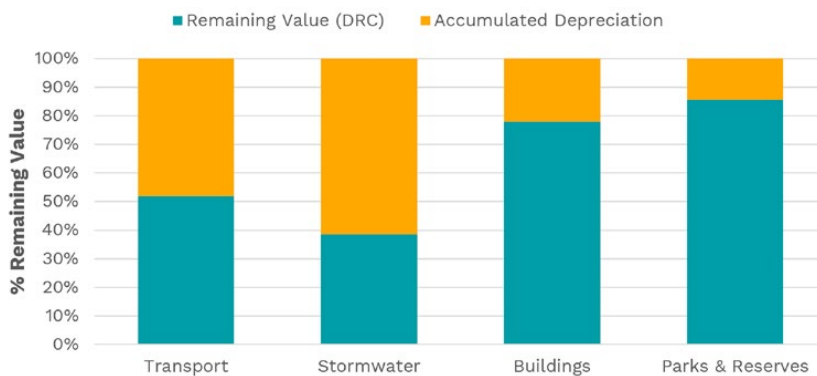


Figure 2 shows the asset consumption ratios of Council's assets (average proportion of 'as new' condition left in assets).

Figure 2: Asset Remaining Value



Asset Condition

Asset physical condition is measured using a 1 - 5 grading system³ as summarised in the table below with an overview of current state presented in Figures 4 and 5 which follow.

Table 2: Asset Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: New condition only planned maintenance required
2	Good: Minor defects only requiring minimal maintenance plus planned maintenance
3	Fair: Programmed maintenance required to return to accepted level of service (Low Risk & acceptable level of service to community)
4	Poor: Consider rehabilitation/renewal (moderate risk & low level of service to community)
5	Very Poor: Approaching unserviceable requires renewal (High Risk & unacceptable level of service to community)

Figure 3: Condition of Assets (%)

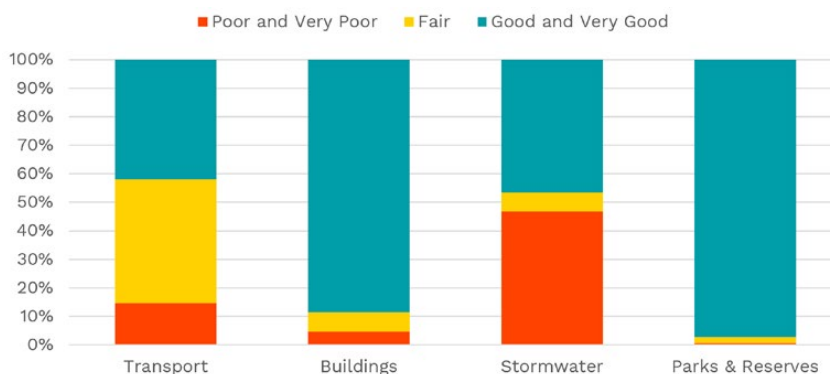


Figure 4: Condition of Assets (\$)



³ IPWEA, 2011, IIMM, Sec 2.5.4, p 2|79.

Asset Management Funding

A fundamental principle of asset management is to provide the services that the community needs at the optimum lifecycle cost and in a

financially sustainable manner. Figure 5 shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure compared with financial outlays in the LTFP.

Figure 5: Projected Operating and Capital Expenditure (LTFP)

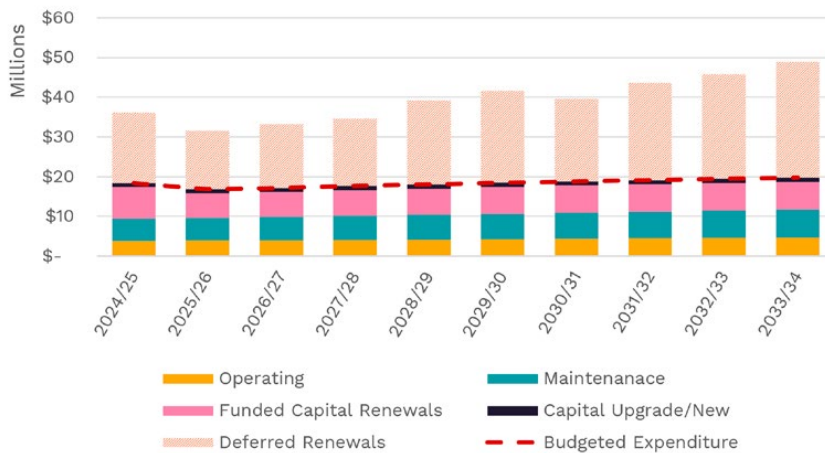


Figure 5 shows that whilst lifecycle expenditure exceeds requirements existing service levels can only be maintained and not significantly improved. Subsequently the existing funding gap or backlog of deferred renewals is expected to increase from the projected \$17.7M in 2024/25 to \$29.2M by 2033/34.

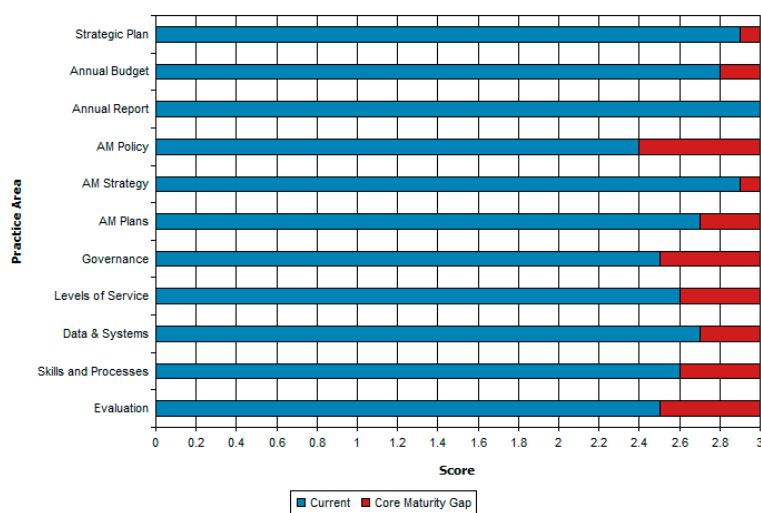
Asset and Financial Management Maturity

We are committed to an ongoing program of continuous improvement in our asset management practices and processes. To assist in guiding that improvement program, we have undertaken a maturity assessment of 11 core competencies developed from the National Asset Planning and Management and Financial Planning and Reporting Frameworks key elements.

A summary of Council’s maturity assessment is presented in Figure 6 below. Current maturity is shown by the blue bars, while the red bars represent the maturity gap to achieve core asset management competency.

Following progress made over the past 5 years, Council is in a position to achieve core maturity in the near future. A further maturity assessment will be scheduled to confirm attainment of core competency.

Figure 6: Maturity Assessment



Opportunities

We have identified opportunities relevant to the services included in this Strategy including:

- Regularly engaging with our community to understand the level of service they expect and to help them understand the level of service we can deliver. This information is important in setting priorities and determining resource allocation
- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels
- Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs
- Identifying and managing risks associated with providing services from assets
- Making trade-offs between service levels and costs to ensure that the community receives the best return from assets
- Identifying assets surplus to needs for disposal to make savings in future operations and maintenance costs
- Consulting with the community to ensure that services and costs meet community needs and are affordable
- Developing partnerships with other bodies, where available to provide services
- Seeking additional funding from governments and other bodies to better reflect a ‘whole of government’ funding approach to asset intensive services

2.5. Our community's expectations

We have identified community expectations for service levels to be generally consistent with current levels of service. We have acquired physical assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Our goal in managing these assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. Community engagement is necessary to ensure that informed decisions are made on future levels of service and costs and that service and risk consequences are known and accepted by stakeholders.

We know our community want us to deliver infrastructure assets:

- In a cost effective and sustainable way; and
- At a level which supports community life, local business and attracts visitors to the LGA.





2.6. Where do we want to be

To ensure Council’s long-term financial sustainability, it is essential to balance the community’s expectations for services with the ability to pay for the assets used to provide the services. Maintenance of service levels for physical assets requires appropriate investment over the whole of each asset’s lifecycle. To assist in achieving this balance, we aspire to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

Objectives of this vision are to:

- Ensure that our services and assets are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to our financial sustainability
- Safeguard our assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- Adopt the LTFP as the basis for all service and budget funding decisions
- Meet legislative requirements for all our operations
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- Provide high level oversight of financial and asset management responsibilities through Council’s Audit Risk and Improvement Committee and reports to Council on development and implementation of this Strategy, Asset Management Plan and Long-Term Financial Plan

2.7. How will we get there?

Asset Management Strategies

We will implement the following strategies to enable our organisational and asset management objectives and policies to be achieved.

Table 3: Asset Management Strategies

No	Strategies	Desired Outcome
1	Move from annual budgeting to long term financial planning	The long-term implications of all services are considered in annual budget deliberations
2	Develop and annually review strategic asset management plans covering at least 10 years for all major asset classes (80% of asset value)	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Develop and maintain a LTFP covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide our services
4	Incorporate Year 1 of the LTFP's revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
5	Review and update strategic asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	We and the community are aware of changes to service levels and costs arising from budget decisions
6	Report our financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports	Financial sustainability information is available for Council and the community
7	Ensure council/board decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on our resources and operational capability to deliver the services needed by the community in the annual report	Services delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an improvement plan to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within the organisation
11	Report six monthly to Council/Board by Audit Committee/CEO on development and implementation of AM Plans and LTFPs	Oversight of resource allocation and performance

Information Systems

Council currently utilises a cloud based system for its asset register called 'Brightly' to effectively store detailed information on its assets. The Brightly system integrates with Council's spatial Geographic Information System (GIS) component containing the spatial data of the assets.

Council's information systems assist in facilitating the effective and efficient management of assets by enabling Council to:

- Document asset attributes, conditions and values
- Undertake predictive modelling to optimise the decision making process
- Project forward capital expenditure and preferred treatment options
- Fulfil the requirement to report regularly to the community and other government authorities about Council's asset management programs and asset information
- Continuously develop the process, knowledge and support information systems as the feedback process progresses

Council will continue to develop its information systems to improve the efficiency and effectiveness of our overall asset management process. This may include improved integration between systems and the ability to assign works via the works requests system and record the associated expenditure.

Asset Management Improvement Plan

Detailed improvement tasks required to achieve a 'core' financial and asset management maturity are outlined in the asset management improvement plan in Section 7 of Council's Strategic Asset Management Plan.

Consequences if actions are not completed

There are potential consequences for the Council if improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives
- Inability to achieve financial sustainability for the organisation's operations
- Current risks to service delivery are likely to eventuate and response actions may not be appropriately managed
- We may not be able to accommodate and/or manage changes in demand for asset intensive services

Service Levels

Service levels are outlined within the Burwood Council Asset Management Plan and can be summarised under three general categories.

Quality: Quality indicators are used to measure how assets will be maintained in a condition necessary to deliver targeted standards. Defects found or reported that are outside set service performance standards will be repaired. An asset management plan sets out the renewal and maintenance response if service levels fall below target levels. An important improvement to current practice is that there should be a forward projection of a minimum of 10 years rather than just an annual defect prioritisation.

Function: The intent of function based performance measurement is to ensure that assets are fit-for-purpose and meeting users' needs relative to the service being provided. Where functionality gaps are identified, upgrades of existing, and/or creation of new, assets may be required.

Capacity / Utilisation: The intent of capacity based performance assessment is to ensure that assets are able to meet the current and projected demands for the service being provided. Where capacity gaps are identified, upgrades of existing, and/or creation of new, assets may be required.

Risk management

Risk management sets out how safety and risk will be managed to agreed levels. This includes the inspection and defect prioritisation processes as well as risk mitigation and control measures.

Incorporation of risk management in our Asset Management Plan must consider that:

- Risk management must be integrated with all service planning and delivery activities rather than an administrative “add on”. This means the Risk Register is an output from infrastructure asset management and the asset management plans so that it is integrated with corporate plans and 10-year financial plans
- Infrastructure risk management planning will be consistent with any existing risk management policy, particularly the steps for risk identification, assessment, management and mitigation. The corporate Risk Register is to be used as the tool for recording and reporting risk for infrastructure assets
- Risk is both an opportunity and a responsibility that should be reflected in the asset management plans. Innovative solutions and community promotion of solutions will be encouraged

- Systematic management of risk is a large task requiring a continuous improvement approach. Most service areas are already doing an excellent job of managing operational risk but not through a consistent framework of infrastructure asset management plans
- Ownership must be allocated to risk. Ownership must be linked to capacity in order to control risk
- Management of operational risk is a core line management function and is not an “add on” overhead
- Strategic risk inherent in resource allocation needs to be communicated, measured and reviewed through the framework of planning and operational plans. The 10-year financial plan for resource allocation is the mechanism for implementation
- Service performance measurement/review/consultation/incident management is crucial to guide a systematic approach and enable us to learn from our mistakes



3. Monitoring Our Performance

In addition to implementation and monitoring of the improvement actions detailed within the Burwood Council Asset Management Plan, Council will monitor asset management and financial performance via the following performance indicators.

Indicator	Purpose	Target
Infrastructure Renewal Ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	> 100%
Capital Expenditure Ratio	To assess the extent to which Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets.	> 1.10x
Asset Maintenance Ratio	Compares actual vs required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	> 1.00x
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against the total value of Council's infrastructure.	< 2%

Appendix

Appendix A: Asset Management Policy

Purpose

The purpose of this Policy is to outline Council's commitment to best practice, service focused and sustainable lifecycle asset management for all assets owned and/or administered by Council.

Scope

This Policy applies to the management of all services provided by infrastructure assets grouped as:

- Transport
- Drainage
- Buildings
- Parks and Recreation

Objectives

Assets owned or administered by Council must or will:

- Have an identified strategic purpose that contributes to Council's community infrastructure and/or service delivery objectives as defined in Council's Community Strategic Plan, Delivery Program and Operational Plan
- Be managed so that they are functionally and aesthetically sound within the appropriate levels of service, and are environmentally and financially sustainable
- Have a current Asset Management Plan detailing the whole lifecycle management of the asset
- Have budgeted funding planned for their long-term management, operation, maintenance, disposal and/or renewal
- Have the resource and capacity requirements, responsibility, custodianship and accountabilities for asset management clearly defined
- Be identified, registered and recorded in accordance with relevant legislation, regulatory requirements and accounting standards
- Be managed by transparent and responsible asset management processes that align with demonstrated best practice
- Have sufficient capacity, accessibility and adaptability to meet the varying needs of the Council community over time and be accessible and adaptable
- Be managed within an environment where all Burwood Council employees have an awareness of, an integral part in, and appropriate training and development for, infrastructure asset management practices and processes

Policy commitment

Background

Asset management practices impact directly on the core business of Council and our ability to achieve our strategic service delivery objectives.

A focus on sustainable service delivery ensures that services are delivered in a socially, economically and environmentally responsible manner, and in a way that does not compromise the ability of future generations to make their own choices.

Sound asset management practices enable sustainable service delivery by integrating customer values, priorities and an informed understanding of the trade-offs between risks, costs and service performance.

Adopting the key asset management principles below will assist in achieving our strategic long-term community and financial objectives.

Principles

Council's sustainable service delivery needs will be met by ensuring adequate provision is made for the long-term planning, financing, operation, maintenance, renewal, upgrade, and disposal of our infrastructure assets by:

1. Ensuring our infrastructure capital assets are provided in a manner that respects financial, cultural, economic and environmental sustainability needs
2. Meeting all relevant legislative and regulatory requirements
3. Demonstrating transparent and responsible asset management processes that align with demonstrable best-practices
4. Implementing asset management plans and strategies and providing sufficient financial resources to accomplish them
5. Incorporating Asset Management Plan expenditure projections into Council's Long Term Financial Plan
6. Undertaking regular and systematic reviews of all asset management plans to ensure that assets are managed, valued, and depreciated in accordance with appropriate best practice
7. Conducting four yearly condition inspections, data collection, valuations and performance and risk monitoring will be carried out to ensure the currency and effectiveness of our Asset Management Plan. These inspections will also be used as part of the asset management process to ensure agreed service levels are maintained and to identify asset renewal priorities
8. Identifying asset lifecycle funding required to meet agreed service levels, as defined in adopted asset management plans, and when applicable long term financial plans, will form the basis of annual budget estimates with the service and risk consequences of variations in budget resources relative to defined asset life cycle funding requirements clearly documented

9. Reporting and consideration of future lifecycle costs in all decisions relating to new assets and upgrading of existing services and assets. Council will ensure the asset management of existing assets will not be compromised by the creation of new or upgraded assets
10. Determining future service and intervention levels in consultation with the community and key stakeholders
11. Ensuring necessary capacity and other operational capabilities are provided to asset management practices, and that responsibilities are effectively allocated for the development and implementation of asset strategies, asset management plans and service level documents
12. Implementing ongoing improvements to asset management maturity and practices, underpinned by performance measurement, audit and review at appropriate interval
13. Creating a corporate culture where all employees play a part in the overall care for Council's assets by providing necessary asset management awareness, training and professional development

Related plans and strategies

- Burwood2036, Community Strategic Plan
- Delivery Program 2022-2026
- Resourcing Strategy 2022-2032
 - Asset Management Plan
 - Long Term Financial Plan
 - Digital Strategy
 - Workforce Management Plan

Responsibility

The Mayor and Councillors are responsible for adopting this Policy, providing high level oversight of the delivery of the Council's asset management strategy and plans and ensuring sufficient resources are applied to manage the assets.

The General Manager has overall responsibility for developing infrastructure asset management systems, policies and procedures and financial models and reporting on the status and effectiveness of asset management within Council.

Directors and Group Managers/Managers are responsible for overseeing the development and implementation of asset and risk management plans across all asset classes, as well as implementing infrastructure asset management systems, policies and procedures. They are also responsible for ensuring that all asset management activities are consistent with the objectives of Council's Community Strategic Plan, and our Integrated Planning and Reporting Framework. They are also responsible for ensuring that the appropriate people, processes and systems are in place and working together to deliver services and meet the corporate infrastructure asset management objectives.

Employees with management or supervisory responsibility are responsible for the management of assets within their area of responsibility. They will be responsible for the timely completion of those activities contained within those plans.

Review

This Policy has a life of 4 years or less at the discretion of the elected Council.

Contact

Manager Design and Assets on 9911 9940.

Appendix B: References

ISO, 2014, ISO 55000, *Asset management – Overview, principles and terminology*, International Organization for Standardization, Geneva.

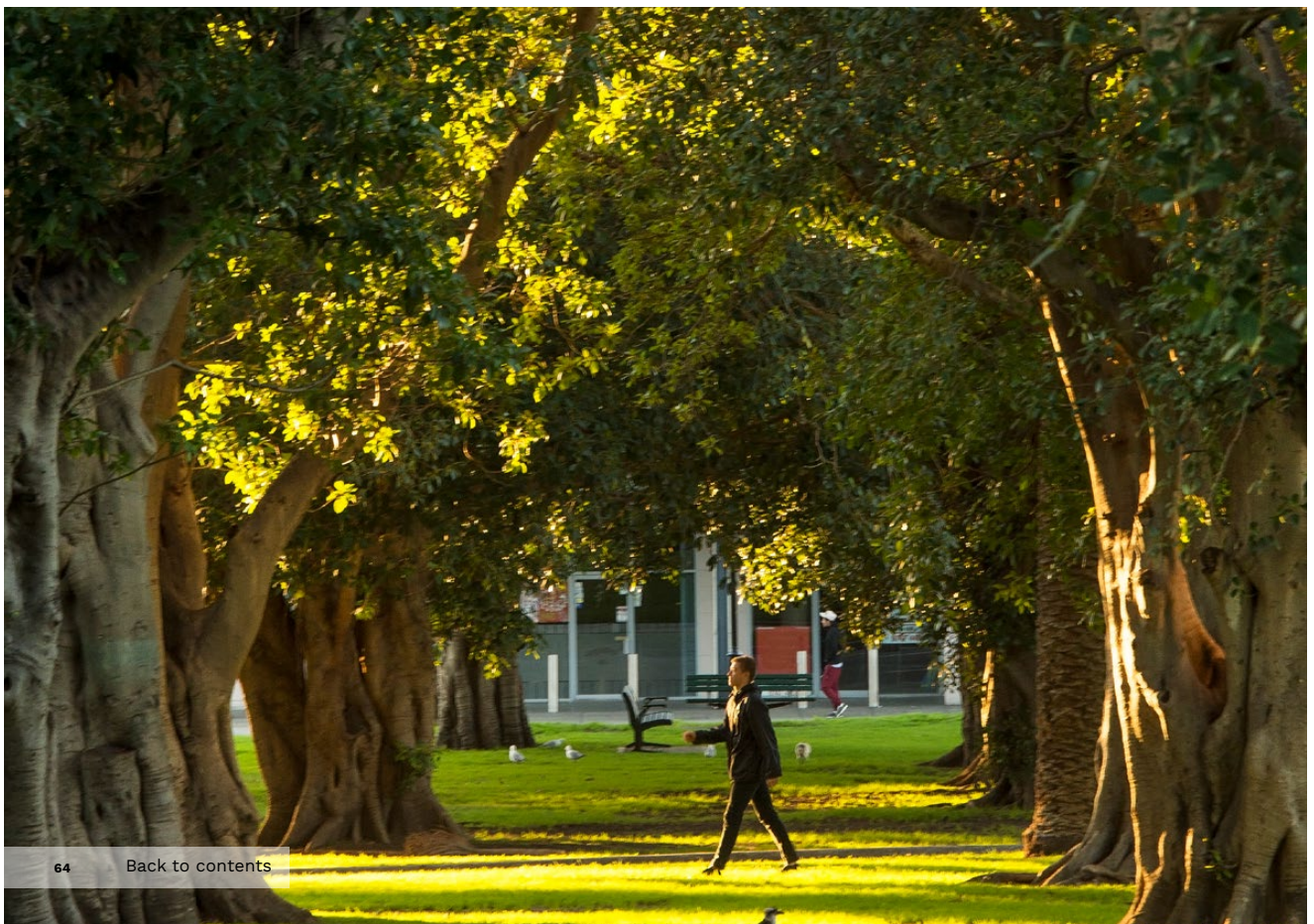
ISO, 2014, ISO 55001, *Asset management – Management systems – Requirements*, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55002, *Asset management – Management systems – Guidelines for the application of ISO 55001*, International Organization for Standardization, Geneva.

IPWEA, 2014, 'NAMS.PLUS3 Asset Management', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/AIFMG.

IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/IIMM





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1. Executive Summary

Context

Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of Infrastructure assets with a total replacement value nearing \$625.35 million.

Our Asset Management Policy, Asset Management Strategy and Strategic Asset Management Plan provide the framework for Council to effectively manage its infrastructure resources in a strategic, coordinated and responsive way.

Council's Infrastructure assets are categorised as:

- Transport
- Drainage
- Buildings
- Parks and Recreation

These assets contribute to the provision of services essential to our community's quality of life, the prosperity of local business and the enjoyment of visitors to the Burwood LGA.

Like many NSW councils, we experience an infrastructure funding backlog due to ageing infrastructure and a funding gap between current and required capital expenditure. Therefore, long term capital plans and long-term financial planning are required to ensure that service delivery is sustainable.

This Strategic Asset Management Plan (SAMP) aligns the vision and strategic directions of Burwood2036, with the asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The plan summarises the activities and expenditure projections required to achieve the asset management objectives.

Current situation

The objective of the SAMP is to describe how Council will meet its commitment to asset management as documented in Council's Asset Management Policy. It achieves this by developing a structured set of strategic actions aimed at enabling Council to improve its asset management practices in alignment with service delivery needs.

Our aim is to achieve a 'core' maturity for asset management activities and continued maturity improvement where the benefits exceed the costs. Improvement tasks have been identified and documented in the Table 10 Improvement Plan.

Strategic Asset Management Plan Methodology

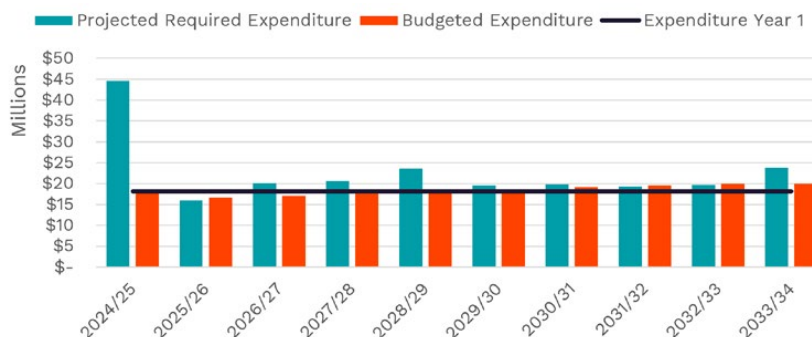
What does it Cost?

The forecast of the projected outlays necessary to provide the services covered by this SAMP includes operations, maintenance, capital renewal and upgrade of existing assets. Over the 10 year planning period the projected outlays are \$213.05M or \$21.3M on average per year.

Estimated available funding for this period is \$183.9M or \$18.4M on average per year which is 86% of the cost to provide the service. This is a funding deficit of \$2.92M on average per year.

Projected expenditure required to provide services in the SAMP compared with planned expenditure currently included in the LTFP are shown in the following graph.

Burwood - Projected and Budget Expenditure for LTFP



What we will do

Council has previously been driven by funding availability and been reactive to customer requests. A shift towards a strategic approach to effective asset management provides better accountability, sustainability, risk management, service management and financial efficiency.

Our aim is to provide the services needed by the community in a financially sustainable manner. Achieving financial sustainability requires balancing service levels and performance with cost and risk.

Over the next 10 years Council plans to sustain current service levels and continue its strong focus in the high-risk areas of Transport and Stormwater Drainage.

Major projects and initiatives include:

- Continued rolling works program for roads, footpaths, kerb and gutter and storm water drainage
- Continued upgrade of the Enfield Aquatic Centre
- Flockhart Park embellishment and upgrade works including new exercise equipment along the Cook’s River cycle pathway
- Burwood Park New Nature Play Park, Sensory Garden and Pond Upgrade
- Burwood Urban Park.

What we have deferred

Whilst it is not possible to meet all expectations for services within current financial resources, we will continue to work with the community to ensure that required services are provided at appropriate levels and at an affordable cost while managing risks.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Increasing financial pressure to adequately maintain the roads portfolio due to increasing costs
- Flooding caused by inadequate or lack of stormwater systems
- Highly variable and unpredictable extreme weather events, and the impact this will have on transport assets. What seemingly is a manageable position can change very quickly

We will endeavour to manage these risks within available funding by using our asset management systems implemented, to provide a sound platform for understanding the condition, maintenance and replacement schedule for all our assets, which will in turn inform our ongoing budgeting process.

Confidence Levels

This Plan is based on a mix of confidence levels as data and information varies greatly across different asset areas.

The Next Steps

The key actions resulting from this Plan are:

- Regular engagement with our community to understand the level of service they expect and to help them understand the level of service we can deliver. This information is important in setting priorities and determining resource allocation
- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels
- Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise lifecycle costs
- Identifying and managing risks associated with providing services from assets
- Making trade-offs between service levels and costs to ensure that the community receives the best return from assets
- Identifying assets surplus to needs for disposal to make savings in future operations and maintenance costs
- Consulting with the community to ensure that services and costs meet community needs and are affordable
- Developing partnerships with other bodies where available, to provide services, and seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to asset intensive services

2. Introduction

Background

This Plan combines our 4 major infrastructure asset categories. It includes analysis at sub-category asset level. The purpose is to document the relationship between the organisational objectives set out in the Community Strategic Plan, Resourcing

Strategy, Delivery Program, and the asset management (or service) objectives and define the strategic framework required to achieve the asset management objectives.¹ This Plan encompasses the following asset categories:

- Transport including footpaths and kerb and gutter
- Stormwater Drainage
- Buildings
- Parks and Recreation

Table 1: Assets covered by this Plan

Burwood LGA - Note 9a		As at 30/6/2023		
\$'000	Current Replacement Cost	Carrying Value	Depreciation Expense	
Transport	\$359,035	\$186,388	-\$3,752	
Stormwater	\$95,194	\$36,741	-\$766	
Buildings	\$151,796	\$118,272	-\$2,679	
Parks and Reserves	\$19,322	\$16,557	-\$576	
TOTAL	\$625,347	\$357,958	-\$7,773	

¹ ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

² Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13.

³ ISO 55000 Overview, principles and terminology.

Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance
- Managing the impact of growth through demand management and infrastructure investment
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service
- Identifying, assessing and appropriately controlling risks
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Other relevant references to the benefits, fundamentals principles and objectives of asset management can be found in:

- International Infrastructure Management Manual 2020
- ISO 55000:2014 Asset Management – Overview, principles and terminology.

Plan Framework

Key elements of this Plan are:

- Levels of service – specifies the services and levels of service to be provided by the organisation
- Future demand – how this will impact on future service delivery and how this is to be met
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service
- Financial summary – what funds are required to provide the defined services
- Monitoring and improvement plan – how this Plan will be monitored to ensure it is meeting our organisation's and community's Vision and Strategic Directions.

Core and Advanced Asset Management

This Plan is prepared as a 'core' asset management plan over a 10-year planning period in accordance with the International Infrastructure Management Manual. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3. Levels of Service

Community Expectations

The expectations and requirements of various stakeholders were considered in the preparation of detailed asset management plans summarised in this SAMP. The following results have been extracted from Council's Customer Satisfaction Survey conducted in March 2021.

Key findings from the survey included:

1. 88% of residents agree/strongly agree that Burwood area is a great place to live
2. Managing development particularly high-rise development, traffic management, maintaining/upgrading roads and natural environment/more parks and open/green spaces for the area were all identified as the most important components to be included in the CSP
3. Residents expressed concerns for the impacts and management of high-density living and road safety
4. 92% rated their quality of life as 'good' to 'excellent'
5. 94% of residents were at least 'somewhat satisfied' with the performance of Council.

Organisational Objectives

Our Community Strategic Plan establishes our community's long term Vision and Strategic Directions for the Burwood LGA. Our Delivery Program defines the Principal Activities which Council will undertake to turn those aspirations into action. Our asset management objectives are developed from this overarching strategic framework and have strong links to the other elements of Council's IP&R suite of plans and strategies. These organisational priorities and asset management objectives provide focus for the community and technical level of service outlined in this Plan.

Legislative Requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations in the planning, provision and maintenance of our assets. These are outlined in the Table below.

Best thing about living in the Burwood Area

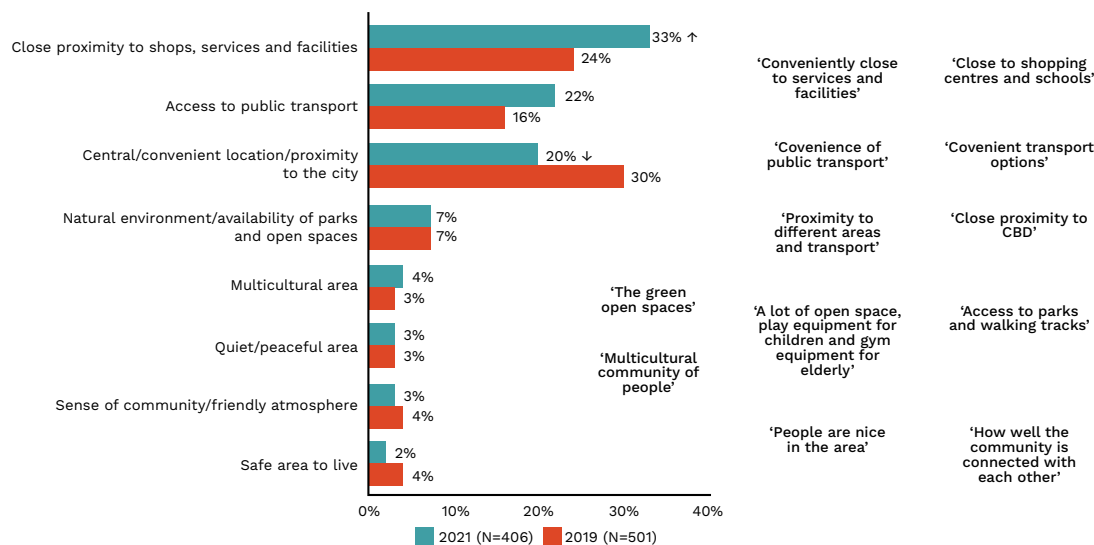


Table 2: Legislative Requirements

Legislation	Requirement
<p>Local Government Act 1993</p>	<p>Sets out role, purpose, responsibilities and powers of local governments.</p> <p>The purposes of this Act are as follows:</p> <p>to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales,</p> <p>to regulate the relationships between the people and bodies comprising the system of local government in New South Wales,</p> <p>to encourage and assist the effective participation of local communities in the affairs of local government,</p> <p>to give councils:</p> <p>the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public the responsibility for administering some regulatory systems under this Act a role in the management, improvement and development of the resources of their areas</p> <p>to require councils, councillors and employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities</p> <p>The land management provisions of the Act require that Council prepare plans of management for all community land. The plan of management identifies the management objectives for the land category, performance indicators and performance measures to meet the objectives identified.</p>
<p>Local Government Amendment (Planning and Reporting) Act 2009</p>	<p>Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.</p>
<p>Disability Discriminations Act, 1992</p>	<p>The Federal <i>Disability Discrimination Act 1992</i> (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people. It mandates that:</p> <p>a) To eliminate, as far as possible, discrimination against persons on the ground of disability in the areas of:</p> <p>i) Work, accommodation, education, access to premises, clubs and sport; and</p> <p>ii) The provision of goods, facilities, services and land and</p> <p>iii) existing laws and</p> <p>iv) The administration of Commonwealth laws and programs and</p> <p>b) To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community; and to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.</p>
<p>Work Health and Safety Act 2011</p>	<p>Sets out roles and responsibilities to secure the health, safety and welfare of persons at work and covering injury management, emphasising rehabilitation of workers particularly for return to work. Council is to provide a safe working environment and supply equipment to ensure safety.</p>
<p>Environmental Planning and Assessment Act 1979</p>	<p>An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEPs), Development Control Plans (DCPs), Environmental Impact Assessments (EIA) and Environmental Impact Statements.</p>
<p>Plant Protection Act 1989</p>	<p>This Act sets out requirements in respect to Flora Protection</p>

Legislation	Requirement
Environmental Protection Act 1994	This act sets out requirements in respect to environmental protection
Threatened Species Conservation Act, 1995	An Act to conserve threatened species, populations and ecological communities of animals and plants. Under the terms of this Act Council is required to ensure the long-term survival of the species identified.
Rivers and Foreshores Improvements Act, 1948	An Act to provide for the carrying out of works for the removal of obstructions from and the improvement of rivers and foreshores and the prevention of erosion of lands by tidal and non-tidal waters
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
National Parks and Wildlife Act (1974)	An Act relating to the establishment, preservation and management of national parks, historic sites and certain other areas and the protection of certain fauna, native plants and Aboriginal objects.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Public Works Act 1912	Sets out the role of Council in the planning and construction of new assets.
Road Transport (General) Act 2005	Provides for the administration and enforcement of road transport legislation. It provides for the review of decisions made under road transport legislation. It makes provision for the use of vehicles on roads and road related areas and also with respect to written off and wrecked vehicles.
Road Transport (Safety and Traffic Management) Act 1999	Facilitates the adoption of nationally consistent road rules in NSW, the Australian Road Rules. It also makes provision for safety and traffic management on roads and road related areas including alcohol and other drug use, speeding and other dangerous driving, traffic control devices and vehicle safety accidents.
Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.
Local Government (Highways) Act 1982	An Act to consolidate with amendments certain enactments concerning the functions of the corporations of municipalities with respect to highways and certain other ways and places open to the public.
NSW Road Rules 2008	A provision of road rules that are based on the Australian Road Rules so as to ensure that the road rules applicable in this State are substantially uniform with road rules applicable elsewhere in Australia.
Valuation of Land Act 1916	This act sets out requirements in respect Land Valuation
Crown Lands Act, 1989	An Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has large holdings of Crown land under its care, control and management.

Legislation	Requirement
Heritage Act, 1977	<p>An Act to conserve the environmental heritage of the State.</p> <p>Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approval and monitoring.</p> <p>Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approval and monitoring.</p>
Building Code of Australia	<p>The goal of the BCA is to enable the achievement of nationally consistent, minimum necessary standards of relevant, health, safety (including structural safety and safety from fire), amenity and sustainability objectives efficiently.</p>
Building Fire and Safety Regulation 1991	<p>This Act sets out the regulations for things such as means of escape, Limitation of people in buildings, Fire and evacuation plans and testing of special fire services and installations.</p>
Electrical Safety Act 2002	<p>This act sets out the installation, reporting and safe use with electricity</p>
Building Regulation 2003	<p>This act sets out requirements in respect to Building Requirements</p>
Plumbing and Drainage Act 2002	<p>This act sets out requirements in respect to Plumbing Requirements</p>
Rural Fires Act, 1997	<p>An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires.</p> <p>Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.</p>
Dangerous Goods Safety Management Act 2001	<p>This act sets out the safe use, storage and disposal of dangerous goods</p>
Fire and Rescue Service Act 1990	<p>This act sets out requirements in respect to Emergency Services for Fire and Rescue</p>
Public Records Act 2002	<p>This act sets out requirements in respect maintaining Public Records</p>
Surveillance Devices Act	<p>This act sets out requirements in respect use of Surveillance Devices</p>
Civil Liability Act, 2002	<p>An Act to make provision in relation to the recovery of damages for death or personal injury caused by the fault of a person</p>
Companion Animals Act, 1998	<p>An Act to provide for the identification and registration of companion animals and for the duties and responsibilities of their owners.</p> <p>Under the terms of the Act Council is required to provide and maintain at least one off leash area. It currently has eleven areas identified as off leash.</p>
Rural Fires Act, 1997	<p>An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires.</p> <p>Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.</p>

Levels of Service

We have defined service levels in two terms.

Community Levels of Service - measure how the community receives the service and whether the organisation is providing community value.

Community levels of service measures used in this Plan are:

Quality How good is the service?

Function Does it meet the needs of the user?

Capacity/Utilisation Is the service usage appropriate to capacity?

An overview of current community levels of service is provided in Table 3 below.

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as availability, cleansing, mowing, etc.

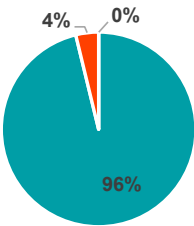
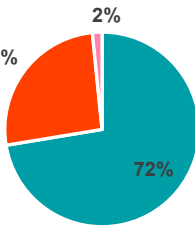
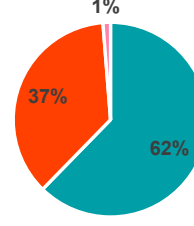
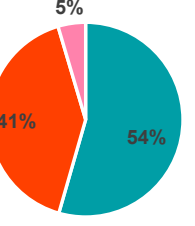
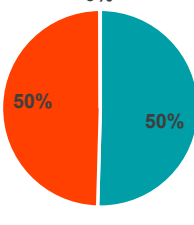
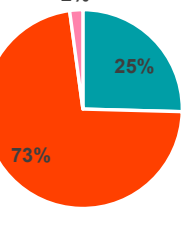
- Maintenance – the activities necessary to retain an assets as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs)
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- Upgrade – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

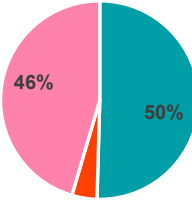
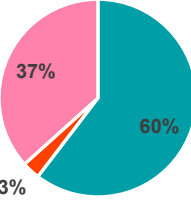
Service managers plan, implement and control technical service levels to influence the customer service levels.²

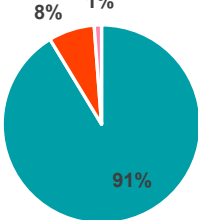
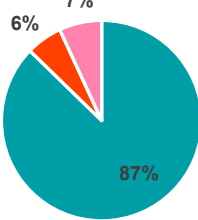
Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

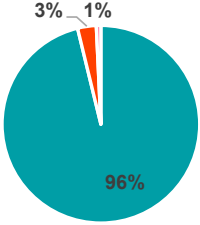
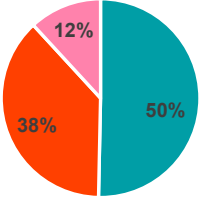
Technical levels of service for each asset category are detailed in Appendix B.

Table 3: Community Levels of Service

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Level of Service	10 Year Projection Current LTFP Funding	
Community Levels of Service – Transport and Stormwater Drainage					
Quality	Well maintained roads, footpaths and Kerb and Gutter Roads, footpaths and Kerb and Gutter that do not cause water ponding Look well maintained Transport infrastructure condition meets hierarchy requirements for condition measures	Customer surveys	Access to public transport – 97% Satisfaction	It is anticipated that customer requests and community satisfaction would remain the same if not improve over the next 10 years	
		Customer requests	Traffic management and road safety – 85% satisfaction Maintaining Footpaths – 83% satisfaction Access to cycleways – 58% satisfaction Has not been fully assessed at this time		
		Roads State of the Assets Report	 <p>Confidence Level: High</p>		 <p>Confidence Level: Medium</p>
		Footpaths State of the Assets Report.	 <p>Confidence Level: High</p>		 <p>Confidence Level: Medium</p>
		Kerb and Gutter State of the Assets Report.	 <p>Confidence Level: High</p>	 <p>Confidence Level: Medium</p>	

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Level of Service	10 Year Projection Current LTFP Funding
	Provide efficient method of collection and disposal stormwater	Customer surveys Customer requests	Has not been fully assessed at this time	It is anticipated that customer requests and community satisfaction would remain generally the same over the next 10 years
	Stormwater Drainage condition meets hierarchy requirements for condition measures	State of the Assets Report. Condition Profile	 <p>Confidence Level: Low</p>	 <p>Confidence Level: Low</p>
Function	Ensure access to facilities and services is provided that is suited to the use	Customer requests Function Profile	Has not been fully assessed at this time Confidence Level: Low	Requests received should not increase annually. Confidence Level: Low
	Transport Infrastructure meets hierarchy requirements for traffic volumes, design speed, width, alignment, access etc.			
	Ensure stormwater system meets community expectations Removal of gross pollutants	Customer requests Function Profile	Has not been fully assessed at this time Confidence Level: Low	Requests received should not increase annually. Confidence Level: Low
Capacity/ Utilisation	Transport network meets the capacity requirements appropriate to hierarchy	Customer requests Capacity Profile	Has not been fully assessed at this time Confidence Level: Low	Requests received should not increase annually. Confidence Level: Low

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Level of Service	10 Year Projection Current LTFP Funding
Community Levels of Service – Buildings				
Quality	Service the needs of the community and Council to an appropriate standard Buildings and facilities to be safe and suitable to users At a quality or standard suitable for their use	Customer surveys Customer requests	Protection of heritage buildings and items – 76% satisfaction Community centres and facilities – 92% satisfaction Has not been fully assessed at this time	It is anticipated that customer requests will not increase and community dissatisfaction would remain steady over the next 10 years
		Buildings State of the Assets Report Condition Profiles	 <p>Confidence Level: High</p>	 <p>Confidence Level: Medium</p>
Function	Buildings and facilities to be suitable for customer activities Easy to access Fit for their purpose Create a pleasant experience	Customer requests Function Profile	Has not been fully assessed at this time Confidence Level: Low	Requests are likely to slowly increase annually Confidence Level: Low
Capacity/ Utilisation	Building facilities meet program delivery needs Available Sufficient facilities for the number of users Not overused	Customer requests Capacity Profile	Has not been fully assessed at this time Confidence Level: Low	Requests are likely to increase slowly annually Confidence Level: Low

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Level of Service	10 Year Projection Current LTFFP Funding
Community Levels of Service – Parks and Recreation				
Quality	Look well maintained and clean Fields have playable surface At a quality or standard suitable for their purpose	Customer surveys Customer requests	Enough opportunities to participate in sporting or recreational activities – 16% disagree Has not been fully assessed at this time	It is anticipated that customer requests will decrease and community satisfaction would improve over the next 10 years
		Parks and Recreation State of the Assets Report Condition Profiles	 <p>Confidence Level: High</p>	 <p>Confidence Level: Medium</p>
Function	Easy to access Fit for their use Create a pleasant experience	Customer requests Function Profile	Has not been fully assessed at this time Confidence Level: Low	Requests received should not increase annually Confidence Level: Low
Capacity/ Utilisation	Available Sufficient facilities for the number of users	Customer requests Capacity Profile	Has not been fully assessed at this time Confidence Level: Low	Requests received should not increase annually Confidence Level: Low

4. Future Demand

Demand Drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, climate change, vehicle ownership rates, consumer preferences and expectations, government decisions, technological changes, economic factors, agricultural practices, environmental awareness, etc.

Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets were identified and are documented in Table 4.

Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown below.

Table 4: Demand Drivers, Projections and Impact on Services

Development	Population increase and higher density development	Steady growth anticipated to continue	Increase in demand for services supported by infrastructure due to development and population growth
Community Expectations	There is a desire from the community for a high standard of services	Expectations will continue to increase	Existing networks may not be fully suitable for the purpose
Increasing Costs	The cost to construct, maintain and renew infrastructure is increasing at a rate greater than council's revenue	Cost of renewing infrastructure systems is increasing. Cost increases are anticipated to continue and will likely be at a higher rate than CPI.	The need to carefully target and plan infrastructure is increasing in importance as maximising the service that can be delivered within the funding limitations will be under pressure

Demand drivers	Present position	Projection	Impact on services
Environment and Climate Change	It is widely accepted that climate is changing	<p>Future is uncertain but is likely that climate change will impact on the delivery of the services provided by infrastructure.</p> <p>Weather extremes will have significant impact on infrastructure</p>	<p>Some services such as the Transport and stormwater drainage may be impacted directly by climate/ rainfall and severe events.</p> <p>Higher frequency and larger flood events</p>

Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and implementing demand management practices. Such practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and

management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures³. Examples of non-asset solutions include providing joint services from existing assets such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

Opportunities identified for demand management are shown in the table below.

Table 5: Demand Management Plan Summary

Service Impact	Demand Management Plan
Communicate options and capacity to fund infrastructure works with the community	Monitor community expectations and communicate service levels and financial capacity with the community to balance priorities for infrastructure with what the community is prepared to pay for
Funding priority works	<p>Link asset management planning to LTFPs and community strategic plans.</p> <p>Continue to seek grant funding for projects identified in Burwood’s Community and Strategic Asset Management Plans</p>
Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the current level of service
Climate Change	Increased understanding of climate change effects and required management techniques

³ IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.

Asset Programs to meet Demand

The new assets required to meet growth will be acquired free of cost from land developments and constructed/acquired by the organisation. New assets constructed/acquired by the organisation are discussed in Section 5.

Acquiring these new assets will commit the organisation to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

5. Lifecycle Management Plan

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs.

Background Data

Physical parameters

The assets covered by this Plan are

- Transport
- Drainage
- Buildings
- Parks and Recreation

Asset capacity and performance

The organisation's services are generally provided to meet relevant design standards where these are available.

Infrastructure Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets conducted for each relevant asset management plan identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' – requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan(s) and the adopted treatment plan are summarised below. These risks are regularly reported to Council's Executive and Councillors.

Table 6: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Roads			
Increasing financial pressure to adequately maintain the roads portfolio	The long-term renewal of road seals is not adequate	Very High	Roads resealing program focusing on high priority areas determined by road hierarchy, condition data, and priorities identified in the CSP
Road Maintenance	Increasing maintenance requirements	High	Continue to improve data Documented service level risks and utilisation for establishing future maintenance priorities
Road Damage	Damage to roads as a result of major storm events	Very High	At present this can be only partially managed within councils resourcing. Council is reliant on assistance funding from other levels of government to manage these events
Stormwater Drainage			
Stormwater Network	General deterioration of the network resulting in structural and capacity failures	High	Assess adequacy of inspections, particularly in aged network areas Keep data up to date so that renewals can be planned
Stormwater Network	Flooding due to blockages	High	Assess adequacy of programs and monitor frequency of problems due to inadequate cleaning or maintenance
Stormwater Network	Flooding caused by inadequate or lack of stormwater systems	High	Review stormwater management program
Footpaths			
Footpaths	Path user trips and injure themselves on damaged path surface.	High	Regular inspection of path condition and defects in accordance with footpath policy. Inspections by Council personnel for any hazards reported by public. Use of materials in new path construction to increase life of footpath
Buildings			
Building Renewal	Buildings deteriorate to a lesser service standard and higher risk situation	Medium - High	Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities
Utilisation	Buildings not suiting the needs of service providers	Medium - High	Continue to monitor not only the condition of buildings, but how well they suit the needs of users
Park and Recreation			
Playgrounds	Incident or injury for community members using facilities	Medium - High	Regular renewal of soft-fall, prevention of usages if broken, repair faulty or broken equipment through regular inspection and maintenance.

Routine Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, utility services, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Operations and Maintenance Plan

Operations activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Operations and Maintenance Strategies

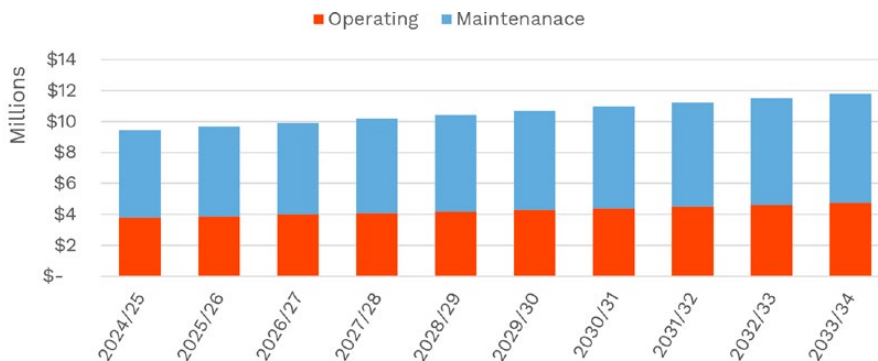
We will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- Maintain a current hierarchy of critical assets and required operations and maintenance activities
- Develop and regularly review appropriate emergency response capability
- Review management of operations and maintenance activities to ensure we are obtaining best value for resources used.

Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 2 with estimated available operating budget funding. Note that all costs are shown in current dollar values (i.e. real values).

Figure 2: Projected Operations and Maintenance Expenditure and Budget (LTFP)



Renewal and Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

— and evaluate the options against evaluation criteria adopted by Council/Board, and

— select the best option to be included in capital renewal programs

- Using *optimal* renewal methods (cost of renewal is less than replacement) wherever possible
- Maintaining a current infrastructure risk register for assets and service risks associated from infrastructure assets reporting Very High and High risks and residual risks after treatment to management and Council
- Reviewing current and required skills base and implement workforce training and development to meet required construction and renewal needs
- Maintaining a current hierarchy of critical assets and capital renewal treatments and timings required
- Reviewing management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Renewal and Replacement Strategies

We will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify
 - the service delivery ‘deficiency’, present risk and optimum time for renewal/ replacement
 - the project objectives to rectify the deficiency
 - the range of options with estimated capital and life cycle costs for each options that could address the service deficiency

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replace a bridge that has a 5 t load limit) or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (eg roughness of a road).⁴

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure
- Have a high utilisation and subsequent impact on users would be greatest
- The total value represents the greatest net value to the organisation

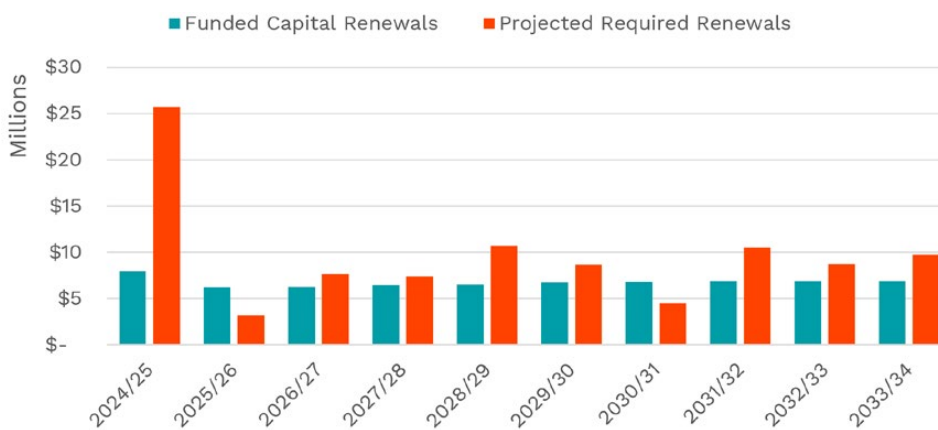
- Have the highest average age relative to their expected lives
- Are identified in this Plan as key cost factors
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.⁵

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in the respective sections of this Plan.

Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock increases from growth as shown in Figure 3. Note that all costs are shown in current dollar values.

Figure 3: Projected Capital Renewal and Replacement Expenditure (LTFP)



⁴ IPWEA, 2011, IIMM, Sec 3.4.4, p 3|60.

⁵ Based on IPWEA, 2011, IIMM, Sec 3.4.5, p 3|66.

Projected Capital Renewal and Replacement Expenditure

Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation from land development. These assets from growth are discussed in Section 4.5.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary cost estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in the respective asset management plans.

Capital Investment Strategies

We will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all capital upgrade/new projects to identify
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
 - the project objectives to rectify the deficiency including value management for major projects
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency
 - management of risks associated with alternative options
 - and evaluate the options against evaluation criteria adopted by Council/Board, and
 - select the best option to be included in capital upgrade/new programs
- Review current and required skills base and implement training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure we are obtaining best value for resources used.

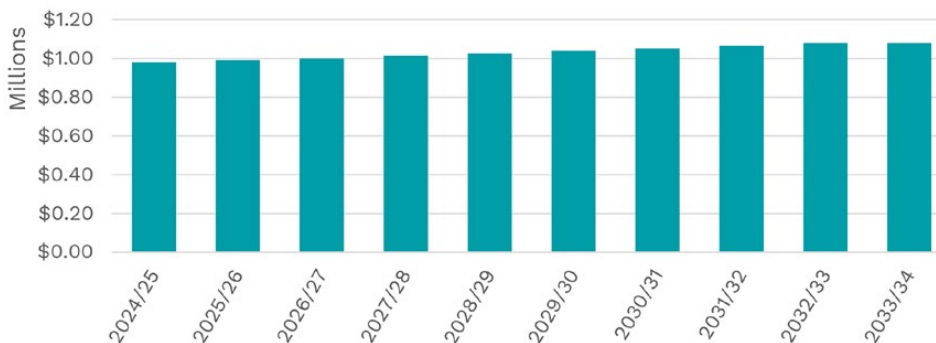
Standards and specifications for maintenance of existing assets and construction of new assets and upgrade/expansion of existing assets are detailed in relevant sections of this Plan.

Summary of future upgrade/new assets expenditure

Summary of future upgrade/new assets expenditure Over the next 10 years Council is planning to invest \$10.3M to improve services

by upgrading or building new infrastructure to service the Burwood community. This is predominately made up of Transport \$6.4M and Parks \$3.9M. Proposed upgrade/new expenditure is shown in Figure 4.

Figure 4: Projected Capital Upgrade/New Expenditure (LTFP)



Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for possible decommissioning or disposal in this Plan.

6. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Indicators and Projections

Sustainability of service delivery

In addition to long term life cycle costs/ expenditures there are 3 key indicators for service delivery sustainability that have been considered within this Plan, these being the asset renewal funding ratio and the medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

The Asset Renewal Funding Ratio is the most important indicator and reveals whether projected capital renewal and replacement expenditure can be financed in the long-term financial plan. It is calculated by dividing the projected capital renewal expenditure shown in the AM Plan by the estimated capital renewal budget provided in the long-term financial plan.

Table 7 shows overall sustainability of service calculations for the assets covered by this Plan.

Table 7: Sustainability of Service Delivery (Including Current Backlog)

Sustainability of service delivery (Including Backlog)	LTFP
	(\$,000)
Asset Renewal Funding Ratio	
10 Year Renewal Projected Expenditure	\$96,768
10 Year Renewal Planned (Budget) Expenditure	\$67,590
Asset Renewal Funding Ratio	70%
Medium Term (10 yrs) Sustainability	
10 year Operations, Maintenance & Renewal Projected Expenditure	\$202,708
10 year Operations, Maintenance & Renewal Planned (Budget) Expenditures	\$173,530
10 year Funding Shortfall (10 year projected. expenditures. - Planned (Budget) Expenditures)	\$29,178
10 year Sustainability Indicator (10 year planned exp. / projected. Expenditure)	86%
Short Term (5 years) Sustainability	
5 year Operations, Maintenance & Renewal Projected Expenditure	\$104,357
5 year Operations, Maintenance & Renewal Planned (Budget) Expenditure	\$83,120
5 year Funding Shortfall (5 year projected expenditures. - planned (budget) expenditures)	\$21,237
5 year Sustainability Indicator (5 year planned expenditures. / projected expenditures)	80%

The table above shows that under the current LTFP Council can fund 70% of the projected asset renewals (Including existing backlog) over the next 10 years.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10 year life of the LTFP.

Figures 9.0 and 9.1 show the projected asset renewal and replacement expenditure over the 10 years of the SAMP. The graph also importantly shows the accumulated impact that each funding scenario is having on council's reported backlog.

Figure 5: Projected and LTFP Budgeted Renewal Expenditure including backlog (LTFP)

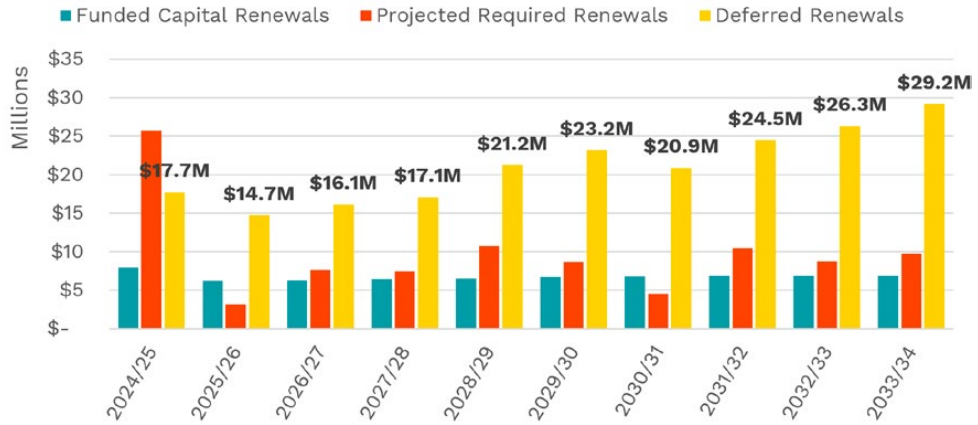


Table 8: Summary of Projected and Planned (LTFP) Renewal Expenditure including carrying backlog

Year	Projected Renewals	Planned/Funded Renewals	Annual Shortfall	Projected Backlog
2024/25	\$25,695	\$7,973	\$17,722	\$17,722
2025/26	\$3,179	\$6,183	-\$3,004	\$14,717
2026/27	\$7,648	\$6,243	\$1,404	\$16,122
2027/28	\$7,407	\$6,469	\$937	\$17,059
2028/29	\$10,725	\$6,547	\$4,178	\$21,237
2029/30	\$8,654	\$6,725	\$1,929	\$23,166
2030/31	\$4,502	\$6,804	-\$2,301	\$20,865
2031/32	\$10,485	\$6,884	\$3,601	\$24,466
2032/33	\$8,732	\$6,881	\$1,851	\$26,316
2033/34	\$9,743	\$6,881	\$2,862	\$29,178

Funding Strategy

The funding strategy to provide the services covered by this Plan is contained within the Council's LTFP.

Valuation Forecasts

Asset values are forecasted to increase as additional upgraded and new assets are added to the asset stock from construction and acquisition by the organisation. Figure 10 shows the projected asset replacement cost asset values over the planning period in current dollar values.

Figure 6: Projected Asset Replacement Values



Annual depreciation expense is forecast to increase in line with asset replacement values as shown in Figure 7.

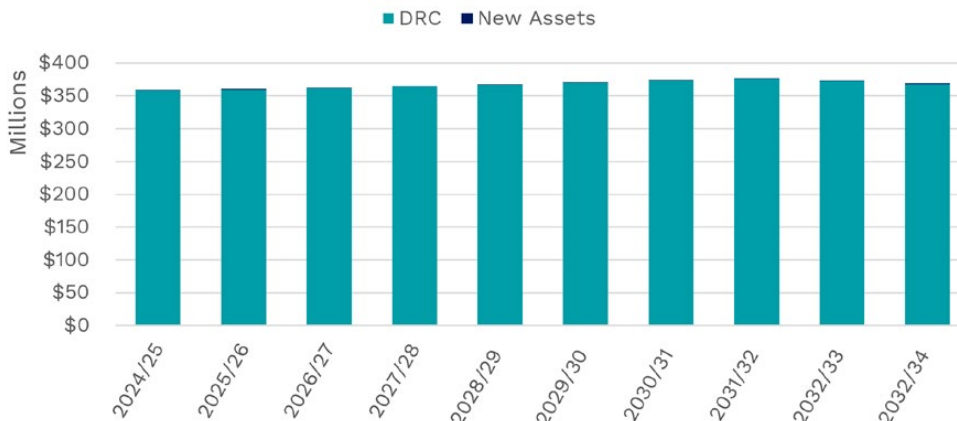
Figure 7: Projected Depreciation Expense



The depreciated asset replacement value will vary over the forecast period depending on the rates of addition of new assets, disposal of old

assets and consumption and renewal of existing assets. The forecast of the depreciated asset replacement value is shown in Figure 8 below.

Figure 8: Projected Depreciated Replacement Value



Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Plan and in preparing forecasts of required operating and capital expenditure and asset values,

depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts. Key assumptions made in this Plan and risks that these may change are shown below.

Table 9: Key Assumptions made in this Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
Projected renewal data including average annual asset consumption which is used for the Long Term sustainability assessments	Buildings - Medium Parks - Low Stormwater Drainage - Medium/High Transport - Low
Use of existing valuations, useful lives and remaining lives determined from the condition rating	Buildings - Medium Parks - Low Stormwater Drainage - Medium Transport - Low
Use of current expenditure information as best as this can be determined	Capital Forecasts - Low Operations and Maintenance Forecasts - Medium
Current levels of service will remain constant over the life of the AMP	Buildings - Medium Parks - Low Stormwater Drainage - Medium Transport - Low
Continued use of current construction techniques and materials in alignment with current standards	Buildings - Medium Parks - Low Stormwater Drainage - Low Transport - Low

Forecast Reliability and Confidence

The expenditure and valuations projections in this strategic AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this AM Plan is shown below.

Table 10: Data Confidence Assessment for AM Plans summarised in Strategic AM Plan

Data	Confidence Assessment	Comment
Demand Drivers	C - Uncertain	Estimated, further substantiation required for next revision of the SAMP.
Growth Projections	B - Reliable	Estimated, further substantiation required for next revision of the SAMP.
Operations Expenditure	B - Reliable	From budget, however additional analysis required. Breakdown into operations and maintenance is estimated and requires further development.
Maintenance Expenditure	B - Reliable	From budget, however additional analysis required. Breakdown into operations and maintenance is estimated and requires further development.
Renewal Expenditure	B - Reliable	Buildings – Medium Confidence Parks – High Confidence Stormwater Drainage – Low Confidence Transport – High Confidence
Upgrade/New Expenditure	B - Reliable	Could be identified from total capital works budget.
Disposal Expenditure	B - Reliable	None identified.
Condition Modelling	B - Reliable	Buildings – Medium Confidence Parks – High Confidence Stormwater Drainage – Low Confidence Transport – High Confidence
Asset Values	B - Reliable	From 2022-23 Financial Report.
Asset Useful Lives	B - Reliable	Ongoing substantiation required.

Over all data sources, the data confidence level is assessed as medium to high confidence level for data used in the preparation of this Plan.

Actions to mitigate any adverse effects of data quality are included within Table 10 below.

7. Plan Improvement and Monitoring

Improvement Program

The asset management improvement tasks identified from an external Asset Management Maturity Audit and preparation of this Plan are shown here.

Table 11: Key Strategies for Asset Management Maturity

National Framework	National Framework Element	Core Element	Key Strategy Number	Task/Action	Responsibility	Timeframe
AM Planning	AM Policy	Y	KS-1	Ensure that the AM Policy is implemented and communicated to key stakeholders. Ensure Council is briefed on their roles and governance responsibilities under the reviewed AM Policy	<ul style="list-style-type: none"> Governance and Risk 	Ongoing
AM Planning	Governance and Management	Y	KS-2	Implement this asset management development program to improve Council's asset management maturity, particularly in the area of measurement and reporting of trends in service levels and risk that result from the available funding scenarios in the LTFP	<ul style="list-style-type: none"> Infrastructure and Assets Finance Property Governance and Risk People and Performance 	Ongoing
AM Planning	AM Plans	Y	KS-3	Continue to develop and update Strategic Asset Management Plans for the major asset groups	<ul style="list-style-type: none"> Infrastructure and Assets Property Finance 	Ongoing
Financial Planning	Annual Budget	Y	KS-4	Identify infrastructure expenditure by both: <ul style="list-style-type: none"> Expenditure Category i.e. the Asset Group it is associated with; for example, road pavement Expenditure Type – operating, maintenance, capital renewal, capital upgrade or capital expansion 	<ul style="list-style-type: none"> Infrastructure and Assets Property Finance 	Ongoing
AM Planning	Governance and Management	Y	KS-5	Consider the ongoing ownership costs of new capital works proposals in budget deliberations. This is achieved by identifying the renewal and capital upgrade/expansion components of all capital works projects, and providing for the ongoing operational and maintenance requirements	<ul style="list-style-type: none"> Infrastructure and Assets Property 	Ongoing

National Framework	National Framework Element	Core Element	Key Strategy Number	Task/Action	Responsibility	Timeframe
AM Planning	Skills and Processes	Y	KS-6	Review skills and processes to ensure Asset Management objectives are met	<ul style="list-style-type: none"> Infrastructure and Assets Property Finance Information Technology 	Ongoing
AM Planning	Data and Systems	Y	KS-7	Review the completeness and accuracy of the data for all major infrastructure classes.	<ul style="list-style-type: none"> Infrastructure and Assets Property Information Technology 	Ongoing
AM Planning	Data and Systems		KS-8	Use a knowledge management strategy to ensure that appropriate and optimal decision support information is available to clearly communicate the cumulative consequences of decisions	<ul style="list-style-type: none"> Infrastructure and Assets Finance Information Technology 	Ongoing
AM Planning	Data and Systems	Y	KS-9	Develop a corporate asset register meeting both technical and financial reporting requirements	<ul style="list-style-type: none"> Infrastructure and Assets Finance Information Technology 	Ongoing
Financial Planning	Annual Report	Y	KS-10	Develop and adopt an Asset Accounting and Capitalisation Policy that assists in meeting the intention of Fair Value Reporting .AASB116)	<ul style="list-style-type: none"> Finance 	June 2023
AM Planning	AM Plans	Y	KS-11	Continue to develop funding models which address the need for sustainable renewal of infrastructure and which identifies all asset life cycle costs	<ul style="list-style-type: none"> Finance 	Ongoing
Financial Planning	Strategic Longer Term Plan	Y	KS-12	The 10-year financial sustainability plan for all Council functions will consider both the future anticipated income projections, and the future expenditure requirements to sustain services. This Plan will consider the expenditures identified in the Asset Management Plans and will provide input into the annual Council budget	<ul style="list-style-type: none"> Finance 	Ongoing
Financial Planning	Annual Report	Y	KS-10	Develop and adopt an Asset Accounting and Capitalisation Policy that assists in meeting the intention of Fair Value Reporting is this something Finance have or plan to deliver?(AASB116)	<ul style="list-style-type: none"> Finance 	June 2023

National Framework	National Framework Element	Core Element	Key Strategy Number	Task/Action	Responsibility	Timeframe
AM Planning	AM Plans	Y	KS-11	Continue to develop funding models which address the need for sustainable renewal of infrastructure and which identifies all asset life cycle costs	<ul style="list-style-type: none"> Finance 	Ongoing
Financial Planning	Strategic Longer Term Plan	Y	KS-12	The 10-year financial sustainability plan for all Council functions will consider both the future anticipated income projections, and the future expenditure requirements to sustain services. This Plan will consider the expenditures identified in the Asset Management Plans and will provide input into the annual Council budget	<ul style="list-style-type: none"> Finance 	Ongoing
AM Planning	Levels of Service	Y	KS-13	Continue to improve the information on the relationship between the service level and cost so that future community consultation will be well informed of the options and costs	<ul style="list-style-type: none"> Infrastructure and Assets Property Customer Experience and Business Improvement 	Ongoing
AM Planning	Evaluation	Y	KS-14	Undertake a detailed assessment of the resources required to implement this Asset Management Improvement Plan so that a program of improvement and milestones can be implemented and monitored	<ul style="list-style-type: none"> Infrastructure and Assets Property Finance 	Ongoing

Monitoring and Review Procedures

The AM Plan has a life of 4 years (council election cycle) and is due for complete revision and updating within one year of each Council election.

Ongoing monitoring is required to ensure compliance with the proposed improvement program milestones.

Performance Measures

The effectiveness of this Plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this Plan are incorporated into the organisation's LTFP
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the summarised asset management plans,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans,
- Actual performance relative to the Levels of Service documented in this Plan.

Supporting Asset Management Documents

Links to key asset management supporting documents are provided below.

Asset Management Policy

Asset Management Strategy

Digital Asset Management Plan Dashboard

8. References

ISO, 2014, ISO 55000, Asset management – Overview, principles and terminology, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55001, Asset management – Management systems - Requirements, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55002, Asset management – Management systems – Guidelines for the application of ISO 55001, International Organization for Standardization, Geneva.

IPWEA, 2014, 'NAMS.PLUS3 Asset Management', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/AIFMG.

IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/IIMM

6. Appendices

Appendix A General Fund Asset Class Modelling

Appendix B Technical Levels of Service

Appendix C Glossary



Appendix A. Major Asset Class Modelling

Transport

Assets:	(\$,000)
Roads Including Kerb and Gutter	256,447
Footpaths	87,182
Other Road Assets	15,406

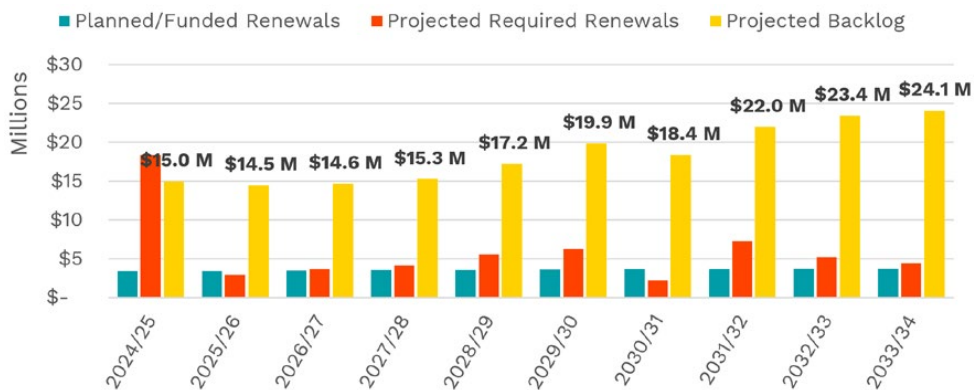
Projected Operating and Capital Expenditure

Burwood - Transport LTFP Funding Scenario



Sustainability of service delivery (Including Backlog)		(\$,000)
Asset Renewal Funding Ratio		
10 Year Renewal Projected Expenditure		\$59,895
10 Year Renewal Planned (Budget) Expenditure		\$35,800
Asset Renewal Funding Ratio		60%
Medium Term (10 yrs) Sustainability		
10 year Operations, Maintenance & Renewal Projected Expenditure		\$94,231
10 year Operations, Maintenance & Renewal Planned (Budget) Expenditures		\$70,137
10 year Funding Shortfall (10 year projected. expenditures. - planned (budget) expenditures)		\$24,094
10 year Sustainability Indicator (10 year planned exp. / projected. Expenditure)		74%
Short Term (5 years) Sustainability		
5 year Operations, Maintenance & Renewal Projected Expenditure		\$50,703
5 year Operations, Maintenance & Renewal Planned (Budget) Expenditure		\$33,481
5 year Funding Shortfall (5 year projected expenditures. - planned (budget) expenditures)		\$17,222
5 year Sustainability Indicator (5 year planned expenditures. / projected expenditures)		66%

Projected and LTFP Budgeted RenewalsTransport LTFP Funding Scenario

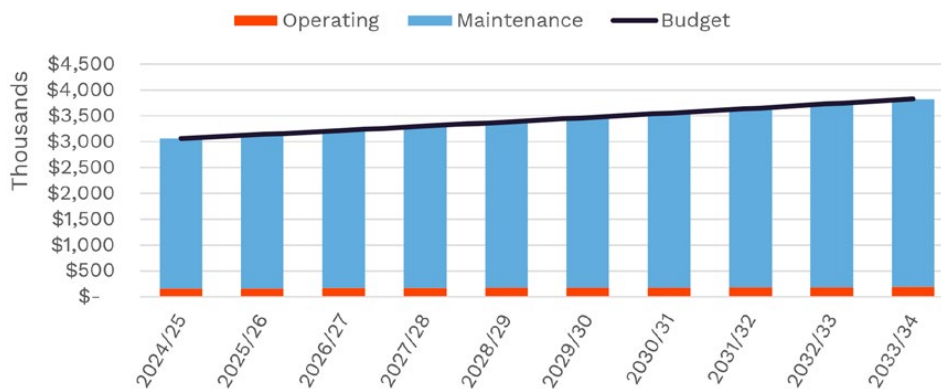


Renewal Financing

Year	Projected Renewals	Planned/Funded Renewals	Annual Shortfall	Projected Backlog
2024/25	\$18,369	\$3,400	\$14,968	\$14,968
2025/26	\$2,920	\$3,434	-\$514	\$14,454
2026/27	\$3,651	\$3,469	\$183	\$14,637
2027/28	\$4,142	\$3,512	\$630	\$15,267
2028/29	\$5,511	\$3,556	\$1,955	\$17,222
2029/30	\$6,233	\$3,600	\$2,633	\$19,855
2030/31	\$2,191	\$3,645	-\$1,454	\$18,401
2031/32	\$7,286	\$3,691	\$3,595	\$21,996
2032/33	\$5,180	\$3,746	\$1,433	\$23,429
2033/34	\$4,411	\$3,746	\$665	\$24,094

Projected Operations and Maintenance Expenditure

Burwood - Projected Operations and Maintenance Expenditure

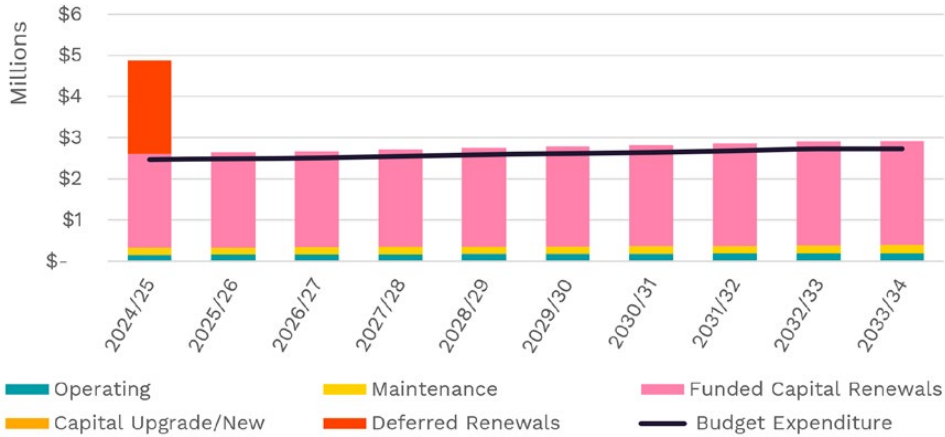


Stormwater Drainage

Asset Type:	Current Replacement Cost (\$,000)
Drainage	\$95,194

Projected Operating and Capital Expenditure

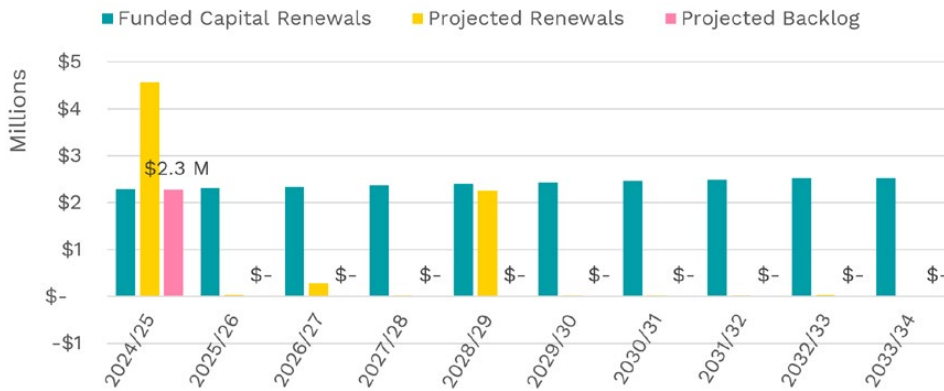
Burwood - Stormwater LTFP Funding Scenario



Sustainability of service delivery (Including Backlog)		(\$,000)
Asset Renewal Funding Ratio		
10 Year Renewal Projected Expenditure		\$7,308
10 Year Renewal Planned (Budget) Expenditure		\$24,172
Asset Renewal Funding Ratio		331%
Medium Term (10 yrs) Sustainability		
10 year Operations, Maintenance & Renewal Projected Expenditure		\$9,101
10 year Operations, Maintenance & Renewal Planned (Budget) Expenditures		\$25,965
10 year Funding Shortfall (10 year projected. expenditures. - planned (budget) expenditures)		-\$16,864
10 year Sustainability Indicator (10 year planned exp. / projected. Expenditure)		285%
Short Term (5 years) Sustainability		
5 year Operations, Maintenance & Renewal Projected Expenditure		\$8,020
5 year Operations, Maintenance & Renewal Planned (Budget) Expenditure		\$12,570
5 year Funding Shortfall (5 year projected expenditures. - planned (budget) expenditures)		-\$4,550
5 year Sustainability Indicator (5 year planned expenditures. / projected expenditures)		157%

Projected and LTFP Budgeted Renewals

Projected and LTFP Budgeted Renewals
Stormwater LTFP Funding Scenario



Sissy by Sid Tapia, Woodstock

Renewal Financing (\$,000)

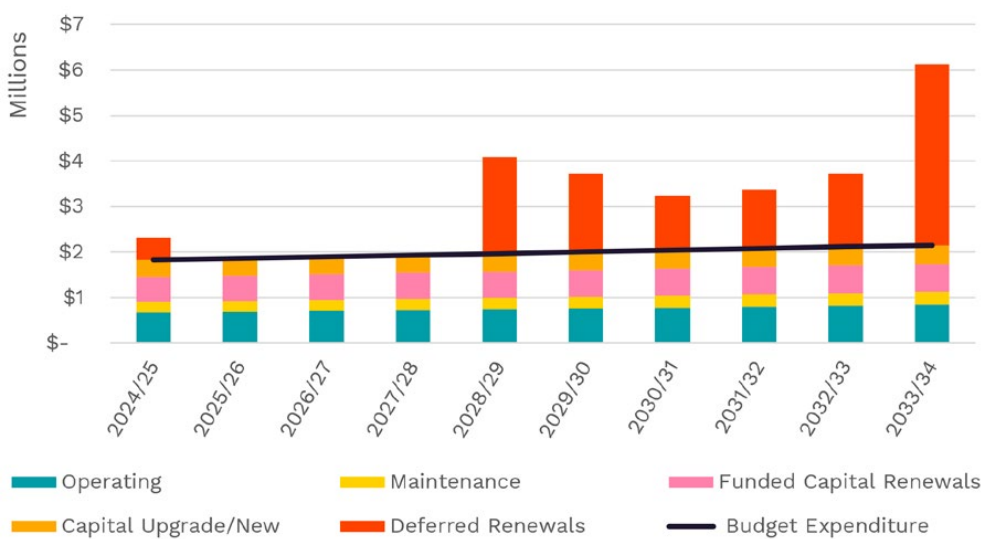
Year	Projected Renewals	Planned/Funded Renewals	Annual Shortfall	Projected Backlog
2024/25	\$4,571	\$2,296	\$2,275	\$2,275
2025/26	\$44	\$2,319	-\$2,275	-\$0
2026/27	\$279	\$2,342	-\$2,063	-\$2,063
2027/28	\$29	\$2,371	-\$2,342	-\$4,405
2028/29	\$2,256	\$2,401	-\$145	-\$4,550
2029/30	\$30	\$2,431	-\$2,401	-\$6,951
2030/31	\$30	\$2,461	-\$2,431	-\$9,381
2031/32	\$31	\$2,492	-\$2,461	-\$11,843
2032/33	\$37	\$2,529	-\$2,492	-\$14,335
2033/34	-\$0	\$2,529	-\$2,529	-\$16,864

Open Space and Recreation

Asset Type:	Current Replacement Cost (\$,000)
Open Space and Recreation Assets	\$19,332

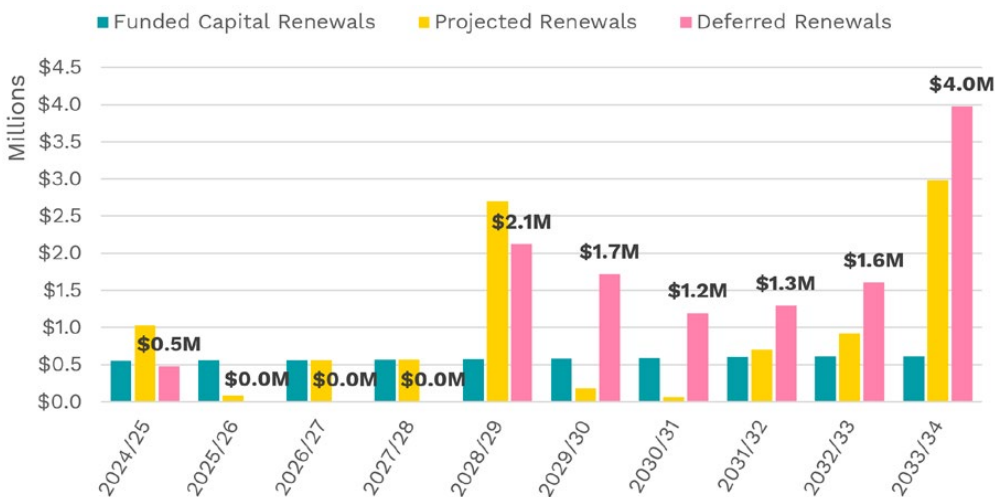
Projected Operating and Capital Expenditure

Burwood – Open Space and Recreation LTFP Funding Scenario



Sustainability of service delivery (Including Backlog)		(\$,000)
Asset Renewal Funding Ratio		
10 Year Renewal Projected Expenditure		\$9,812
10 Year Renewal Planned (Budget) Expenditure		\$5,834
Asset Renewal Funding Ratio		59%
Medium Term (10 yrs) Sustainability		
10 year Operations, Maintenance & Renewal Projected Expenditure		\$19,879
10 year Operations, Maintenance & Renewal Planned (Budget) Expenditures		\$15,901
10 year Funding Shortfall (10 year projected. expenditures. - planned (budget) expenditures)		\$3,978
10 year Sustainability Indicator (10 year planned exp. / projected. expenditure)		80%
Short Term (5 years) Sustainability		
5 year Operations, Maintenance & Renewal Projected Expenditure		\$9,678
5 year Operations, Maintenance & Renewal Planned (Budget) Expenditure		\$7,554
5 year Funding Shortfall (5 year projected expenditures. - planned (budget) expenditures)		\$2,124
5 year Sustainability Indicator (5 year planned expenditures. / projected expenditures)		78%

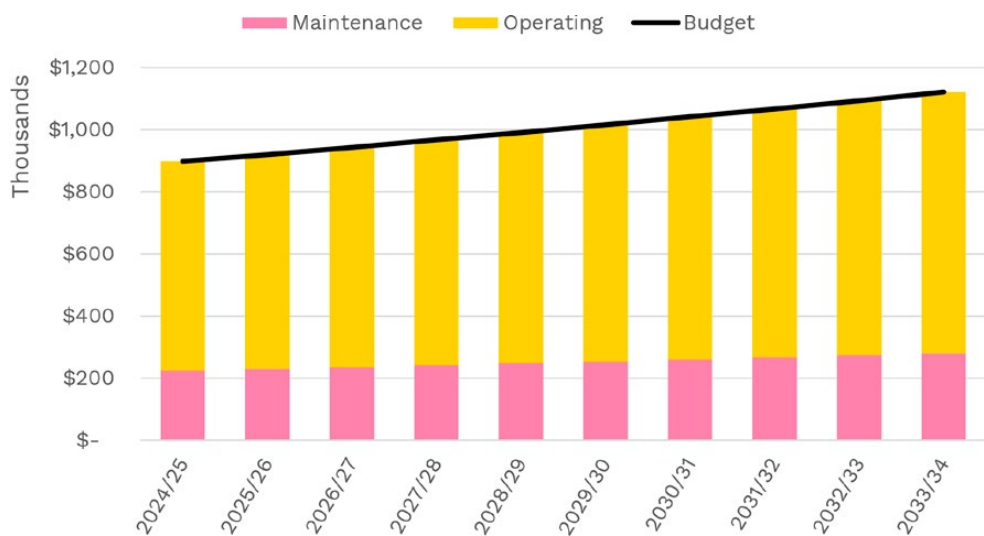
Projected & LTFP Budgeted Renewals Open Space and Recreation LTFP Funding Scenario



Renewal Financing

Year	Projected Renewals	Planned/Funded Renewals	Annual Shortfall	Projected Backlog
2024/25	\$1,033	\$554	\$478	\$478
2025/26	\$86	\$560	-\$473	\$5
2026/27	\$560	\$565	-\$5	-\$0
2027/28	\$572	\$572	\$0	-\$0
2028/29	\$2,703	\$579	\$2,124	\$2,124
2029/30	\$182	\$587	-\$404	\$1,719
2030/31	\$67	\$594	-\$527	\$1,193
2031/32	\$702	\$601	\$100	\$1,293
2032/33	\$922	\$611	\$311	\$1,604
2033/34	\$2,984	\$611	\$2,374	\$3,978

Burwood – Projected Operations and Maintenance Expenditure



Appendix B. Technical Levels of Service

Note that the detail required here for Ops and Maintenance costs is not available within the provided LTFP. However, the ratio of Ops/Mtce from last year’s Asset Management Strategy has been applied to the LTFP Mtce funding.

Technical Levels of Service – Transport and Drainage

Budget Area	Activities	Measure	Current LTFP Funded Level of Service Scenario 1
Operations	Number of prompted Inspections Number of stormwater service requests received	Number of prompted Inspections Number of requests received	Decreasing trend Not expected to increase Passive reporting
Operational Cost			\$1.72M over the next 10 years
Maintenance	Remove hazards Roads Defect Completion Rate Number of defects outstanding	Respond to complaints Defects completed during the year as a percentage of defects identified during the year Number of defects outstanding	Reactive maintenance to limit of budget allocation. Not increasing Declining trend
Maintenance Cost			\$34.4M over the next 10 years
Renewal	Renewal of assets	Replacement Cycle	Further assessment required to inform future revisions of this Asset Management Plan.
Renewal Cost			\$59.97M over the next 10 years
Upgrade/New	Provide services in a cost-effective manner	Cost, Meet Corporate Strategy	Achieved by a combination of Council and Contract works. The augmentation of Transport Infrastructure systems to meet appropriate service and risk outcomes is not being funded
Upgrade/New Cost			\$6.4M over the next 10 years

Technical Levels of Service – Buildings

Budget Area	Activities	Measure	Current LTFP Funded Level of Service Scenario 1
Operations	Number of prompted Inspections Percentage of Buildings inspected as per inspection calendar Number of Building service requests received	Number of prompted Inspections Percentage of Buildings inspected as per inspection calendar Number of requests received	Decreasing trend 100% Expected to remain the same
Operational Cost			\$16.2M over the next 10 years
Maintenance	Remove hazards Building Defect Completion Rate Unresolved Building defects	Respond to complaints Defects completed during the year as a percentage of defects identified during the year Number of open Building defects at the end of the year	Reactive maintenance to limit of budget allocation Trend to remain steady Trend to remain steady
Maintenance Cost			\$2.2M over the next 10 years
Renewal	Renewal of assets	Replacement cycle	Building renewals funded in the current LTFP Projected building renewals to start to increase over the next 10-15 years
Renewal Cost			\$4.7M over the next 10 years
Upgrade/New	Provide services in a cost-effective manner	Cost, meet corporate strategy	Achieved by a combination of Council and Contract works. New or planned building upgrades have been funded in the current LTFP
Upgrade/New Cost			\$0M over the next 10 years

Technical Levels of Service – Parks

Budget Area	Activities	Measure	Current LTFP Funded Level of Service Scenario 1
Operations	Number of prompted Inspections Parks and gardens effectiveness and risk management.	Number of prompted inspections Percentage of scheduled playground inspections completed	Decreasing trend 100%
Operational Cost			\$6.9.53M over the next 10 years
Maintenance	Parks defects identified Defects outstanding for the reporting period	Number of requests received Number of defects outstanding	Expected to Decrease Expected to decrease
Maintenance Cost			\$2.3M over the next 10 years
Renewal	Renewal of assets	Replacement cycle	Parks renewals funded in the current LTFP Projected Parks renewals to remain constant over the next 10 years
Renewal Cost			\$5.8M over the next 10 years
Upgrade/New	Provide services in a cost-effective manner	Cost, meet corporate strategy	Achieved by a combination of Council and Contract works. New or planned Park Asset upgrades have been funded in the current LTFP
Upgrade/New Cost			\$3.98M over the next 10 years

Appendix C. Glossary

Annual service cost (ASC)

1. Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2. For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset renewal funding ratio

The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a LTFP relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition.

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision-making).

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to

place the asset into service. This includes one-off design and project management costs.

Critical assets

Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Deferred maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Financing gap

A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- a) use in the production or supply of goods or services or for administrative purposes; or
- b) sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Lifecycle Cost *

- 1. Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
- 2. Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Lifecycle Expenditure

The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the LTFP over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Loans / borrowings

See borrowings.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/ breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.

- **Specific maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel,

staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio

Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a LTFF (or estimated future budgets in absence of a LTFF) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of Transports and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset’s fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs,

eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset’s potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council’s longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go,

how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- a) the period over which an asset is expected to be available for use by an entity, or
- b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Additional and modified glossary items shown *



Our People





Quick links

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Scope and Purpose

The Burwood Local Government Area (LGA) is in a unique and exciting position. Identified as a strategic hub by the State Government, with the population anticipated to nearly double to 73,500 by 2036, major infrastructure and liveability projects are set to be delivered for our community.

It is for these reasons, that Council needs to ensure that we have the workforce resourcing and capabilities available to deliver high quality services and infrastructure for our growing and evolving community.

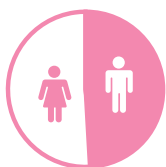
The Workforce Management Plan includes information on Council's current workforce as well as identifying future requirements based on the commitments in the Community Strategic Plan and Delivery Program. The four Strategic Pillars of this Plan are underpinned by our internal Performance Pyramid, which drives our annual performance review and development process, and are designed to ensure an agile organisation that can respond effectively and efficiently to the needs of our community. The key actions developed will enable Council to deliver a workforce that is innovative, engaged and driven by performance.

In partnership with Council's Long Term Financial Plan, Digital Strategy and Asset Management Strategy and Plan, the Workforce Management Plan is about ensuring that there are sufficient people resources available in the right place, at the right time, with the right skills and capabilities to deliver on the community's vision and aspirations for the Burwood community (Burwood2036). The Workforce Management Plan helps Council plan its workforce requirements for the next four years and beyond, and plan what needs to occur to ensure the necessary people are in place when they are needed. The right workforce is a critical element to delivering on the commitments made in Council's Delivery Program 2022-2026 and each of our plans and strategies.

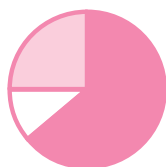


Our Workforce

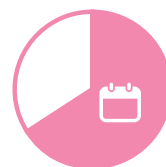
216 total staff



49% male and 51% female



64% employed full time, 11% part time and 25% casually



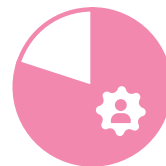
66% have worked with Council for 5 years or less



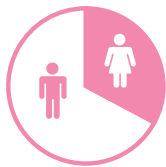
10% inside LGA 90% outside LGA



Staff median age = 40 years

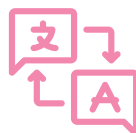


80% of staff deliver direct services to the community and 20% work in administration and support



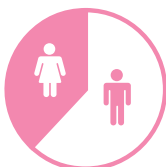
Executive Team of 6

33% female, 67% male



Languages spoken by our staff:

Arabic, Chinese, Cantonese, Chaozhou, Croatian, English, Hindi, Italian, Mandarin, Malayalam, Marathi, Nepalese, Russian, Samoan, Tamil and Ukrainian



58 people managers

62% males and 38% females



Leading Organisational Transformation

Our staff are critical to our success in delivering customer centred, responsive and future proof services to our community, customers and visitors to the Burwood LGA. Getting the right mix of talent at the right time with the right skills and capabilities will continue to be a focus for Council over the next four years and beyond.

With this in mind, in 2020 Council refreshed its Executive Team, and during 2021, undertook a review of its organisational structure – the first major review in 15 years. The review considered the functions, skills, leadership and culture required to enable Council to deliver the right mix of services to our community and customers in the years ahead. As a result, 23% of all positions in Council were changed and advertised early in 2022 with existing and new staff being appointed via an externally advertised merit-based recruitment process. Our new leadership team will continue to work collaboratively to lead further service reviews, modernisation and improvement of service delivery and prepare our organisation for the challenges ahead.

Factors informing Burwood’s Workforce Management Plan

Councils today face an important opportunity to revolutionise how we function and how we meet the ever-evolving needs and expectations of our customers in the digital era – the residents, businesses, partners, leaders and stakeholders across our diverse city and community that we serve.

New workforce models and innovative approaches driven by the pandemic response are expected to gain momentum, allowing our employees to flexibly shift their focus to work that is innovative, value-based and customer-centred. Acquiring critical new skills for the digital era is paramount; leadership styles need to evolve as we move towards outcome-focused workplace cultures.

Burwood Council’s Workforce Management Plan has been developed with the future of work and our customers’ needs at the forefront and is focused on continuing to transform the organisation through innovation, enhanced customer experience and a high performance culture.

For these reasons, the following key factors are informing our Workforce Management Plan.

Putting the customer first through back office transformation

A well-designed back office can help drive customer centricity, reduce costs and employee manual effort, improve the ability to perform more value-adding activities and analysis, and improve the employee value proposition by enabling them to do more meaningful work. It can also increase the capacity of our staff to invest in more meaningful initiatives and reinvest back into the community, ultimately driving progress that will make a difference. Learning, skills and career pathways will become business critical (KPMG, 2021).

Hybrid work is an expectation: ‘In the office’ takes on new meaning

One result of the pandemic is that hybrid working has become the norm and employees expect to be trusted to work for a proportion of their time at home or remotely, if the work permits. They expect functioning IT systems, access to information and collaboration tools, and online resources that enable working easily from home or anywhere, at any time.

The focus on the employee experience has become mainstream

The return phase of the COVID-19 crisis presents a requirement for companies to rethink the employee experience in ways that respect individual differences – home lives, skills and capabilities, mindsets, personal characteristics, and other factors – while also adapting to rapidly changing circumstances. PwC, 2022.



Other Key Factors Considered

1. The need to build on the organisational restructure and review, modernise and improve efficiencies and delivery of value to the community in a revenue-constrained environment with increasing community expectations.
2. Changing community and workforce (expectations accelerated by the pandemic) for online service delivery accelerating pressures for transformation and modernisation of Local Government systems and a shift in skills.
3. Pandemic impacts and constraints on revenue sources and pressures for cost containment are creating a need for innovative, ethical and commercially focused generation of new income streams for Council whilst managing governance issues.
4. Opportunities to deliver large scale and complex capital works projects such as the nearly \$100M Western Sydney Infrastructure Grants Program are creating pressures on resourcing to win funds, deliver community projects and then operate new facilities and services within funding constraints.
5. Workforce trends are creating a competitive labour environment in which workplace culture, staff engagement, salaries, people leadership capability and development opportunities are key drivers of being able to attract, grow and retain the skills needed for service delivery.

Strategic Pillars of our Workforce Plan 2022 to 2026

With the future of work in mind and our customers' needs at the centre of everything we do, Council has developed four strategic pillars of our Workforce Management Plan 2022 to 2026 that are underpinned by our Performance Pyramid:

The four strategic pillars of our Workforce Plan 2022 to 2026 are:

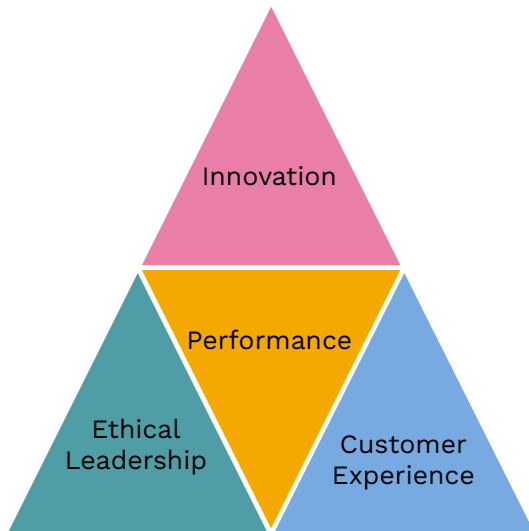


Image: Council's internal Performance Pyramid

1. Our workforce is agile and responsive

(Innovation)

We actively think of new and improved ways of working and champion change that adds value to the community. We utilise smart technology and improved systems of work that allow us to more effectively and efficiently understand and respond to our customers' needs.

2. Our workforce is customer-centred

(Customer experience)

The community is at the centre of everything we do and our staff feel connected to our purpose. We continuously look for ways to enhance our customer experience and internal service delivery.

3. Our leaders are building a culture of performance excellence and engagement

(Performance and ethical leadership)

Our leaders work collaboratively across the organisation to embed performance excellence and enable our staff to deliver upon the expectations of their role. Our leaders inspire a culture of engagement and empower our staff to add value to our community.

4. Our workforce is safe, healthy and well

(Performance and ethical leadership)

The safety, health and wellbeing of our staff is the foundation for every activity we undertake. We ensure our staff have safe systems of work and provide opportunities that enhance their health and wellbeing.

Our Action Plan

Council is currently going through a time of major transformation in the way we work in order to deliver an agile, responsive and customer centred organisation that will support the growth and change of the wider community. The focus of our four-year Workforce Management Plan is on building leadership capability and team work, modernising systems and processes and driving a culture

of performance excellence and engagement, partnering with staff to continuously improve the way we deliver services and outcomes for our community. This is supported by ensuring that our staff are safe, healthy and well.

Outlined below are the goals we aim to achieve and the actions we will take to meet these goals over the next four years under each Strategic Pillar of our Workforce Management Plan 2022 to 2026.

Strategic Pillar 1: Our workforce is agile and responsive

(Innovation)

Goals	Key actions	Responsible	2022-23	2023-24	2024-25	2025-26
Transform and modernise systems and service delivery models	Expand smart/mobile technology designed to enhance workflows and improve responsiveness and service delivery	City Assets/ Information Technology				
	Implement an online system to modernise our time and attendance and leave management processes	People and Performance/ Information Technology				
	Undertake service reviews of core Council functions to deliver improved services and efficiencies	Customer Experience and Business Improvement				
Our working arrangements deliver upon community expectations	Review Council's flexible working arrangements to ensure they are effective	People and Performance				
	Effective workforce plans at the divisional and project level have been developed in order to allow Council to scale our workforce up and down based on requirements (i.e. Westinvest funding)	All				



Strategic Pillar 2: Our workforce is customer-centred

(Customer experience)

Goals	Key actions	Responsible	2022-23	2023-24	2024-25	2025-26
Staff have the skills and capabilities to deliver quality outcomes for our community	Develop and implement a regulatory compliance training framework	People and Performance				
	Identify and implement an online Learning Management System to support our training programs	People and Performance				
	Introduce formal training programs that will enable our staff to deliver on the outcomes required in our Delivery Program and Operational Plan	People and Performance				
We are planning for our current and future workforce	Develop and implement a talent management framework and succession plans for critical roles and key services	People and Performance				

Goals	Key actions	Responsible	2022-23	2023-24	2024-25	2025-26
	Develop and implement organisational cross-skilling and up-skilling program	People and Performance				
	Implement a formal apprentice/trainee program	People and Performance				
	Implement a formal work experience and work placement program	People and Performance				
	Develop and implement a project management framework that considers current and future workforce resourcing requirements	People and Performance				
Our workforce reflects our community	Deliver disability awareness training for all Council staff, Councillors and volunteers, including face-to-face and online learning	People and Performance/ Community Life				
	In collaboration with disability employment services, investigate opportunities to increase access to employment opportunities at Council for people with disability	People and Performance				
	Provide people with a disability with work experience through volunteering, apprenticeship, or internship opportunities across different Council services, programs and events	People and Performance				
	Deliver training that aligns with the Multicultural Strategy	People and Performance/ Community Life				
	Deliver First Nations Cultural Awareness training for all staff and Councillors	People and Performance/ Community Life				

Goals	Key actions	Responsible	2022-23	2023-24	2024-25	2025-26
	Review and update our Equal Employment Opportunity (EEO) Policy and Management Plan	People and Performance				
	Roll-out EEO training for all staff	People and Performance				
Our staff understand the needs of our customers and we champion change that adds value to our community	Introduce information for staff on the Community Strategic Plan, Delivery Program and Operational Plan as part of Council's induction program	People and Performance				
	Deliver call centre sessions for new starters	Customer Service and Business Improvement				
	Community and customer feedback is provided to our workforce in a timely manner in order to respond effectively and efficiently	All				
	Deliver training to assigned Responsible Officers to ensure meaningful information is provided to the community in line with our Performance Reporting requirements	People and Performance				

Strategic Pillar 3: Our leaders are building a culture of performance excellence and engagement

(Performance and ethical leadership)

Goals	Key actions	Responsible	2022-23	2023-24	2024-25	2025-26
Our leaders are supported to deliver upon the expectations of their role	Develop and deliver a comprehensive and rolling leadership development program designed to enhance leadership capability and drive performance	People and Performance				
	Implement an online performance review and development tool to enhance the quality of our performance review and development process	People and Performance				
	Improve corporate reporting to empower our leaders to drive and continuously improve organisational performance	All				
We ensure our staff feel heard and valued for their contribution	Develop and implement a reward and recognition program	People and Performance				
	Roll-out and action feedback from a bi-annual staff organisational culture survey	People and Performance				
	Review and refresh our workplace values	People and Performance				
Our leaders are fiscally responsible; demonstrate good governance and have a commercial mindset	Deliver training for leaders in financial management including developing and managing budgets	Finance/ People and Performance				
	Deliver relevant governance training to promote transparency and accountability	Governance and Risk/People and Performance				
	New income streams identified and new partnerships established to improve value for the community	All Directorates				
	Our financial position is sustainable	All Directorates				

Strategic Pillar 4: Our workforce is safe, healthy and well

(Performance and ethical leadership)

Goals	Key actions	Responsible	2022-23	2023-24	2024-25	2025-26
Improve reporting and visibility of safety, health and wellbeing in our workplace	Implement an online Work Health and Safety system to enhance reporting and improve our safety culture	People and Performance				
We support our staff by providing safe systems of work and promote health and wellbeing at work	Develop and implement a formal framework for the delivery of safety related training	People and Performance				
	Conduct annual audits of our WHS Management System to ensure best practice	People and Performance				
	Develop and implement a four-year Health and Wellbeing Strategy that addresses physical, mental, general and financial health and wellbeing	People and Performance/ WHS Committee				
All staff understand and demonstrate a commitment to the principles of a safe workplace	Deliver Work Health and Safety Responsibilities and Risk Management training for Managers and Supervisors training	People and Performance				
	Deliver Code of Conduct training for all staff	Governance and Risk/ People and Performance				
	Deliver Bullying and Harassment training for all staff	People and Performance				
	Deliver customised manual handling training to all staff	People and Performance				

Monitoring and Reporting

The Workforce Management Plan ensures the community and our staff that we are effectively managing our current and future workforce to deliver our collective vision for Burwood as outlined in Burwood2036, our Delivery Program and Operational Plan.

Four key pillars have been identified that align with our internal Performance Pyramid and overarching goals with key actions designed to meet these goals have been identified. The actions are designed to deliver on the strategic pillars of the Workforce Management Plan creating a workforce that is committed and able to provide high quality services for our community.

The progress on our actions will be reported through our six-monthly Operational Plan reporting process as we continue on the journey of building a workforce that is agile and responsive, customer-centred and safe, healthy and well while delivering on our commitment of demonstrating ethical leadership, accountability and transparency.

Our success will also be reported through our Annual Report and State of the City Report at the end of the elected Council's term.

References

- The Future of Local Government report
- KPMG
- PWC Future of work what-workers-want-report
- PwC
- WT-21_12-HR-Predictions-for-2022-Report
- The Josh Bersin Company



Our Digital Infrastructure



Our Digital Infrastructure

Burwood Resourcing Strategy



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Scope and Purpose

Council has identified the strategically important role that technology and digital innovation needs to play in order to meet present and future community expectations. This Digital Strategy has been developed alongside the suite of other documents, plans and strategies that form part of Council's Integrated Planning and Reporting framework and outlines key themes and areas of technology focus that have been integrated in Council's Delivery Program 2022-2026.

The three guiding principles detailed within the document define the qualities that Council will seek from all digital implementations, whilst the four priority areas outline the high level activities that Council will focus on during the 2022-2026 period to improve the effectiveness of Council's service delivery and community outreach programs.

Introduction

Technology driven change and digital innovation have transformed our lives in unprecedented ways. Organisations, including councils, need to embrace digital technologies to be able to continue to deliver the services that our customers expect both now and in the future.

Council's vision is to adopt emerging smart technologies, systems and business processes and to harness their potential in redesigning and streamlining the many services we deliver.

This document outlines the guiding principles that inform how Council will select appropriate technologies and the priority areas that it will focus on over the next four years to increase organisational agility, embrace a customer-centric approach and streamline processes to provide simple, modern, efficient and effective services to the community.



Context

Our Community

The Burwood community is young, vibrant and growing, with expectations for 24x7 access to modern and effective services. Council will need to continue to expand and transform our service delivery portfolio to deliver agile, scalable, relevant and responsive services as expectations continue to evolve. Solutions that enable the delivery of such services necessitate the deployment of digital tools and information management practices that allow our staff to efficiently and effectively redesign Council's business processes and introduce novel approaches to service delivery.

Our Council

Council is undergoing significant transformation designed to deliver an agile, responsive and customer-focused organisation able to serve and support our growing and changing community. With a commitment to continue the development of new organisational capabilities and service offerings, Council's digital implementations will support our staff and foster agile, dynamic and responsive teams by empowering them to tailor and modernise business practices to community needs and expectations.

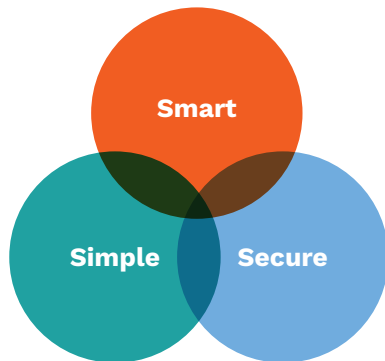
Our Technology

The technological landscape is continuing to change and develop rapidly. Council's reliance on technology for the delivery of its services requires highly available Information Technology (IT) systems and a broad skillset to support their successful operation and administration. cyber security threats that place business continuity and information security at risk are also growing and require adequate management and mitigation.

The actions implemented as part of the previous IT Strategy 2019-2022 have laid strong foundations by building a robust IT infrastructure capable of scaling and thus supporting future growth. Council has already completed the migration of its IT infrastructure to the cloud and implemented many Software-as-a-Service (SaaS) solutions to ensure that IT systems are highly available and secure. Council's IT team, whilst small, is diverse in composition and is equipped with a broad skillset. The recently implemented forward-looking structure will facilitate the management of our IT infrastructure and provide support to Council staff to ensure that value is derived from the use of digital solutions, all the while delivering a large portfolio of digital transformation projects that introduce new business capabilities and innovative approaches to Council's service delivery.

Guiding Principles

Council will invest in digital platforms aligned with the following three Guiding Principles, which have been specifically selected to describe the essential characteristics required to achieve organisational objectives.



Guiding Principle 1: Smart

With the rapid rise in innovative digital platforms available in the marketplace, the selection of the most appropriate solution can often be a very difficult task. Council will evaluate platforms that are fit for purpose and that can demonstrate alignment with Council's overall direction. Case studies and previous implementations will be explored and assessed, and if possible the solutions will be thoroughly tested prior to purchase. Council will adopt solutions in all potential areas including SmartCities solutions that assist us in increasing the efficiency of service delivery to our Community.

Examples of smart solutions are:

- Implementation of platforms that are device and software system agnostic are accessible to all and facilitate mobile workforce implementations
- Systems that automate previously manual tasks or digitise traditional business processes
- Systems and devices that create operational efficiencies and/or allow Council to improve service delivery and access to information, such as platforms that easily integrate with one another to streamline business processes.

Guiding Principle 2: Simple

Council will adopt platforms that integrate with existing solutions and are simple for our staff, partners and community to use and interact with. These solutions will require less effort to implement and operate by featuring easy to use interfaces.

Examples of simple solutions are:

- Use of single sign-on mechanisms to reduce barriers to access to information
- Platforms that provide intuitive interfaces, that people are already accustomed to for other purposes or in other facets of life
- Intuitive collaboration and communication systems able to facilitate interactions within and outside of the organisation.

Guiding Principle 3: Secure

Data security is a critical aspect of today's digital world. The availability, confidentiality and integrity of systems and information is paramount to the delivery of the vast majority of Council Services. Council will adopt cyber security best practices to ensure that the safety of its data is in line with the NSW Government's Cyber Security Policy. Council will further improve its disaster recovery and business continuity processes to ensure prompt resumption of services in the case of a disaster or the prompt and effective response to a cyber security incident.

Examples of security solutions are:

- Regular reviews and assessments of IT infrastructure and platforms used
- Implement solutions that are able to strengthen and mitigate cyber security risks
- Include cyber security evaluations for new system implementations.

Gap Analysis

Council has conducted a full review of its systems and digital practices and identified the following gaps that this Strategy will aim to address:

- Information systems used in the delivery of Council services have limited integration
- Council's field based workers have limited access to systems and information
- Council's systems supporting engagement and communication with customers could be expanded and simplified to meet new emerging customer expectations
- Some systems provide limited functionality, restricting Council's service offering
- Many automation opportunities exist that could result in improved efficiencies, reduced manual errors and improved customer experience outcomes
- Workforce planning and staff engagement systems in use have limited functionality
- Council's event management systems and processes require additional functionality and redesign to meet modern demands
- Adoption of smart sensor technologies, modelling applications, software based analytics and community safety solutions are limited
- Cyber security framework and mitigation strategies are needed to safeguard data, minimise security risks and ensure continuity of Council services



Strategic Response

This Strategy focuses on four Priority Areas which together will address the identified gaps in our digital systems and practices and will deliver the commitments made in Council’s Delivery Program 2022-2026. Over the next four years we will undertake Key Actions within each of these Priority Areas.



Priority Area 1: Technology Upgrades

Council will continue to increase efficiency and streamline business processes through the enhancement of our IT systems. To keep abreast with technological changes, we will continue upgrading or updating our infrastructure to optimum levels so that it supports our business initiatives.

Investing in these upgrades will ensure Council can provide our services more efficiently, securely and responsively. We will adopt platforms that increase productivity and improve service delivery, working in a cohesive manner to our existing infrastructure.

Priority Area 2: Customer Experience and Community Engagement

Council will continue to enhance its online platforms to improve customer experience and community engagement. We will focus on our relationship with our customers, review and identify the most effective way to enhance services provided by technology uplifts. Whether it is a call to our contact centre, organising an event, or even something as routine as paying a bill, every interaction with our customers is of value to us. Council will adopt systems and processes to provide a best in industry customer experience.

Council is committed to listening to our customers on our current service offerings and hearing suggestions on how we could enhance our services. Customer feedback is already integral to Council, with many successfully implemented digital engagement initiatives. Council will expand on these to increase our feedback and community engagement reach. Council will simplify the process of capturing meaningful feedback from our diverse community via different platforms.

Priority Area 3: Digital Innovation

Council will expand its use of SmartCities technologies to enhance the delivery of our services while embracing several technological advancements for digital adaptation and collaboratively finding new and better ways to navigate the digital world. With the aim to stimulate innovation and foster strategic partnerships across Council, we will evaluate and adopt emerging technologies to enhance our service delivery. We will do this utilising the benefits of digital innovation such as Internet of Things (IoT), geospatial technology, next-generation networks, automation and so on. Use of data analytics will be expanded to support decision making.

Priority Area 4: Enhance Cyber Security Capabilities

Cyber-attacks have become more common and sophisticated. A strong Cyber Security posture is necessary to ensure the confidentiality, integrity and availability of systems and information. In addition to traditional mitigation strategies such as securing the network perimeter with firewalls and endpoint devices with security software, we will advance Council's Cyber Security Capabilities to further safeguard customer information and to improve the resilience of our service delivery in the event of a cyber-attack.



Our Action Plan

Our digital Infrastructure is critical to our success in being able to deliver on our community’s needs and expectations. It also plays a key role in our ability to attract and retain skilled staff and enhance their experience. It is important that we get the right systems and

processes in place so that we are well placed to deliver the Burwood2036 Vision through a contemporary, responsive and agile organisation. Outlined below are the Key Actions we will take within each Priority Area to address current gaps and continue on our digital transformation journey over the next four years.

Priority Area 1: Technology Upgrades

Delivery Program Principal Activity	Key action	Responsible	2022	2023	2024	2025
			2022-26 -23	-24	-25	-26
Increase efficiencies and streamline business processes through the enhancement of Information Technology systems	Rationalise and integrate the Information systems used in the delivery of Council services	All				
	Expand mobile workforce	All				
	Migrate Council's Telephony system including Call Centre to Software-as-a-Service platform	Information Technology, Customer Experience and Business Improvement				
	Maintain Council's IT Hardware to support the effective delivery of Council services	Information Technology				
	Adoption of Software-as-a-Service platforms to provide seamless services with better disaster recovery objectives	Information Technology				
	Upgrade systems and applications to support the effective delivery of Council services	Information Technology				
	Introduce systems and processes to maintain compliance with legislative requirements	Information Technology, Finance, Governance and Risk				
	Introduce systems to manage Council buildings and services	Information Technology, Property, Enfield Aquatic Centre				
	Enhance workforce planning and staff engagement information systems	Information Technology, People and Performance				

Priority Area 2: Customer Experience and Community Engagement

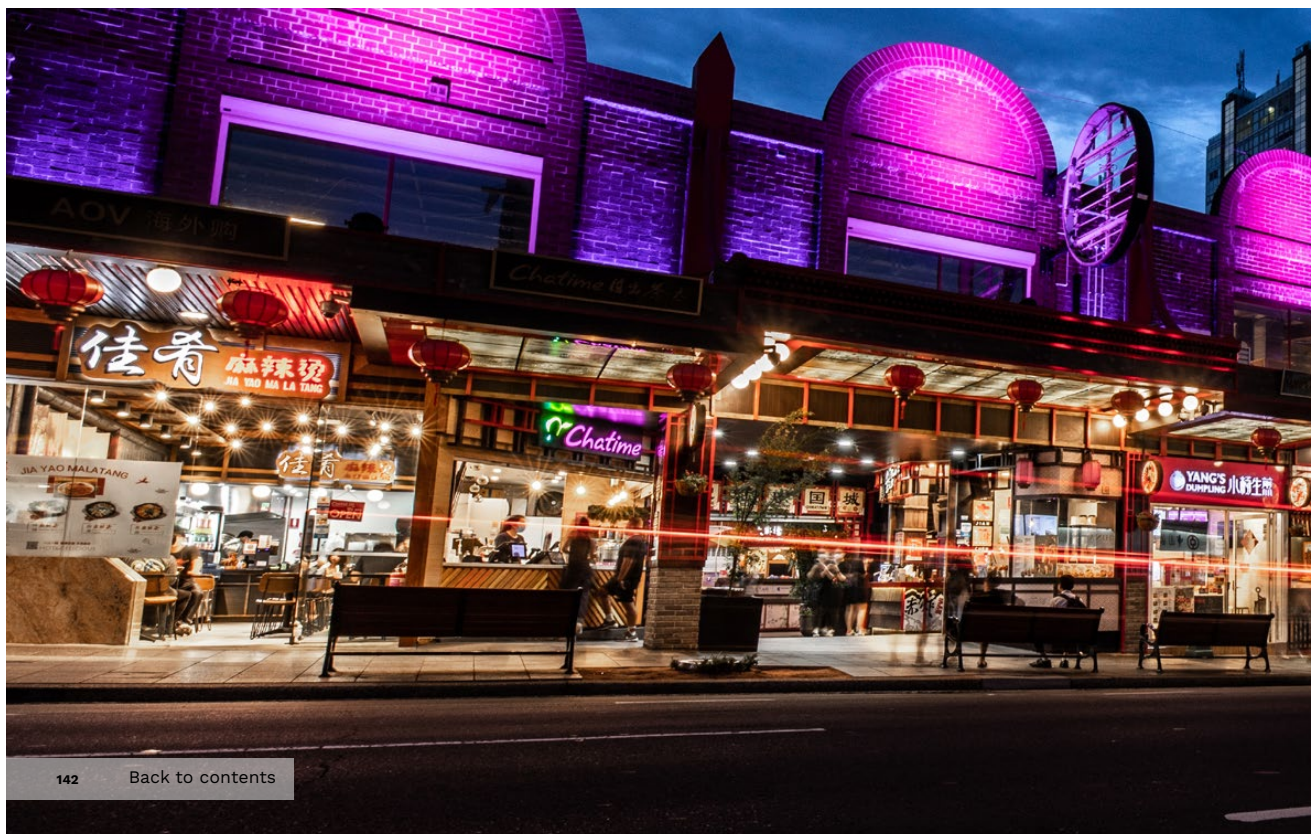
Delivery Program Principal Activity			2022	2023	2024	2025
2022-26	Key action	Responsible	-23	-24	-25	-26
Enhance online platforms to improve customer experience and community engagement	Improve access to Council events by implementing online ticketing and event support solutions	Information Technology, Customer Experience and Business Improvement, Community and Culture				
	Implement digital customer experience enhancements to our online platforms	Information Technology, Customer Experience and Business Improvement				
	Introduce automation to improve customer response times and reduce human error	Information Technology, Place Management and Communications, Library and Community Hub				
	Enhance community engagement platforms to increase the effectiveness of community feedback mechanisms and stakeholder management.	Information Technology, Finance, Customer Experience and Business Improvement, Operations, City Development, Community Safety, Infrastructure and Assets				

Priority Area 3: Digital Innovation

Delivery Program						
Principal Activity						
2022-26	Key action	Responsible	2022-23	2023-24	2024-25	2025-26
Expand the use of Smart Cities technologies to enhance the delivery of Council services	Evaluate and adopt emerging technologies to improve service delivery	Information Technology, Community Safety, Infrastructure and Assets, Operations, Major Capital Works & Projects, Customer Experience and Business Improvement, Library and Community Hub				
	Introduce digital parking permits and payment systems	Information Technology, Infrastructure and Assets, Community Safety				
	Improve decision making by expanding the use of geographical information systems	Information Technology, City Planning, City Development				
	Enhance traffic management capabilities through the implementation of innovative technological solutions	Information Technology, Infrastructure and Assets, Community Safety				
	Introduce technological solutions to improve the management of abandoned assets and community safety	Information Technology, Community Safety				

Priority Area 4: Enhance Cyber Security Capabilities

Delivery Program Principal Activity		2022	2023	2024	2025
2022-26	Key action	-23	-24	-25	-26
Advance Council's cyber security capabilities to safeguard customer information and access to services	Develop and adopt a cyber security framework in compliance with New South Wales Government's Cyber Security Policy, including the adoption of an Incident Response Plan				
	Enhance availability and resilience of IT systems to safeguard Council services				
	Implement cyber security mitigation initiatives				



Monitoring and Reporting

This Strategy outlines our organisational commitment to incorporate new technologies and transform our services to align with our approach of enhancing service delivery. Council has identified Priority Areas and developed separate actions and strategies for implementation which will become a part of our Delivery Program 2022-2026 and annual operational plans.

Individual projects and enhancement activities defined in each of our Priority Areas will be implemented with a commitment to improve Council services to our customers and community. These improvements will also enhance the experience of our staff in fulfilling their roles. Our progress in our digital transformation journey will be reported through our six-monthly Operational Plan reporting. Our progress will also be reported through our Annual Report and State of the City Report prepared at the end of the elected Council's term.

References

- Burwood2036 – Community Strategic Plan
- Delivery Program 2022 – 2026
- Operational Plan 2022 – 2023



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