



**Burwood**<sup>Inc.1874</sup>  
Burwood . Burwood Heights . Croydon . Croydon Park . Enfield . Strathfield

**Attachments Excluded from Agenda**  
**Burwood Council Meeting**  
**Monday, 23 June, 2025**  
**6:00 PM**



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# FEES AND CHARGES 2025-2026



**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 2025-26.

The following services provided by Council under the Local Government Act or any other Act or regulations have fees and charges imposed:

- 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 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)

**Draft Fees and Charges**

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## **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 2025-26 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.

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**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(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)   | \$311.00 | \$320.00 | \$0.00 | \$320.00 | RR |
| 0002  | Application fee – display of merchandise and other articles  | \$202.50 | \$208.50 | \$0.00 | \$208.50 | RR |
| 0003  | Application fee – advertising signboards on footpaths (A-frames)   | \$116.50 | \$120.00 | \$0.00 | \$120.00 | RR |
| 0004  | Application fee – busking permit (1 week)  | \$15.00  | \$15.00  | \$0.00 | \$15.00  | PC |
| Busking is the practice of entertaining by playing music, singing or dancing in a public place. |  |          |          |        |          |    |
| 0005  | Application fee – commercial promotional / flyers permit (charities exempt)                              | \$174.00 | \$180.00 | \$0.00 | \$180.00 | RR |
| 0006  | Annual fee – display of merchandise and other articles (area less than 1.0m <sup>2</sup> per annum)      | \$116.50 | \$120.00 | \$0.00 | \$120.00 | RR |
| 0007  | Annual fee – display of merchandise and other articles (area greater than 1.0m <sup>2</sup> per annum)   | \$237.50 | \$244.50 | \$0.00 | \$244.50 | RR |
| 0008  | Annual fee – advertising signboards on footpaths (A-frames – renewal)                                    | \$160.50 | \$165.00 | \$0.00 | \$165.00 | RR |
| 0009  | Licence variation fee – request for change in approved areas (display of merchandise and other articles) | \$155.00 | \$160.00 | \$0.00 | \$160.00 | RR |
| 0010  | Licence variation fee – request for change in approved areas (footpath dining)                           | \$164.00 | \$169.00 | \$0.00 | \$169.00 | RR |

**Major Commercial Centres**

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0011 | Burwood Town Centre – per m <sup>2</sup> per annum (display of merchandise and other articles) | \$388.00 | \$400.00 | \$0.00 | \$400.00 | RR |
| 0012 | Burwood Town Centre – per m <sup>2</sup> per annum (footpath dining)                           | \$433.00 | \$446.00 | \$0.00 | \$446.00 | RR |

**Other Commercial Areas**

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0013 | Other commercial areas footpath dining per m <sup>2</sup> per annum                           | \$270.50 | \$278.50 | \$0.00 | \$278.50 | RR |
| 0014 | Other commercial areas display of merchandise and other articles per m <sup>2</sup> per annum | \$248.00 | \$255.00 | \$0.00 | \$255.00 | RR |

**Use of road space for an event or activation**

|      |  |   |            |        |            |    |
|------|--|---|------------|--------|------------|----|
| 0015 | Application fee – road closure and local traffic committee approval    | \$560.00  | \$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 and Ford Lane - per road per day | \$1,500.00  | \$1,500.00 | \$0.00 | \$1,500.00 | PC |
| 0020 | 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 |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(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).

|      |                                |  |  |  |      |    |
|------|--------------------------------|--|--|--|------|----|
| 0021 | All transactions excluding GST |  |  |  | 0.5% | LR |
| 0022 | All transactions including GST |  |  |  | 0.5% | LR |

## Bank Guarantee

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0023 | Bank guarantees – administration charge per bank guarantee | \$368.00 | \$344.55 | \$34.45 | \$379.00 | RR |
|------|--|----------|----------|---------|----------|----|

Note: Damage deposits / bonds / prepayments of all types, paid via cash, cheque, bank cheque, money order, credit card etc. Damage deposits / bonds / prepayments refundable, will not earn any interest while deposited with the Council, as the administration cost in managing these monies, would more than offset the interest that would have been earned.

|      |                      |  |  |                                |  |   |
|------|----------------------|--|--|--------------------------------|--|---|
| 0024 | Payment over \$5,000 |  |  | Bank cheque only               |  | Z |
|      |                      |  |  | Min. Fee incl. GST: \$5,000.00 |  |   |

## Financial Administration

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0025 | Failed payment fee – per dishonoured cheque    | \$80.00 | \$82.50 | \$0.00 | \$82.50 | RR |
| 0026 | Failed payment fee – per electronic remittance | \$80.00 | \$82.50 | \$0.00 | \$82.50 | RR |

## Documents, Maps and Reports

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0027 | Section 7.12 Contributions Plans (each plan) – hard copy   | \$59.00  | \$59.00  | \$0.00 | \$59.00  | PC |
| 0028 | Burwood LEP (written instrument only) – hard copy  | \$59.00  | \$59.00  | \$0.00 | \$59.00  | PC |
| 0029 | Burwood Development Control Plan – hard copy   | \$196.50 | \$196.50 | \$0.00 | \$196.50 | PC |
| 0030 | Burwood Heritage Study: Volume 1 or Inventory  | \$59.00  | \$59.00  | \$0.00 | \$59.00  | PC |
| 0031 | Burwood Heritage Study: Volume 1 and Inventory   | \$104.00 | \$104.00 | \$0.00 | \$104.00 | PC |
| 0032 | Burwood LEP map (single map in A3 size) – hard copy  | \$6.10   | \$6.10   | \$0.00 | \$6.10   | PC |
| 0033 | Burwood LEP maps (full set of maps in A3 size) – hard copy   | \$93.00  | \$93.00  | \$0.00 | \$93.00  | PC |
| 0034 | Council agendas and minutes (over the counter / download from website)   |          |          |        | No fee   | Z  |
| 0035 | Other planning policies, plans, codes and guidelines (each)  | \$36.00  | \$36.00  | \$0.00 | \$36.00  | PC |
| 0036 | Stormwater management specifications   | \$156.00 | \$160.50 | \$0.00 | \$160.50 | PC |
| 0037 | 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 |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Geographic Information System (GIS) Maps**

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0038 | A0 size coloured   | \$37.00 | \$37.00 | \$0.00 | \$37.00 | FC |
| 0039 | A1 size coloured   | \$25.50 | \$25.50 | \$0.00 | \$25.50 | FC |
| 0040 | A2 size coloured   | \$19.00 | \$19.00 | \$0.00 | \$19.00 | FC |
| 0041 | A3 size coloured   | \$12.60 | \$12.60 | \$0.00 | \$12.60 | FC |
| 0042 | A4 size coloured   | \$6.30  | \$6.30  | \$0.00 | \$6.30  | FC |
| 0043 | Producing maps or providing digital information that requires substantial data manipulation (charged per hour or part thereof) | \$79.00 | \$79.00 | \$0.00 | \$79.00 | FC |

**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.

|  |  |         |         |        |         |    |
|--|--|---------|---------|--------|---------|----|
| 0044   | GIPA formal application fee – section 41   | \$30.00 | \$30.00 | \$0.00 | \$30.00 | LR |
| 0045   | 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) |  |         |         |        |         |    |
| 0046   | GIPA processing charge – section 67 after the first 20 hours – per hour (personal information) | \$30.00 | \$30.00 | \$0.00 | \$30.00 | LR |
| 0047   | 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**

|      |                                  |         |         |        |         |    |
|------|----------------------------------|---------|---------|--------|---------|----|
| 0048 | GIPA Internal Review Application | \$40.00 | \$40.00 | \$0.00 | \$40.00 | LR |
|------|----------------------------------|---------|---------|--------|---------|----|

**Property Enquiries**

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

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0049 | Own or adjoining property   |          |          |        | No fee   | Z  |
| 0050 | Under 15 minutes  | \$32.50  | \$32.50  | \$0.00 | \$32.50  | PC |
| 0051 | Between 15 and 60 minutes   | \$61.50  | \$61.50  | \$0.00 | \$61.50  | PC |
| 0052 | Over 60 minutes- per hour or part thereof in excess of 1 hour                                     | \$262.50 | \$262.50 | \$0.00 | \$262.50 | PC |
| 0053 | House name history (research and reply per property)  | \$299.50 | \$299.50 | \$0.00 | \$299.50 | PC |
| 0054 | Requests for information requiring research or a written response (with owner's consent) per hour | \$181.00 | \$181.00 | \$0.00 | \$181.00 | PC |

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

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Subpoena Processing

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0055 | Conduct money (upon receipt of subpoenas)   | \$95.50  | \$95.50  | \$0.00 | \$95.50  | PC |
| 0056 | Less than 1 hour is required to compile the information   | \$181.00 | \$181.00 | \$0.00 | \$181.00 | PC |
| 0057 | Longer than 1 hour is required to compile the information, and additional charges per hour or part thereof is charged | \$133.00 | \$133.00 | \$0.00 | \$133.00 | PC |
| 0058 | File retrieval fee – first item only  | \$21.00  | \$21.00  | \$0.00 | \$21.00  | PC |
| 0059 | File retrieval fee - second and each subsequent file  | \$3.40   | \$3.40   | \$0.00 | \$3.40   | PC |
| 0060 | File retrieval fee – second and each subsequent box   | \$2.90   | \$2.90   | \$0.00 | \$2.90   | PC |

## Printing and Copying

|      |                             |        |        |        |        |    |
|------|-----------------------------|--------|--------|--------|--------|----|
| 0061 | A3 black and white per page | \$1.40 | \$1.40 | \$0.00 | \$1.40 | PC |
| 0062 | A3 colour per page          | \$5.20 | \$5.20 | \$0.00 | \$5.20 | PC |
| 0063 | A4 black and white per page | \$0.85 | \$0.85 | \$0.00 | \$0.85 | PC |
| 0064 | A4 colour per page          | \$2.80 | \$2.80 | \$0.00 | \$2.80 | PC |
| 0065 | Per A0 copy                 | \$5.20 | \$5.20 | \$0.00 | \$5.20 | PC |
| 0066 | Per A1-A2 copy              | \$2.80 | \$2.80 | \$0.00 | \$2.80 | PC |

## Reprinting of Rate Notices

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0067 | Reprint and post rate notices and instalment notices | \$43.50 | \$43.50 | \$0.00 | \$43.50 | PC |
|------|--|---------|---------|--------|---------|----|

## GIS - House Renumbering

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0068 | Request for change in house numbering – non-refundable | \$326.00 | \$336.00 | \$0.00 | \$336.00 | PC |
|------|--|----------|----------|--------|----------|----|

## Interest Rate

*Local Government Act 1993 Section 566*

|      |   |  |  |  |       |    |
|------|---|--|--|--|-------|----|
| 0069 | Interest on overdue rates and charges – per annum calculated daily (maximum set by Minister for Local Government) - 1 July 2025 to 30 June 2026 |  |  |  | 10.5% | LR |
|------|---|--|--|--|-------|----|

## Animal Management

|      |   |  |  |  |               |    |
|------|---|--|--|--|---------------|----|
| 0070 | Animal not desexed  |  |  |  | As prescribed | LR |
| 0071 | Animal not desexed kept by recognised breeder for breeding purposes |  |  |  | As prescribed | LR |
| 0072 | Desexed animal  |  |  |  | As prescribed | LR |
| 0073 | Desexed animal owned by eligible pensioner                          |  |  |  | As prescribed | LR |
| 0074 | Working dogs  |  |  |  | As prescribed | LR |
| 0075 | Certificate of compliance for dangerous or restricted dogs          |  |  |  | As prescribed | LR |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Impounding of Animals

|      |  |          |          |        |               |    |
|------|--|----------|----------|--------|---------------|----|
| 0076 | Animals other than dogs or cats  | \$123.00 | \$126.50 | \$0.00 | \$126.50      | FC |
| 0077 | Cat offences, dangerous / restricted dogs and other offences as per schedule 1 – penalty notice offences |          |          |        | As prescribed | LR |
| 0078 | Surrender dog or cat   | \$339.00 | \$349.00 | \$0.00 | \$349.00      | FC |
| 0079 | Daily holding fee  | \$75.00  | \$77.00  | \$0.00 | \$77.00       | FC |
| 0080 | Release of animal  | \$75.00  | \$77.00  | \$0.00 | \$77.00       | FC |

## Asset Management

## Car Share and Electric Vehicle Parking

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 0081 | Use of parking space in ticket parking area per space per year | \$1,030.00 | \$1,100.00 | \$0.00 | \$1,100.00 | FC |
| 0082 | Creation of parking space one off fee                          | \$1,365.00 | \$1,410.00 | \$0.00 | \$1,410.00 | FC |

## Civil Works in the Public Domain

|      |  |            |            |        |               |    |
|------|--|------------|------------|--------|---------------|----|
| 0083 | Application Fee for Civil Works in the Public Domain | \$1,305.00 | \$1,345.00 | \$0.00 | \$1,345.00    | FC |
| 0084 | Civil works inspection (per inspection)              | \$171.50   | \$176.50   | \$0.00 | \$176.50      | FC |
| 0085 | Security Deposit                                     |            |            |        | Cost of works | BD |

## Construction Works Zone

|      |   |            |          |        |                             |    |
|------|---|------------|----------|--------|-----------------------------|----|
| 0086 | Construction Works Zone application fee - plus specific zone fees below   | \$178.50   | \$185.00 | \$0.00 | \$185.00                    | PC |
| 0087 | 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) | \$100.00   | \$105.00 | \$0.00 | \$105.00                    | FC |
| 0088 | R1 General Residential, R2 Low Density Residential and R3 Medium Density Residential Zones - per metre, per week or part thereof (minimum one month approval)   | \$40.00    | \$42.00  | \$0.00 | \$42.00                     | FC |
| 0089 | Erection and removal of signage   | \$1,680.00 | \$850.00 | \$0.00 | \$850.00                    | PC |
| 0090 | Work zone within parking meter area – additional fee (over the per metre rate listed above)   |            |          |        | 80% of current parking rate | RR |
| 0091 | 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                            | \$40.00    | \$42.00  | \$0.00 | \$42.00                     | RR |

## Permit to Stand Plant

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0092 | Permit to stand plant (per plant per day) for single dwelling, dual occupancy or granny flat developments in R1, R2 or R3 Zones | \$0.00   | \$275.00 | \$0.00 | \$275.00 | FC |
| 0093 | Permit to stand plant (per plant per day) for all other development types   | \$546.00 | \$565.00 | \$0.00 | \$565.00 | FC |



## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Damage Report

|   |                                      |          |          |        |          |    |
|---|--------------------------------------|----------|----------|--------|----------|----|
| 0094  | Administration Fee for Damage Report | \$455.00 | \$468.00 | \$0.00 | \$468.00 | 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.

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 0095 | 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         | \$3,205.00 | \$3,295.00 | \$0.00 | \$3,295.00 | FC |
| 0096 | 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 | \$4,490.00 | \$4,620.00 | \$0.00 | \$4,620.00 | FC |
| 0097 | For after-hours response (between 3:00 pm and 6:30 am) to any development related hazard (per call out)  | \$3,205.00 | \$3,295.00 | \$0.00 | \$3,295.00 | FC |
| 0098 | For after-hours response (between 3:00 pm and 6:30 am) to any utility related hazard (per call out)  | \$3,205.00 | \$3,295.00 | \$0.00 | \$3,295.00 | FC |
| 0099 | 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)   | \$3,205.00 | \$3,295.00 | \$0.00 | \$3,295.00 | FC |

## Labour

per hour

|      |  |                        |          |        |          |    |
|------|--|------------------------|----------|--------|----------|----|
| 0100 | Senior manager   | \$236.50               | \$243.50 | \$0.00 | \$243.50 | FC |
| 0101 | Manager  | \$186.50               | \$192.00 | \$0.00 | \$192.00 | FC |
| 0102 | Supervisor   | \$154.00               | \$158.50 | \$0.00 | \$158.50 | FC |
| 0103 | Team leader  | \$141.00               | \$145.00 | \$0.00 | \$145.00 | FC |
| 0104 | Plant operator   | \$134.00               | \$138.00 | \$0.00 | \$138.00 | FC |
| 0105 | Driver \ labourer  | \$97.50                | \$100.50 | \$0.00 | \$100.50 | FC |
| 0106 | Minimum hours payable for after-hours attendance of staff (between 3:00 pm and 6:30 am)        | 5 hours minimum        |          |        |          | FC |
| 0107 | 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

|      |                         |          |          |        |          |    |
|------|-------------------------|----------|----------|--------|----------|----|
| 0108 | Backhoe / loader        | \$99.50  | \$102.50 | \$0.00 | \$102.50 | FC |
| 0109 | High pressure cleaner   | \$99.50  | \$102.50 | \$0.00 | \$102.50 | FC |
| 0110 | Mini footpath sweeper   | \$99.50  | \$102.50 | \$0.00 | \$102.50 | FC |
| 0111 | Road sweeper            | \$210.00 | \$216.00 | \$0.00 | \$216.00 | FC |
| 0112 | Trailer mounted chipper | \$210.00 | \$216.00 | \$0.00 | \$216.00 | FC |
| 0113 | Truck with hiab         | \$210.00 | \$216.00 | \$0.00 | \$216.00 | FC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Plant Hire [continued]

|      |  |          |          |        |                 |    |
|------|--|----------|----------|--------|-----------------|----|
| 0114 | Truck with elevated work platform  | \$210.00 | \$216.00 | \$0.00 | \$216.00        | FC |
| 0115 | Truck  | \$90.50  | \$93.50  | \$0.00 | \$93.50         | FC |
| 0116 | Ute  | \$58.00  | \$60.00  | \$0.00 | \$60.00         | FC |
| 0117 | Minimum hours payable for afterhours use of plant<br>(between 3:00 pm and 6:30 am) |          |          |        | 4 hours minimum | FC |

## Materials

|      |  |          |          |        |                |    |
|------|--|----------|----------|--------|----------------|----|
| 0118 | Oil absorbent material per bag or per m <sup>2</sup> | \$123.50 | \$127.00 | \$0.00 | \$127.00       | FC |
| 0119 | Sand backfill material (per tonne)                   | \$123.50 | \$127.00 | \$0.00 | \$127.00       | FC |
| 0120 | Road base backfill material (per tonne)              | \$123.50 | \$127.00 | \$0.00 | \$127.00       | FC |
| 0121 | Trench temporary sealing material – per bucket       | \$235.50 | \$242.50 | \$0.00 | \$242.50       | FC |
| 0122 | Any other materials (per unit)                       |          |          |        | Quote plus 15% | FC |

## Barricades and Fencing

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 0123 | Barricade and light rental per barricade per day<br>(minimum weekly charge – Council to setup and place)                   | \$124.50   | \$128.00   | \$0.00 | \$128.00   | FC |
| 0124 | Water filled barrier rental per barrier per day<br>(minimum weekly charge – Council to setup and place)                    | \$55.50    | \$57.50    | \$0.00 | \$57.50    | FC |
| 0125 | ArmorZone barrier with fencing rental per barrier<br>per day (minimum weekly charge – Council to<br>setup and place)       | \$69.50    | \$71.50    | \$0.00 | \$71.50    | FC |
| 0126 | Temporary fencing rental per panel per day<br>(minimum weekly charge – Council to setup and<br>place)                      | \$55.50    | \$57.50    | \$0.00 | \$57.50    | FC |
| 0127 | Steel road plates per plate per week (minimum<br>weekly charge – Council to setup and place)                               | \$2,460.00 | \$2,530.00 | \$0.00 | \$2,530.00 | FC |
| 0128 | Temporary kerb ramp per ramp per day (minimum<br>weekly charge – Council to setup and place)                               | \$42.00    | \$43.50    | \$0.00 | \$43.50    | FC |
| 0129 | Delivery and return of water filled barriers,<br>ArmorZone and temporary fencing – each way –<br>during business hours     | \$410.00   | \$422.00   | \$0.00 | \$422.00   | FC |
| 0130 | Delivery and return of water filled barriers,<br>ArmorZone and temporary fencing – each way –<br>outside of business hours | \$681.00   | \$701.00   | \$0.00 | \$701.00   | FC |

## Flood Risk / Stormwater Assessment

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0131 | Drainage Draft Plan Search and Service Fee per<br>20 min  | \$135.00   | \$139.00   | \$0.00 | \$139.00   | RR |
| 0132 | Flood Planning Level Enquiry  | \$649.00   | \$790.00   | \$0.00 | \$790.00   | RR |
| 0133 | Stormwater (General Inspection Fees per 45 mins,<br>after an initial inspection)                            | \$161.50   | \$166.50   | \$0.00 | \$166.50   | RR |
| 0134 | Stormwater Drainage Application Fee   | \$643.00   | \$661.00   | \$0.00 | \$661.00   | FC |
| 0135 | Application to carry out stormwater drainage work<br>(Section 138) refer to Asset Management Civil<br>Works | \$1,280.00 | \$1,320.00 | \$0.00 | \$1,320.00 | FC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Flood Risk / Stormwater Assessment [continued]

|      |  |   |            |        |            |    |
|------|--|---|------------|--------|------------|----|
| 0136 | 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) | \$1,280.00  | \$1,320.00 | \$0.00 | \$1,320.00 | RR |
| 0137 | Initial Assessment   | \$508.00  | \$523.00   | \$0.00 | \$523.00   | RR |
| 0138 | Subsequent Assessments (each)  | \$343.00  | \$353.00   | \$0.00 | \$353.00   | RR |
| 0139 | High Density Development   | \$200.00 per hour<br>Min. Fee incl. GST: \$530.00 |            |        |            | FC |
| 0140 | Medium Density Development   | \$200.00 per hour<br>Min. Fee incl. GST: \$395.00 |            |        |            | FC |
| 0141 | OSD Re-Inspection Fee  | \$200.00 per hour<br>Min. Fee incl. GST: \$135.00 |            |        |            | FC |
| 0142 | Positive Covenant  | \$200.00 per hour<br>Min. Fee incl. GST: \$135.00 |            |        |            | FC |
| 0143 | Single Dwelling with OSD   | \$200.00 per hour<br>Min. Fee incl. GST: \$265.00 |            |        |            | FC |
| 0144 | Single Dwelling, no OSD  | \$200.00 per hour<br>Min. Fee incl. GST: \$135.00 |            |        |            | FC |
| 0145 | Works-As-Executed Plans  | \$200.00 per hour<br>Min. Fee incl. GST: \$265.00 |            |        |            | FC |

## Hoardings

|      |  |  |          |        |          |    |
|------|--|--|----------|--------|----------|----|
| 0146 | Ground level hoarding – type A temporary fencing, where any part of the fencing structure occupies the public domain.  | \$356.00 plus an additional \$30.00/linear metre/week (frontage) or part thereof |          |        |          | FC |
| 0147 | 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 |
| 0148 | Application lodgement fee  | \$500.00   | \$500.00 | \$0.00 | \$500.00 | RR |
| 0149 | Fee adjustment for combined type A and B hoarding applications   | \$356.00 to be waived  |          |        |          | FC |
| 0150 | Environmental Planning and Assessment Act 1979 – cost compliance   | Total cost of compliance   |          |        |          | FC |

## Memorial Donations

|      |                           |            |            |          |            |    |
|------|---------------------------|------------|------------|----------|------------|----|
| 0151 | Memorial seat with plaque | \$3,900.00 | \$3,645.45 | \$364.55 | \$4,010.00 | RR |
| 0152 | Park seat                 | \$3,380.00 | \$3,159.09 | \$315.91 | \$3,475.00 | RR |
| 0153 | Plaque only               | \$591.00   | \$552.73   | \$55.27  | \$608.00   | RR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Rock Anchor Permit**

|      |                            |  |            |        |            |    |
|------|----------------------------|--|------------|--------|------------|----|
| 0154 | Application Fee            | \$6,330.00   | \$6,510.00 | \$0.00 | \$6,510.00 | RR |
| 0155 | Cost per anchor            | \$254.00   | \$261.50   | \$0.00 | \$261.50   | RR |
| 0156 | Refundable Holding Deposit | Minimum \$50,000.00 plus \$1,000.00 per anchor above 50 units<br><br>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

|   |   |         |         |        |         |    |
|---|---|---------|---------|--------|---------|----|
| 0157  | Charge per residential* torrens title lot   | \$25.00 | \$25.00 | \$0.00 | \$25.00 | LR |
| 0158  | Charge per residential* strata title lot  | \$12.50 | \$12.50 | \$0.00 | \$12.50 | LR |
| 0159  | Charge per 350m <sup>2</sup> 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 |   |         |         |        |         |    |
| 0160  | Charge per business* strata title lot   | \$5.00  | \$5.00  | \$0.00 | \$5.00  | LR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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.

**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 fixed at 0.25% of the total cost of the work and is GST exempt.

|      |                     |                 |  |  |  |    |
|------|---------------------|-----------------|--|--|--|----|
| 0161 | General information | As listed above |  |  |  | RR |
|------|---------------------|-----------------|--|--|--|----|

**Complying Development Certificates and Exempt Development****Administration of Complying Development Certificates**

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0162 | Confirmation in writing that development is exempt or complying development | \$150.00 | \$155.00 | \$0.00 | \$155.00 | FC |
| 0163 | Notification for complying development certificates                         | \$97.00  | \$97.00  | \$0.00 | \$97.00  | FC |

**Other Activity Application Fees***Section 68 Of Local Government Act 1993*

|      |                   |          |          |        |          |    |
|------|-------------------|----------|----------|--------|----------|----|
| 0164 | Amusement devices | \$150.00 | \$150.00 | \$0.00 | \$150.00 | LR |
| 0165 | Manufactured home | \$200.00 | \$200.00 | \$0.00 | \$200.00 | LR |
| 0166 | 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.

|      |  |                 |            |        |            |    |
|------|--|-----------------|------------|--------|------------|----|
| 0167 | Value of development (per applicant's estimate with application) | Minimum deposit |            |        |            | BD |
| 0168 | Less than \$50,000   | \$1,000.00      | \$1,000.00 | \$0.00 | \$1,000.00 | BD |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Damage Deposits [continued]

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0169 | Between \$50,001 to \$100,000   | \$2,000.00 | \$2,000.00 | \$0.00 | \$2,000.00 | BD |
| 0170 | Between \$100,001 to \$150,000  | \$3,000.00 | \$3,000.00 | \$0.00 | \$3,000.00 | BD |
| 0171 | Between \$150,001 to \$200,000  | \$4,000.00 | \$4,000.00 | \$0.00 | \$4,000.00 | BD |
| 0172 | Between \$200,001 to \$500,000  | \$6,000.00 | \$6,000.00 | \$0.00 | \$6,000.00 | BD |
| 0173 | Between \$500,001 to \$1,000,000  | \$8,000.00 | \$8,000.00 | \$0.00 | \$8,000.00 | BD |
| 0174 | 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.

## Registration of Certificates Issued by Accredited Certifiers

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0175 | Registration of a complying development certificate  | \$40.00 | \$41.00 | \$0.00 | \$41.00 | LR |
| 0176 | Registration of construction certificate issued by private certifier (Not complying development) | \$45.00 | \$46.00 | \$0.00 | \$46.00 | LR |
| 0177 | Registration of occupation certificate issued by private certifier                               | \$45.00 | \$46.00 | \$0.00 | \$46.00 | LR |
| 0178 | Registration of subdivision certificate issued by private certifier (Not complying development)  | \$45.00 | \$46.00 | \$0.00 | \$46.00 | LR |

## Linen Plan (Certification)

|      |                   |          |          |        |          |    |
|------|-------------------|----------|----------|--------|----------|----|
| 0179 | Certification Fee | \$450.00 | \$450.00 | \$0.00 | \$450.00 | PC |
| 0180 | Inspection Fee    | \$400.00 | \$400.00 | \$0.00 | \$400.00 | PC |

## Fire Safety Compliance

|      |   |            |            |          |            |    |
|------|---|------------|------------|----------|------------|----|
| 0181 | Annual administration fee - registration of annual fire safety certificates | \$150.00   | \$160.00   | \$0.00   | \$160.00   | MP |
| 0182 | Request for additional time to submit annual fire safety statement          | \$0.00     | \$500.00   | \$0.00   | \$500.00   | FC |
| 0183 | BCA class 2-3 effective height <25m   | \$807.00   | \$733.64   | \$73.36  | \$807.00   | MP |
| 0184 | BCA class 2-3 effective height >25m   | \$1,620.00 | \$1,472.73 | \$147.27 | \$1,620.00 | MP |
| 0185 | BCA class 5-9 up to or equal 500m <sup>2</sup> floor area                   | \$683.00   | \$620.91   | \$62.09  | \$683.00   | MP |
| 0186 | BCA class 5-9 >500m <sup>2</sup> floor area                                 | \$1,360.00 | \$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.

|      |  |  |            |          |            |    |
|------|--|--|------------|----------|------------|----|
| 0187 | Issue new Fire Safety Schedule to correct minor omission or error                            | \$500.00                                   | \$477.27   | \$47.73  | \$525.00   | FC |
| 0188 | Replace missing or incorrect Fire Safety Schedule Class 2-9 Building 2 storeys or less       | \$1,000.00                                 | \$1,136.36 | \$113.64 | \$1,250.00 | FC |
| 0189 | Replace missing or incorrect Fire Safety Schedule Class 2-9 Buildings greater than 2 storeys | By quotation – full cost recovery plus 15% |            |          |            | FC |

## Application

|      |                                       |            |            |        |            |    |
|------|---------------------------------------|------------|------------|--------|------------|----|
| 0190 | Out of hours construction application | \$1,500.00 | \$1,550.00 | \$0.00 | \$1,550.00 | FC |
|------|---------------------------------------|------------|------------|--------|------------|----|

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Building Certification****Building Information Certificates Division 6.7 - Classes 1 and 10**

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0191 | Classes 1 and 10 (dwellings), and class 2 building containing only 2 dwellings (per dwelling) | \$275.00 | \$230.00 | \$0.00 | \$230.00 | PC |
|------|---|----------|----------|--------|----------|----|

**Division 6.7 Certificates - Other Classes - Statutory**

|      |   |  |          |        |          |    |
|------|---|--|----------|--------|----------|----|
| 0192 | A building not exceeding 200m <sup>2</sup>                                      | \$275.00   | \$281.38 | \$0.00 | \$281.38 | LR |
| 0193 | A building greater than 200m <sup>2</sup> but not exceeding 2,000m <sup>2</sup> | \$275.00 plus an additional \$0.60 per m <sup>2</sup> over 200 m <sup>2</sup>    |          |        |          | LR |
| 0194 | A building greater than 2,000m <sup>2</sup>                                     | \$1,355.00 plus an additional \$0.08 per m <sup>2</sup> over 2,000m <sup>2</sup> |          |        |          | LR |
| 0195 | Additional inspections  | \$90.00  | \$92.09  | \$0.00 | \$92.09  | LR |
| 0196 | Archive fee for unauthorised works building certificates*                       | \$100.00   | \$102.32 | \$0.00 | \$102.32 | LR |

\*Additional fees apply for unauthorised works in accordance with the Environmental Planning and Assessment Regulation 2021.

|      |   |                                    |  |  |  |    |
|------|---|------------------------------------|--|--|--|----|
| 0197 | 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.

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0198 | Section 10.7(2) planning certificate application / reprint per lot  | \$69.00  | \$71.00  | \$0.00 | \$71.00  | LR |
| 0199 | Section 10.7(2) and 10.7(5) planning certificate application / reprint per lot  | \$174.00 | \$178.00 | \$0.00 | \$178.00 | LR |
| 0200 | Fee for urgent processing of applications for planning certificates under section 10.7(2) and 10.7(5) within 1 business day per lot | \$170.00 | \$170.00 | \$0.00 | \$170.00 | RR |

Council reserves the right not to make the service available

|      |                                    |         |         |        |         |    |
|------|------------------------------------|---------|---------|--------|---------|----|
| 0201 | Section 10.7 certificate – reprint | \$70.00 | \$72.00 | \$0.00 | \$72.00 | RR |
|------|------------------------------------|---------|---------|--------|---------|----|

**Outstanding Notices**

|      |                                   |         |         |        |         |    |
|------|-----------------------------------|---------|---------|--------|---------|----|
| 0202 | Outstanding notice – section 735A | \$67.00 | \$68.00 | \$0.00 | \$68.00 | LR |
|------|-----------------------------------|---------|---------|--------|---------|----|

**Occupation Certificates**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0203 | Occupation certificates (Council as PCA) | \$250.00 | \$227.27 | \$22.73 | \$250.00 | FC |
|------|--|----------|----------|---------|----------|----|

**Rates Certificates**

*Local Government Act 1993 Sections 603 and 608*

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0204 | For replacement of section 10.7 or section 603 (certificate replacement request placed after 2 weeks from date of issue of original certificate) | \$47.50  | \$47.50  | \$0.00 | \$47.50  | RR |
| 0205 | Section 603 certificate  | \$100.00 | \$100.00 | \$0.00 | \$100.00 | LR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Rates Certificates** [continued]

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0206 | Urgency fee – processed on-demand (subject to availability only)                                 | \$326.00 | \$326.00 | \$0.00 | \$326.00 | RR |
| 0207 | Urgency fee – processed within 24 hours  | \$220.50 | \$220.50 | \$0.00 | \$220.50 | RR |
| 0208 | Administration charge to refund Section 603/10.7 Certificate and Outstanding Notice Section 735A | \$30.00  | \$35.00  | \$0.00 | \$35.00  | PC |

**Section 54 Certificate***Local Government Act 1993*

|      |                 |         |         |        |         |    |
|------|-----------------|---------|---------|--------|---------|----|
| 0209 | Application fee | \$60.00 | \$60.00 | \$0.00 | \$60.00 | LR |
|------|-----------------|---------|---------|--------|---------|----|

**Section 88G Certificate***Conveyancing Act 1919*

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0210 | Section 88G certificates (Section 88G of Conveyancing Act) | \$11.40 | \$11.80 | \$0.00 | \$11.80 | LR |
| 0211 | Section 88G certificate requiring inspection               | \$43.00 | \$44.50 | \$0.00 | \$44.50 | LR |

**Swimming Pool Safety Certificate***Swimming Pools Amendment Act 2012**Swimming Pools Regulation 2008*

|      |   |   |         |        |         |    |
|------|---|---|---------|--------|---------|----|
| 0212 | Fee for provision of registration – assisting pool owners who do not have internet access | \$15.80   | \$14.36 | \$1.44 | \$15.80 | LR |
| 0213 | Swimming pool barrier exemption application   | \$70.00   | \$75.00 | \$0.00 | \$75.00 | LR |
| 0214 | Swimming pool inspections and compliance certificates                                     | \$150.00 plus \$0.00 for second inspection; \$100.00 for subsequent inspections |         |        |         | LR |
| 0215 | Copy of swimming pool compliance certificate  | \$73.50   | \$66.82 | \$6.68 | \$73.50 | PC |
| 0216 | Swimming pool safety plaques resuscitation board  | \$37.00   | \$33.64 | \$3.36 | \$37.00 | PC |

**Compliance****Unattended Articles****Motor Vehicles, Trucks, Trailers and Caravans**

|      |                          |   |  |  |  |    |
|------|--------------------------|---|--|--|--|----|
| 0217 | Impounding / holding fee | \$229.00 impounding fee plus \$44.00/day holding fee plus \$211.00 towing fee |  |  |  | FC |
|------|--------------------------|---|--|--|--|----|

**Shopping Trolleys and Sandwich Boards**

|      |                               |   |  |  |  |    |
|------|-------------------------------|---|--|--|--|----|
| 0218 | Impounding administration fee | \$278.00 plus a \$16.50 per day per trolley storage fee |  |  |  | FC |
|------|-------------------------------|---|--|--|--|----|

**Other Goods**

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0219 | Other articles                                       | \$125.50 | \$129.00 | \$0.00 | \$129.00 | FC |
| 0220 | Other articles (per article per day or part thereof) | \$50.50  | \$52.00  | \$0.00 | \$52.00  | FC |



**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Protection of Environment Operations Act**

|   |   |  |  |                          |  |    |
|---|---|--|--|--------------------------|--|----|
| 0221  | Investigation that resulted in an order being given (currently up to \$1,000) |  |  | As prescribed            |  | LR |
| Environmental Planning and Assessment Regulation 2021 s281C |   |  |  |                          |  |    |
| 0222  | Litter fines and penalty  |  |  | As prescribed            |  | LR |
| 0223  | POEO – cost compliance  |  |  | Total cost of compliance |  | RR |
| 0224  | POEO – notice administration fee  |  |  | As prescribed            |  | LR |

**Contaminated Land****Registration of Notice of Class 2 Remediation**

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0225 | Registration of notice of intention to carry out class 2 remediation works (clause 16 – SEPP 55) | \$209.50 | \$215.50 | \$0.00 | \$215.50 | LR |
|------|--|----------|----------|--------|----------|----|

**Skip Bins Roadside Placements**

|      |                                      |            |            |        |            |    |
|------|--------------------------------------|------------|------------|--------|------------|----|
| 0226 | Initial fee (first year of activity) | \$1,690.00 | \$1,740.00 | \$0.00 | \$1,740.00 | RR |
| 0227 | Ongoing fee (after first year)       | \$918.00   | \$945.00   | \$0.00 | \$945.00   | RR |

**Clothing Bank Bins**

|      |                                |          |          |        |          |    |
|------|--------------------------------|----------|----------|--------|----------|----|
| 0228 | Annual permit per bin          | \$431.00 | \$449.00 | \$0.00 | \$449.00 | RR |
| 0229 | Initial annual application fee | \$330.00 | \$344.00 | \$0.00 | \$344.00 | FC |

**Community Services****Community Programs**

|      |   |         |                                 |        |         |    |
|------|---|---------|---------------------------------|--------|---------|----|
| 0230 | Daytime session / class   | \$8.00  | \$7.27                          | \$0.73 | \$8.00  | PC |
| 0231 | 9 week term   | \$50.00 | \$45.45                         | \$4.55 | \$50.00 | PC |
| 0232 | Daytime session / class with materials included                                       | \$10.00 | \$9.09                          | \$0.91 | \$10.00 | PC |
| 0233 | 9 week term with materials included   | \$75.00 | \$68.18                         | \$6.82 | \$75.00 | PC |
| 0234 | Evening session / class (after 6:00 pm)   | \$10.00 | \$9.09                          | \$0.91 | \$10.00 | PC |
| 0235 | Evening 9 week term (after 6:00 pm)   | \$75.00 | \$68.18                         | \$6.82 | \$75.00 | PC |
| 0236 | Evening session / class (after 6:00 pm) with materials included                       | \$15.00 | \$13.64                         | \$1.36 | \$15.00 | PC |
| 0237 | Evening 9 week term (after 6:00 pm) with materials included                           | \$95.00 | \$86.36                         | \$8.64 | \$95.00 | PC |
| 0238 | Community programs and activities, excursions, special events (per activity or event) |         | Cost plus GST, where applicable |        |         | FC |
| 0239 | Community training / workshop course fee (per course)                                 |         | Cost plus GST, where applicable |        |         | FC |

**Street Parties and School Fetes**

|      |  |  |  |        |  |   |
|------|--|--|--|--------|--|---|
| 0240 | Traffic management – community street parties and school fetes (all inclusive subject to council approval) |  |  | No fee |  | Z |
|------|--|--|--|--------|--|---|

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Alcohol Prohibited Spaces**

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0241 | Application for consumption or sale of alcohol in an alcohol prohibited area or alcohol free zone | \$224.50 | \$210.00 | \$21.00 | \$231.00 | FC |
|------|---|----------|----------|---------|----------|----|

**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*

|      |  |   |          |        |          |    |
|------|--|---|----------|--------|----------|----|
| 0242 | DA for development up to \$5,000                           | \$144.00  | \$147.00 | \$0.00 | \$147.00 | LR |
| 0243 | Between \$5,001 – \$50,000                                 | \$226.00 plus \$3.00 for each \$1,000 or part above \$5,000     |          |        |          | LR |
| 0244 | Between \$50,001 – \$250,000                               | \$469.00 plus \$3.64 for each \$1,000 or part above \$50,000    |          |        |          | LR |
| 0245 | Between \$250,001 – \$500,000                              | \$1,544.00 plus \$2.34 for each \$1,000 or part above \$250,000 |          |        |          | LR |
| 0246 | Between \$500,001 – \$1,000,000                            | \$2,325.00 plus \$1.64 for each \$1,000 or part above \$500,000 |          |        |          | LR |
| 0247 | Greater than \$1,000,001 less than \$10,000,000            | \$3,483.00 plus \$1.44 for each \$1,000 above \$1,000,000       |          |        |          | LR |
| 0248 | Greater than \$10,000,000                                  | \$21,146.00 plus \$1.19 for each \$1,000 above \$10,000,000     |          |        |          | LR |
| 0249 | Dwelling house valued under \$100,000 construction cost    | \$592.00  | \$606.00 | \$0.00 | \$606.00 | LR |
| 0250 | DA not involving building work, demolition or sub division | \$371.00  | \$379.00 | \$0.00 | \$379.00 | 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.

|      |   |  |  |  |  |    |
|------|---|--|--|--|--|----|
| 0251 | Professional external consultancy services fee for application assessment | As invoiced plus 10% for Council Administration of Consultant Engagement and Contract Management |  |  |  | FC |
|------|---|--|--|--|--|----|

**Developments not involving erection of a building, carrying out of work, the subdivision of land or demolition of a building work**

|      |                    |          |          |        |          |    |
|------|--------------------|----------|----------|--------|----------|----|
| 0252 | Change of use only | \$380.00 | \$400.00 | \$0.00 | \$400.00 | FC |
|------|--------------------|----------|----------|--------|----------|----|

**Refund of Development Application Fees**

|      |   |                          |  |  |  |    |
|------|---|--------------------------|--|--|--|----|
| 0253 | Withdrawal of application before assessment   | Maximum 75% of fees paid |  |  |  | PC |
| 0254 | Withdrawal of application after assessment but prior to assessment report preparation | Maximum 50% of fees paid |  |  |  | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25              | Year 25/26      |     |                 | Price Code |
|-----|------|-------------------------|-----------------|-----|-----------------|------------|
|     |      | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |

**Long Service Levy**

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

|      |                                  |   |  |  |  |    |
|------|----------------------------------|---|--|--|--|----|
| 0255 | Work value greater than \$25,000 | 0.25% of the value of building and construction works |  |  |  | LR |
|------|----------------------------------|---|--|--|--|----|

**DA fees for Residential Heritage Items**

|      |                                  |          |          |        |          |    |
|------|----------------------------------|----------|----------|--------|----------|----|
| 0256 | Minor heritage works application | \$250.00 | \$250.00 | \$0.00 | \$250.00 | PC |
|------|----------------------------------|----------|----------|--------|----------|----|

**Other Developments – Statutory**

|      |  |  |  |  |  |    |
|------|--|--|--|--|--|----|
| 0257 | 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 |
| 0258 | 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*

|      |   |  |  |  |  |    |
|------|---|--|--|--|--|----|
| 0259 | Other than strata subdivision, involving the opening of a public road (eg, torrens title / stratum subdivision / community title)     | \$885.00 plus \$65.00 per additional lot |  |  |  | LR |
| 0260 | Other than strata subdivision, not involving the opening of a public road (eg, torrens title / stratum subdivision / community title) | \$440.00 plus \$53.00 per additional lot |  |  |  | LR |
| 0261 | Strata units subdivision  | \$440.00 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.

|      |   |   |            |        |            |    |
|------|---|---|------------|--------|------------|----|
| 0262 | Development which requires concurrence  | \$187.00 plus \$426.00 for each approval body to which the development application is to be forwarded |            |        |            | LR |
| 0263 | Integrated development  | \$187.00 plus \$426.00 for each approval body to which the development application is to be forwarded |            |        |            | LR |
| 0264 | Additional fee for development application for designated development                         | \$1,198.00  | \$1,226.00 | \$0.00 | \$1,226.00 | FC |
| 0265 | Additional fee for development application that is referred to design review panel for advice | \$3,905.00  | \$3,996.00 | \$0.00 | \$3,996.00 | LR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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:

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 0266 | Designated development   | \$2,890.00 | \$2,957.00 | \$0.00 | \$2,957.00 | LR |
| 0267 | Advertised development   | \$1,230.00 | \$1,259.00 | \$0.00 | \$1,259.00 | LR |
| 0268 | Prohibited development   | \$1,438.00 | \$1,472.00 | \$0.00 | \$1,472.00 | LR |
| 0269 | Development for which an environmental planning instrument requires notice to be given otherwise than as referred to above | \$1,230.00 | \$1,259.00 | \$0.00 | \$1,259.00 | LR |
| 0270 | Nominated integrated development, threatened species development or Class 1 aquaculture development                        | \$1,438.00 | \$1,472.00 | \$0.00 | \$1,472.00 | LR |
| 0271 | Other development for which a community participation plan requires notice to be given                                     | \$1,438.00 | \$1,472.00 | \$0.00 | \$1,472.00 | LR |

**Referral to the Design Review Panel**

|      |   |                          |            |        |            |    |
|------|---|--------------------------|------------|--------|------------|----|
| 0272 | Referral of Development Application to the Burwood Design Review Panel    | \$4,000.00               | \$4,000.00 | \$0.00 | \$4,000.00 | FC |
| 0273 | 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.

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0274 | Works less than \$10,000                                  | \$46.50  | \$55.00  | \$0.00 | \$55.00  | RR |
| 0275 | Works between \$10,001 and \$100,000                      | \$163.00 | \$170.00 | \$0.00 | \$170.00 | RR |
| 0276 | Works between \$100,001 and \$500,000                     | \$326.00 | \$340.00 | \$0.00 | \$340.00 | RR |
| 0277 | Works between \$500,001 and \$1,000,000                   | \$394.00 | \$410.00 | \$0.00 | \$410.00 | RR |
| 0278 | Works greater than \$1,000,000 and less than \$10,000,000 | \$704.00 | \$735.00 | \$0.00 | \$735.00 | RR |
| 0279 | Works greater than \$10,000,000                           | \$819.00 | \$855.00 | \$0.00 | \$855.00 | RR |

**Notification fee for amended development application plans**

|      |  |                                  |  |  |  |    |
|------|--|----------------------------------|--|--|--|----|
| 0280 | Minor amendments to address a request for information that does not require notification | 25% of original notification fee |  |  |  | PC |
| 0281 | Amended plans that may have additional impacts and require notification                  | 50% of original notification fee |  |  |  | PC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## 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

|      |  |  |          |        |          |    |
|------|--|--|----------|--------|----------|----|
| 0282 | Review of determination of any other development up to \$5,000   | \$71.00  | \$73.00  | \$0.00 | \$73.00  | LR |
| 0283 | Review of determination of any other development with an estimated cost of \$5,001 – \$250,000   | \$114.00, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                              |          |        |          | LR |
| 0284 | Review of determination of any other development with an estimated cost of \$250,001-\$500,000   | \$666.00, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000      |          |        |          | LR |
| 0285 | Review of determination of any other development with an estimated cost of \$500,001-\$1,000,000   | \$949.00, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000      |          |        |          | LR |
| 0286 | Review of determination of any other development with an estimated cost of \$1,000,001-\$10,000,000  | \$1,314.00, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000  |          |        |          | LR |
| 0287 | Review of determination of any other development with an estimated cost more than \$10,000,000   | \$6,310.00, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |          |        |          | LR |
| 0288 | 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 |
| 0289 | 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           | \$247.00   | \$253.00 | \$0.00 | \$253.00 | LR |

## Development Applications - Modification of a Consent Under Section 4.55

### Environmental Planning and Assessment Act 1979

|      |   |  |          |        |          |    |
|------|---|--|----------|--------|----------|----|
| 0290 | Section 4.55(1) – corrections   | No fee   |          |        |          | LR |
| 0291 | Section 4.55(1A) – minor modifications  | 50% of original application fee (maximum fee of \$859.00)  |          |        |          | LR |
| 0292 | 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 |
| 0293 | 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 |
| 0294 | Section 4.55(2) where the original application was for a dwelling house with an estimated cost of construction of \$100,000 or less   | \$247.00   | \$253.00 | \$0.00 | \$253.00 | LR |
| 0295 | Section 4.55(2) for any other development up to an estimated cost of \$5,000  | \$71.00  | \$73.00  | \$0.00 | \$73.00  | LR |
| 0296 | Section 4.55(2) for any other development up to an estimated cost of \$5,001-\$250,000  | \$113.00, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                              |          |        |          | LR |
| 0297 | Section 4.55(2) for any other development up to an estimated cost of \$250,001-\$500,000  | \$666.00, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000      |          |        |          | LR |
| 0298 | Section 4.55(2) for any other development up to an estimated cost of \$500,001-\$1,000,000  | \$949.00, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000      |          |        |          | LR |
| 0299 | Section 4.55(2) for any other development up to an estimated cost of \$1,000,001-\$10,000,000   | \$1,314.00, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000  |          |        |          | LR |
| 0300 | Section 4.55(2) for any other development up to an estimated cost of more than \$10,000,000   | \$6,310.00, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |          |        |          | LR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Development Applications - Modification of a Consent Under Section****4.55** [continued]

|      |  |            |                                 |         |            |    |
|------|--|------------|---------------------------------|---------|------------|----|
| 0301 | Review of section 4.55(2) modification   |            | 50% of original application fee |         |            | LR |
| 0302 | Section 4.59 public notice for validity of a development consent   | \$434.00   | \$404.55                        | \$40.45 | \$445.00   | RR |
| 0303 | 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) | \$866.00   | \$886.00                        | \$0.00  | \$886.00   | FC |
| 0304 | Additional fee for modification application that is accompanied by statement of qualified designer                                     | \$990.00   | \$1,013.00                      | \$0.00  | \$1,013.00 | LR |
| 0305 | Additional fee for modification application that is referred to design review panel for advice   | \$3,905.00 | \$3,996.00                      | \$0.00  | \$3,996.00 | LR |
| 0306 | Submitting modification application under the Act, section 4.55(1A) or (2) on the NSW planning portal                                  | \$45.00    | \$46.00                         | \$0.00  | \$46.00    | LR |

**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.

|      |   |  |  |  |  |    |
|------|---|--|--|--|--|----|
| 0307 | Professional external consultancy services fee for application assessment | As invoiced plus 10% for Council Administration of Consultant Engagement and Contract Management |  |  |  | FC |
|------|---|--|--|--|--|----|

**Development Applications - Other Services**

|   |   |                 |          |         |          |    |
|---|---|-----------------|----------|---------|----------|----|
| 0308  | Lapsed consents   | \$400.00        | \$420.00 | \$0.00  | \$420.00 |    |
| Confirmation in writing whether or not a consent has lapsed   |   |                 |          |         |          |    |
| 0309  | Satisfaction of deferred commencement conditions                                  | \$0.00          | \$250.00 | \$0.00  | \$250.00 | FC |
| 0310  | Surrender of development consent  | \$0.00          | \$100.00 | \$0.00  | \$100.00 | FC |
| 0311  | Review of documents submitted to satisfy consent conditions                       | \$400.00        | \$250.00 | \$0.00  | \$250.00 | FC |
| 0312  | Applications that fee waivers apply   | Up to 100% fees |          |         |          | FC |
| 0313  | Miscellaneous services - first hour per hour or part thereof after the first hour | \$210.00        | \$190.91 | \$19.09 | \$210.00 | FC |
| 0314  | 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.

|      |  |   |  |  |  |    |
|------|--|---|--|--|--|----|
| 0315 | Professional external consultancy service fee for application assessment peer review | Cost is 'as invoiced' plus 10% for Council administration and contract management |  |  |  | FC |
|------|--|---|--|--|--|----|

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Amended Plans

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

|      |   |                                |  |  |  |    |
|------|---|--------------------------------|--|--|--|----|
| 0316 | Minor amendments not requiring substantial reassessment in the opinion of Council | 25% of original assessment fee |  |  |  | FC |
| 0317 | All other amendments  | 50% of original assessment fee |  |  |  | FC |

## Certified Planning Documents – Statutory

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 0318 | Certified copy of document or map clause 262 of Environmental Planning and Assessment Regulation 2021 | \$69.00 | \$71.00 | \$0.00 | \$71.00 | LR |
|------|---|---------|---------|--------|---------|----|

## 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.

|      |  |                     |            |          |            |    |
|------|--|---------------------|------------|----------|------------|----|
| 0319 | Single issue, no meeting. Fee includes 15 minute call and written advice   | \$290.00            | \$271.82   | \$27.18  | \$299.00   | FC |
| 0320 | General research and interpretation advice (per hour)  | \$300.00            | \$263.64   | \$26.36  | \$290.00   | FC |
| 0321 | Pre-complying development certificate advice. Advice as to whether a proposal would constitute a CDC, per proposal                           | \$400.00            | \$400.00   | \$40.00  | \$440.00   | FC |
| 0322 | Confirmation in writing that development is exempt   | \$300.00            | \$318.18   | \$31.82  | \$350.00   | FC |
| 0323 | Single dwellings, alterations and additions to heritage items and dual occupancies   | \$500.00            | \$469.09   | \$46.91  | \$516.00   | FC |
| 0324 | Small scale commercial fitout / food premises / beauty services  | \$0.00              | \$500.00   | \$0.00   | \$500.00   | PC |
| 0325 | Townhouses, residential flat buildings and mixed use developments with an estimated cost of less than \$5,000,000                            | \$1,200.00          | \$1,136.36 | \$113.64 | \$1,250.00 | FC |
| 0326 | 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          | \$1,872.73 | \$187.27 | \$2,060.00 | FC |
| 0327 | Townhouses, residential flat buildings and mixed use developments with an estimated cost greater than \$15,000,000                           | \$3,000.00          | \$2,809.09 | \$280.91 | \$3,090.00 | FC |
| 0328 | Commercial development and other development with an estimated cost less than \$5,000,000  | \$1,200.00          | \$1,127.27 | \$112.73 | \$1,240.00 | FC |
| 0329 | Commercial development and other development with an estimated cost greater than \$5,000,000 and less than \$10,000,000                      | \$2,000.00          | \$1,872.73 | \$187.27 | \$2,060.00 | FC |
| 0330 | Commercial development and other development with an estimated cost greater than \$10,000,000  | \$3,000.00          | \$2,809.09 | \$280.91 | \$3,090.00 | FC |
| 0331 | Additional meetings or advice  | 25% of original fee |            |          |            | FC |



**Draft Fees and Charges**

| Ref | Name | Year 24/25              | Year 25/26      |     |                 | Price Code |
|-----|------|-------------------------|-----------------|-----|-----------------|------------|
|     |      | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |

**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:

|      |                               |            |            |          |            |    |
|------|-------------------------------|------------|------------|----------|------------|----|
| 0332 | DA Pre-Lodgement Applications | \$5,100.00 | \$4,636.36 | \$463.64 | \$5,100.00 | FC |
|------|-------------------------------|------------|------------|----------|------------|----|

**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.

|      |   |                  |  |  |  |    |
|------|---|------------------|--|--|--|----|
| 0333 | Large Scale or Complex Development Applications | At cost plus 10% |  |  |  | FC |
|------|---|------------------|--|--|--|----|

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

|      |  |             |            |          |             |    |
|------|--|-------------|------------|----------|-------------|----|
| 0334 | Stage 1 initial scoping meeting prior to Secretary's environmental assessment requirements (SEARs)   | \$3,000.00  | \$909.09   | \$90.91  | \$1,000.00  | FC |
| 0335 | 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 | \$10,000.00 | \$9,090.91 | \$909.09 | \$10,000.00 | FC |

**Covenant Removals or Amendments**

|      |             |   |  |  |  |    |
|------|-------------|---|--|--|--|----|
| 0336 | Application | \$148.00 plus \$77.00 per hour or part thereof in excess of 2 hours |  |  |  | FC |
|------|-------------|---|--|--|--|----|

**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)**

|      |  |  |  |  |  |    |
|------|--|--|--|--|--|----|
| 0337 | Work value from \$0 to \$100,000       | Nil  |  |  |  | Z  |
| 0338 | Work value from \$100,001 to \$200,000 | 0.50% multiplied by the indexed development cost |  |  |  | RR |
| 0339 | 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**

|      |  |  |  |  |  |    |
|------|--|--|--|--|--|----|
| 0340 | Work value from \$0 to \$100,000       | Nil  |  |  |  | Z  |
| 0341 | Work value from \$100,001 to \$300,000 | 0.50% multiplied by the indexed development cost |  |  |  | RR |
| 0342 | Work value greater than \$300,000      | 0.25% multiplied by the indexed development cost |  |  |  | RR |



**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Section 7.12 Contributions Plan - Burwood Town Centre**

|      |                                   |  |  |  |   |    |
|------|-----------------------------------|--|--|--|---|----|
| 0343 | Work value from \$0 to \$250,000  |  |  |  | Nil   | Z  |
| 0344 | 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**

|      |                        |             |             |        |             |    |
|------|------------------------|-------------|-------------|--------|-------------|----|
| 0345 | Rate per parking space | \$54,120.00 | \$54,120.00 | \$0.00 | \$54,120.00 | FC |
|------|------------------------|-------------|-------------|--------|-------------|----|

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.

**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.

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 0346 | Rate per m <sup>2</sup> bonus floor space (Burwood and Strathfield Town Centres)   | \$1,750.00 | \$1,795.00 | \$0.00 | \$1,795.00 | FC |
| 0347 | Rate per m <sup>2</sup> bonus floor space (Burwood Road between Parramatta Road and Meryla Street)   | \$1,500.00 | \$1,535.00 | \$0.00 | \$1,535.00 | FC |
| 0348 | Rate per m <sup>2</sup> bonus floor space (land in the B2 local centre zone along northern side of Liverpool Road Burwood and Strathfield) | \$1,000.00 | \$1,023.20 | \$0.00 | \$1,023.20 | 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).

|      |                        |             |             |        |             |    |
|------|------------------------|-------------|-------------|--------|-------------|----|
| 0349 | Basic LEP amendment    | \$2,750.00  | \$2,750.00  | \$0.00 | \$2,750.00  | FC |
| 0350 | Standard LEP amendment | \$5,500.00  | \$5,500.00  | \$0.00 | \$5,500.00  | FC |
| 0351 | Complex LEP Amendment  | \$11,000.00 | \$11,260.00 | \$0.00 | \$11,260.00 | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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 because of conditions relating to the Gateway Determination).

Payable on lodgement of planning proposal.

|      |   |                             |             |        |             |    |
|------|---|-----------------------------|-------------|--------|-------------|----|
| 0352 | Basic LEP amendment                                       | \$8,250.00                  | \$8,250.00  | \$0.00 | \$8,250.00  | FC |
| 0353 | Standard LEP amendment                                    | \$46,200.00                 | \$46,200.00 | \$0.00 | \$46,200.00 | FC |
| 0354 | Complex LEP Amendment                                     | \$77,000.00                 | \$77,000.00 | \$0.00 | \$77,000.00 | FC |
| 0355 | 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.

|      |   |                             |             |        |             |    |
|------|---|-----------------------------|-------------|--------|-------------|----|
| 0356 | Basic LEP Amendment                                       | \$3,300.00                  | \$3,300.00  | \$0.00 | \$3,300.00  | FC |
| 0357 | Standard LEP Amendment                                    | \$19,800.00                 | \$19,800.00 | \$0.00 | \$19,800.00 | FC |
| 0358 | Complex LEP Amendment                                     | \$33,000.00                 | \$33,000.00 | \$0.00 | \$33,000.00 | FC |
| 0359 | Peer review, assessment of reports by external consultant | Full cost recovery plus 10% |             |        |             | FC |

**Referral of Planning Proposal to the Design Review Panel**

|      |   |                          |            |        |            |    |
|------|---|--------------------------|------------|--------|------------|----|
| 0360 | Referral of Planning Proposal to the Burwood Design Review Panel (may include pre-planning proposal consultation) | \$4,000.00               | \$4,000.00 | \$0.00 | \$4,000.00 | FC |
| 0361 | Re-referral of Planning Proposal to the Burwood Design Review Panel   | 50% of the original cost |            |        |            | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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

|      |  |                             |             |        |             |    |
|------|--|-----------------------------|-------------|--------|-------------|----|
| 0362 | DCP preparation or amendment (minor)   | \$4,000.00                  | \$4,000.00  | \$0.00 | \$4,000.00  | FC |
| 0363 | DCP preparation or amendment (complex or precinct based)   | \$10,000.00                 | \$10,000.00 | \$0.00 | \$10,000.00 | FC |
| 0364 | 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.

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 0365 | Advertisement (where required) - per advertisement | \$3,300.00 | \$3,300.00 | \$0.00 | \$3,300.00 | FC |
| 0366 | Notification (per property notified)               | \$4.50     | \$4.50     | \$0.00 | \$4.50     | FC |

**Public Hearing Associated with a Planning Proposal**

|      |                |                             |  |  |  |    |
|------|----------------|-----------------------------|--|--|--|----|
| 0367 | Public Hearing | Full cost recovery plus 10% |  |  |  | FC |
|------|----------------|-----------------------------|--|--|--|----|

**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

|      |  |                             |             |        |             |    |
|------|--|-----------------------------|-------------|--------|-------------|----|
| 0368 | Preliminary assessment of planning agreement - simple  | \$2,500.00                  | \$2,500.00  | \$0.00 | \$2,500.00  | FC |
| 0369 | Preliminary assessment of planning agreement - complex   | \$10,000.00                 | \$10,000.00 | \$0.00 | \$10,000.00 | FC |
| 0370 | 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.

|      |   |   |  |  |  |    |
|------|---|---|--|--|--|----|
| 0371 | Title search (including administration fee)   | \$25.00 or full cost recovery, whichever is the greater |  |  |  | FC |
| 0372 | Plan search (including administration fee)    | \$25.00 or full cost recovery, whichever is the greater |  |  |  | FC |
| 0373 | Company search (including administration fee) | \$25.00 or full cost recovery, whichever is the greater |  |  |  | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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

|      |  |               |    |
|------|--|---------------|----|
| 0374 | 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 |
| 0375 | 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 |
| 0376 | Administration fee (or as prescribed in the relevant legislation)  | As prescribed | LR |

**Registered Premises Annual Charges**

|      |   |            |            |         |            |    |
|------|---|------------|------------|---------|------------|----|
| 0377 | Boarding house 1-10 rooms   | \$280.00   | \$288.50   | \$0.00  | \$288.50   | FC |
| 0378 | Boarding house - 11 to 40 rooms   | \$499.00   | \$514.00   | \$0.00  | \$514.00   | FC |
| 0379 | Boarding house greater than 40 rooms  | \$900.00   | \$842.73   | \$84.27 | \$927.00   | PC |
| 0380 | Food shop category 1 – school canteens, childcare centres and the like              | \$390.00   | \$401.50   | \$0.00  | \$401.50   | FC |
| 0381 | Food shop category 2 – convenience stores, service stations and the like            | \$691.00   | \$711.50   | \$0.00  | \$711.50   | FC |
| 0382 | Food shop category 3 – restaurants, take aways and cafés up to 5 employees          | \$1,115.00 | \$1,148.00 | \$0.00  | \$1,148.00 | FC |
| 0383 | Food shop category 4 – restaurants, take aways and cafés 5 to 50 employees          | \$1,675.00 | \$1,725.00 | \$0.00  | \$1,725.00 | FC |
| 0384 | Food shop category 5 – supermarkets, clubs and the like with more than 51 employees | \$4,930.00 | \$5,000.00 | \$0.00  | \$5,000.00 | FC |
| 0385 | Home based commercial food activity (includes family day care)                      | \$227.00   | \$233.50   | \$0.00  | \$233.50   | FC |
| 0386 | Beauty salon  | \$236.50   | \$243.50   | \$0.00  | \$243.50   | FC |
| 0387 | Hairdresser   | \$218.50   | \$218.50   | \$0.00  | \$218.50   | FC |
| 0388 | Skin penetration premises   | \$504.00   | \$519.00   | \$0.00  | \$519.00   | FC |
| 0389 | Mobile vendors  | \$206.00   | \$212.00   | \$0.00  | \$212.00   | FC |
| 0390 | Cooling towers  | \$549.00   | \$565.50   | \$0.00  | \$565.50   | FC |
| 0391 | Restricted premises   | \$765.00   | \$788.00   | \$0.00  | \$788.00   | FC |

**Additional Inspections**

Per Inspection

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0392 | Boarding house – 1 to 10 rooms                      | \$200.00 | \$206.00 | \$0.00 | \$206.00 | PC |
| 0393 | Boarding house – 11 to 40 rooms                     | \$400.00 | \$412.00 | \$0.00 | \$412.00 | PC |
| 0394 | Boarding house greater than 40 rooms                | \$700.00 | \$721.00 | \$0.00 | \$721.00 | PC |
| 0395 | Food shop – other (convenience stores and the like) | \$218.50 | \$225.00 | \$0.00 | \$225.00 | FC |
| 0396 | Food shop – restaurants, take aways and cafés       | \$311.00 | \$320.00 | \$0.00 | \$320.00 | FC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Additional Inspections [continued]

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0397 | Food shop – pre occupation inspection                                | \$219.00 | \$225.50 | \$0.00 | \$225.50 | FC |
| 0398 | Public pools and spas  | \$224.00 | \$230.50 | \$0.00 | \$230.50 | FC |
| 0399 | Skin penetration premises  | \$236.50 | \$243.50 | \$0.00 | \$243.50 | FC |
| 0400 | Cooling towers   | \$274.50 | \$282.50 | \$0.00 | \$282.50 | FC |
| 0401 | Restricted premises  | \$492.00 | \$506.50 | \$0.00 | \$506.50 | FC |
| 0402 | Reinspection for any category not listed                             | \$187.00 | \$192.50 | \$0.00 | \$192.50 | FC |
| 0403 | Certificate of registration (where not included in registration fee) | \$101.00 | \$104.00 | \$0.00 | \$104.00 | FC |

## Audits

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0404 | Environmental audit (for the first two hours including admin work) | \$400.00 | \$412.00 | \$0.00 | \$412.00 | FC |
| 0405 | Environmental audit (for every hour thereafter)                    | \$80.00  | \$83.00  | \$0.00 | \$83.00  | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25              | Year 25/26      |     |                 | 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**

|      |   |                         |    |
|------|---|-------------------------|----|
| 0406 | Cancellation prior to 1 month before event        | 100% of fees refundable | FC |
| 0407 | Cancellation between 2 weeks and 1 month of event | 75% of fees refundable  | FC |
| 0408 | Cancellation less than 2 weeks of event           | 50% of fees refundable  | FC |

**Town Centre Events and Public Spaces in Partnership with Council (>5,000 attendance)**

|      |                    |        |          |         |          |    |
|------|--------------------|--------|----------|---------|----------|----|
| 0409 | Administration fee | \$0.00 | \$181.82 | \$18.18 | \$200.00 | MP |
| 0410 | Stall fee          | \$0.00 | \$136.36 | \$13.64 | \$150.00 | MP |
| 0411 | Food stall         | \$0.00 | \$222.73 | \$22.27 | \$245.00 | MP |
| 0412 | Food truck         | \$0.00 | \$318.18 | \$31.82 | \$350.00 | MP |

**Regular Woodstock Market Event (<5,000 attendance, minimum 4 markets event annually)**

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0413 | New markets - fee to process all new applications | \$110.00 | \$115.00 | \$0.00 | \$115.00 | PC |
| 0414 | Administration Fee per market event               | \$84.00  | \$85.00  | \$0.00 | \$85.00  | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Regular Woodstock Market Event (<5,000 attendance, minimum 4 markets event annually)** [continued]

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0415 | Woodstock Park only, up to 8 hours including bump in and bump out              | \$110.00 | \$227.27 | \$22.73 | \$250.00 | PC |
| 0416 | Each additional hour thereafter  | \$21.00  | \$22.73  | \$2.27  | \$25.00  | PC |
| 0417 | Woodstock Park and hire of one venue (Woodstock or Fitzroy Hall) up to 8 hours | \$216.00 | \$454.55 | \$45.45 | \$500.00 | PC |
| 0418 | Each additional hour thereafter  | \$55.00  | \$50.00  | \$5.00  | \$55.00  | PC |
| 0419 | Hire of second venue (Woodstock or Fitzroy Hall) up to 8 hours                 | \$131.00 | \$181.82 | \$18.18 | \$200.00 | PC |
| 0420 | Each additional hour thereafter  | \$28.00  | \$50.00  | \$5.00  | \$55.00  | PC |
| 0421 | Cleaning   | \$110.00 | \$136.36 | \$13.64 | \$150.00 | PC |
| 0422 | Garbage bin 1 x 240 litre bin per food / beverage stall                        | \$58.00  | \$54.55  | \$5.45  | \$60.00  | PC |
| 0423 | Bond for first venue and/or park usage   | \$500.00 | \$500.00 | \$0.00  | \$500.00 | BD |
| 0424 | Bond for second venue  | \$315.00 | \$500.00 | \$0.00  | \$500.00 | PC |

**Regular Market Event (<5,000 attendance, minimum 4 markets event annually)**

|      |   |        |          |         |          |    |
|------|---|--------|----------|---------|----------|----|
| 0425 | New markets - fee to process all new applications       | \$0.00 | \$104.55 | \$10.45 | \$115.00 | MP |
| 0426 | Administration fee per market event                     | \$0.00 | \$77.27  | \$7.73  | \$85.00  | MP |
| 0427 | Site/park fee up to 8 hours                             | \$0.00 | \$363.64 | \$36.36 | \$400.00 | MP |
| 0428 | Each additional hour thereafter                         | \$0.00 | \$36.36  | \$3.64  | \$40.00  | MP |
| 0429 | Garbage bin 1 x 240 litre bin per food / beverage stall | \$0.00 | \$54.55  | \$5.45  | \$60.00  | MP |

**Park and Event Services**

|      |  |  |          |         |          |    |
|------|--|--|----------|---------|----------|----|
| 0430 | Additional 240L garbage bin required for each additional 100 people above 100 people   | \$58.00  | \$54.55  | \$5.45  | \$60.00  | FC |
| 0431 | Emergency Cleaning fee   | \$330.00 or cost recovery (whichever is greater)<br>Min. Fee incl. GST: \$330.00 |          |         |          | FC |
| 0432 | Use of electricity per day (casual basis available only) – not available at every park | \$132.00   | \$122.73 | \$12.27 | \$135.00 | FC |
| 0433 | Electrical tagging and testing - per item  | \$16.00  | \$18.18  | \$1.82  | \$20.00  | FC |
| 0434 | One attending event / ground staff (Monday to Friday after 6pm) per hour               | \$51.00  | \$48.18  | \$4.82  | \$53.00  | FC |
| 0435 | One attending event / ground staff (Saturday) per hour                                 | \$55.00  | \$51.82  | \$5.18  | \$57.00  | FC |
| 0436 | One attending event / ground staff (Sunday and public holiday) per hour                | \$64.00  | \$60.91  | \$6.09  | \$67.00  | FC |
| 0437 | Staff call out fee - per staff member per day  | \$424.00   | \$390.91 | \$39.09 | \$430.00 | FC |

**Other**

|      |                                 |            |            |          |            |    |
|------|---------------------------------|------------|------------|----------|------------|----|
| 0438 | International delegation visits | \$1,500.00 | \$1,363.64 | \$136.36 | \$1,500.00 | FC |
|------|---------------------------------|------------|------------|----------|------------|----|

**Draft Fees and Charges**

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| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(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. University students that reside within the Burwood LGA have access to the student concession rate for room bookings in the Library and Community Hub if they provide proof of student status. Students must submit their supporting evidence on an annual basis to ascertain their eligibility for a discount.

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.

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## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Administration of Facilities Hire

## Bonds and Security Deposit

|      |  |                  |            |        |            |    |
|------|--|------------------|------------|--------|------------|----|
| 0439 | Access card or key bond  | \$50.00          | \$50.00    | \$0.00 | \$50.00    | BD |
| 0440 | Audio visual equipment bond  | \$200.00         | \$200.00   | \$0.00 | \$200.00   | BD |
| 0441 | Cancellation 3 – 7 days prior to booking   | 50% of hire fee  |            |        |            | BD |
| 0442 | Cancellation less than 48 hours' notice  | 100% of hire fee |            |        |            | BD |
| 0443 | Student Bond - The hub (only required outside library hours)                             | \$50.00          | \$50.00    | \$0.00 | \$50.00    | BD |
| 0444 | Venue bond - commercial, private function (no alcohol)                                   | \$500.00         | \$500.00   | \$0.00 | \$500.00   | BD |
| 0445 | Venue bond - commercial, private function (with alcohol)                                 | \$1,000.00       | \$1,000.00 | \$0.00 | \$1,000.00 | BD |
| 0446 | 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

|  |   |                                   |            |        |            |    |
|--|---|-----------------------------------|------------|--------|------------|----|
| 0447   | Emergency audio visual support person – per hour                            | \$105.00                          | \$95.45    | \$9.55 | \$105.00   | PC |
| 0448   | Charges for false fire alarms   | \$1,890.00                        | \$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. |   |                                   |            |        |            |    |
| 0449   | Non-compliance with terms and conditions or breach of application agreement | 25% deducted from bond per breach |            |        |            | PC |
| 0450   | Room setup and pack up – per hour (minimum 2 hours) Mon – Fri               | \$95.00                           | \$89.09    | \$8.91 | \$98.00    | PC |
| 0451   | Replacement cost of access card / key                                       | \$52.00                           | \$50.00    | \$5.00 | \$55.00    | FC |

## Community Hub

## Locker Storage

|      |                       |        |          |         |          |    |
|------|-----------------------|--------|----------|---------|----------|----|
| 0452 | Annual storage locker | \$0.00 | \$227.27 | \$22.73 | \$250.00 | PC |
|------|-----------------------|--------|----------|---------|----------|----|

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

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0453 | Monday to Friday - per hour (minimum 1 hour)     | \$40.00 | \$38.18 | \$3.82 | \$42.00 | PC |
| 0454 | Saturday and Sunday - per hour (minimum 2 hours) | \$42.00 | \$40.91 | \$4.09 | \$45.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0455 | Monday to Friday - per hour (minimum 1 hour)     | \$72.00 | \$67.27 | \$6.73 | \$74.00 | PC |
| 0456 | Saturday and Sunday - per hour (minimum 2 hours) | \$74.00 | \$69.09 | \$6.91 | \$76.00 | PC |

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

|      |  |          |         |        |          |    |
|------|--|----------|---------|--------|----------|----|
| 0457 | Monday to Friday - per hour (minimum 1 hour)     | \$92.00  | \$85.45 | \$8.55 | \$94.00  | PC |
| 0458 | Saturday and Sunday - per hour (minimum 2 hours) | \$100.00 | \$92.73 | \$9.27 | \$102.00 | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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)**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0459 | Monday to Friday - per hour (minimum 1 hour)     | \$21.00 | \$20.00 | \$2.00 | \$22.00 | PC |
| 0460 | Saturday and Sunday - per hour (minimum 2 hours) | \$24.00 | \$23.64 | \$2.36 | \$26.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0461 | Monday to Friday - per hour (minimum 1 hour)     | \$37.00 | \$34.55 | \$3.45 | \$38.00 | PC |
| 0462 | Saturday and Sunday - per hour (minimum 2 hours) | \$39.00 | \$36.36 | \$3.64 | \$40.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0463 | Monday to Friday - per hour (minimum 1 hour)     | \$48.00 | \$45.45 | \$4.55 | \$50.00 | PC |
| 0464 | Saturday and Sunday - per hour (minimum 2 hours) | \$51.00 | \$47.27 | \$4.73 | \$52.00 | 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)**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0465 | Monday to Friday - per hour (minimum 1 hour)     | \$12.00 | \$12.73 | \$1.27 | \$14.00 | PC |
| 0466 | Saturday and Sunday - per hour (minimum 2 hours) | \$13.00 | \$13.64 | \$1.36 | \$15.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0467 | Monday to Friday - per hour (minimum 1 hour)     | \$19.00 | \$18.18 | \$1.82 | \$20.00 | PC |
| 0468 | Saturday and Sunday - per hour (minimum 2 hours) | \$21.00 | \$20.00 | \$2.00 | \$22.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0469 | Monday to Friday - per hour (minimum 1 hour)     | \$25.00 | \$23.64 | \$2.36 | \$26.00 | PC |
| 0470 | Saturday and Sunday - per hour (minimum 2 hours) | \$28.00 | \$27.27 | \$2.73 | \$30.00 | PC |

**Conference Room****Category 1: Conference Room**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0471 | Monday to Friday - per hour (minimum 1 hour)     | \$74.00 | \$69.09 | \$6.91 | \$76.00 | PC |
| 0472 | Saturday and Sunday - per hour (minimum 2 hours) | \$79.00 | \$72.73 | \$7.27 | \$80.00 | PC |

**Category 2: Conference Room 50% of Category 1 fee**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0473 | Monday to Friday - per hour (minimum 1 hour)     | \$37.00 | \$34.55 | \$3.45 | \$38.00 | PC |
| 0474 | Saturday and Sunday - per hour (minimum 2 hours) | \$39.00 | \$36.36 | \$3.64 | \$40.00 | PC |

**Category 3: Conference Room 25% of Category 1 fee**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0475 | Monday to Friday - per hour (minimum 1 hour)     | \$19.00 | \$18.18 | \$1.82 | \$20.00 | PC |
| 0476 | Saturday and Sunday - per hour (minimum 2 hours) | \$20.00 | \$20.00 | \$2.00 | \$22.00 | PC |

**Learning Labs****Category 1: Learning Labs 1, 2 and 3**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0477 | Monday to Friday - per hour (minimum 1 hour)     | \$30.00 | \$29.09 | \$2.91 | \$32.00 | PC |
| 0478 | Saturday and Sunday - per hour (minimum 2 hours) | \$34.00 | \$30.91 | \$3.09 | \$34.00 | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Category 2: Learning Labs 50% of Category 1 fee**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0479 | Monday to Friday - per hour (minimum 1 hour)     | \$15.00 | \$14.55 | \$1.45 | \$16.00 | PC |
| 0480 | Saturday and Sunday - per hour (minimum 2 hours) | \$17.00 | \$16.36 | \$1.64 | \$18.00 | PC |

**Category 3: Learning Labs 25% of Category 1 fee**

|      |  |        |        |        |         |    |
|------|--|--------|--------|--------|---------|----|
| 0481 | Monday to Friday - per hour (minimum 1 hour)     | \$8.00 | \$7.27 | \$0.73 | \$8.00  | PC |
| 0482 | Saturday and Sunday - per hour (minimum 2 hours) | \$9.00 | \$9.09 | \$0.91 | \$10.00 | PC |

**Fitzroy Centre****Category 1: Fitzroy Centre**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0483 | Monday to Friday – per hour (minimum 1 hour)     | \$64.00 | \$59.09 | \$5.91 | \$65.00 | PC |
| 0484 | Saturday and Sunday – per hour (minimum 2 hours) | \$74.00 | \$68.18 | \$6.82 | \$75.00 | PC |

**Category 2: Fitzroy Centre 50% of Category 1 fee**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0485 | Monday to Friday – per hour (minimum 1 hour)                         | \$32.00 | \$30.91 | \$3.09 | \$34.00 | PC |
| 0486 | Saturday and Sunday – per hour (minimum 2 hours 12:00 pm – midnight) | \$37.00 | \$34.55 | \$3.45 | \$38.00 | PC |

**Category 3: Fitzroy Centre 25% of Category 1 fee**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0487 | Monday to Friday – per hour (minimum 1 hour)                         | \$16.00 | \$16.36 | \$1.64 | \$18.00 | PC |
| 0488 | Saturday and Sunday – per hour (minimum 2 hours 12:00 pm – midnight) | \$18.00 | \$18.18 | \$1.82 | \$20.00 | PC |

**Fitzroy Centre - Function Hire**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0489 | Hourly rate - minimum 4 hours including preparation time | \$126.00 | \$118.18 | \$11.82 | \$130.00 | PC |
| 0490 | Cleaning   | \$68.00  | \$63.64  | \$6.36  | \$70.00  | PC |

**George Street Centre****Category 1: George Street Centre**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0491 | Monday to Friday – per hour (minimum 1 hour)     | \$36.00 | \$34.55 | \$3.45 | \$38.00 | PC |
| 0492 | Saturday and Sunday – per hour (minimum 2 hours) | \$42.00 | \$40.00 | \$4.00 | \$44.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0493 | Monday to Friday – per hour (minimum 1 hour)     | \$18.00 | \$18.18 | \$1.82 | \$20.00 | PC |
| 0494 | Saturday and Sunday – per hour (minimum 2 hours) | \$21.00 | \$20.00 | \$2.00 | \$22.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0495 | Monday to Friday – per hour (minimum 1 hour)     | \$9.00  | \$9.09  | \$0.91 | \$10.00 | PC |
| 0496 | Saturday and Sunday – per hour (minimum 2 hours) | \$11.00 | \$10.91 | \$1.09 | \$12.00 | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**George Street Centre Storage**

|      |                      |          |          |         |          |    |
|------|----------------------|----------|----------|---------|----------|----|
| 0497 | Monthly cupboard fee | \$21.00  | \$20.00  | \$2.00  | \$22.00  | PC |
| 0498 | Annual cupboard fee  | \$210.00 | \$195.45 | \$19.55 | \$215.00 | PC |

**Woodstock Centre****Lipscomb Room****Category 1: Lipscomb Room, Hire of Kitchen Only**

Note: Not applicable if another room hired.

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0499 | Monday to Friday – per hour (minimum 1 hour)     | \$24.00 | \$18.18 | \$1.82 | \$20.00 | PC |
| 0500 | Saturday and Sunday – per hour (minimum 2 hours) | \$28.00 | \$20.00 | \$2.00 | \$22.00 | PC |

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

Note: Not applicable if another room hired.

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0501 | Monday to Friday – per hour (minimum 1 hour)     | \$12.00 | \$12.73 | \$1.27 | \$14.00 | PC |
| 0502 | Saturday and Sunday – per hour (minimum 2 hours) | \$13.00 | \$14.55 | \$1.45 | \$16.00 | PC |

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

Note: Not applicable if another room hired.

|      |  |        |        |        |        |    |
|------|--|--------|--------|--------|--------|----|
| 0503 | Monday to Friday – per hour (minimum 1 hour)     | \$7.00 | \$7.27 | \$0.73 | \$8.00 | PC |
| 0504 | Saturday and Sunday – per hour (minimum 2 hours) | \$8.00 | \$8.18 | \$0.82 | \$9.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0505 | Monday to Friday – per hour (minimum 1 hour)     | \$36.00 | \$34.55 | \$3.45 | \$38.00 | PC |
| 0506 | Saturday and Sunday – per hour (minimum 2 hours) | \$38.00 | \$36.36 | \$3.64 | \$40.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0507 | Monday to Friday – per hour (minimum 1 hour)     | \$18.00 | \$16.36 | \$1.64 | \$18.00 | PC |
| 0508 | Saturday and Sunday – per hour (minimum 2 hours) | \$19.00 | \$18.18 | \$1.82 | \$20.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0509 | Monday to Friday – per hour (minimum 1 hour)     | \$9.00  | \$9.09  | \$0.91 | \$10.00 | PC |
| 0510 | Saturday and Sunday – per hour (minimum 2 hours) | \$10.00 | \$10.91 | \$1.09 | \$12.00 | PC |

**Jackett Room or Penfold Ballroom****Category 1: Jackett Room or Penfold Ballroom**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0511 | Monday to Friday – per hour (minimum 1 hour) | \$61.00 | \$56.36 | \$5.64 | \$62.00 | PC |
|------|--|---------|---------|--------|---------|----|

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Category 1: Jackett Room or Penfold Ballroom** [continued]

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0512 | Saturday and Sunday – per hour (minimum 2 hours) | \$72.00 | \$67.27 | \$6.73 | \$74.00 | PC |
|------|--|---------|---------|--------|---------|----|

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0513 | Monday to Friday – per hour (minimum 1 hour)     | \$30.00 | \$29.09 | \$2.91 | \$32.00 | PC |
| 0514 | Saturday and Sunday – per hour (minimum 2 hours) | \$36.00 | \$34.55 | \$3.45 | \$38.00 | PC |

**Category 3: Jackett Room or Penfold Ballroom 25% of Category 1 fee**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0515 | Monday to Friday – per hour (minimum 1 hour)     | \$16.00 | \$16.36 | \$1.64 | \$18.00 | PC |
| 0516 | Saturday and Sunday – per hour (minimum 2 hours) | \$18.00 | \$18.18 | \$1.82 | \$20.00 | PC |

**Woodstock Centre Function Hire (Whole Building)**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0517 | Hourly rate - minimum 4 hours including preparation time | \$130.00 | \$118.18 | \$11.82 | \$130.00 | PC |
| 0518 | Each additional hour thereafter                          | \$110.00 | \$100.00 | \$10.00 | \$110.00 | PC |
| 0519 | Cleaning fee   | \$68.50  | \$63.64  | \$6.36  | \$70.00  | PC |

**Woodstock Centre Storage**

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0520 | Monthly locker fee - Small (WK 1-8) (WK 2,5,7&9)                    | \$21.00  | \$20.00  | \$2.00  | \$22.00  | PC |
| 0521 | Monthly locker fee - Medium (WK 1,3,4,6&11) (WK 12&13)              | \$0.00   | \$27.27  | \$2.73  | \$30.00  | PC |
| 0522 | Monthly locker fee - Large (WK 1,2&3) (WK 9,10,11,14&15) (WK 12&13) | \$0.00   | \$36.36  | \$3.64  | \$40.00  | PC |
| 0523 | Annual locker fee - Small (WK 1-8) (WK 2,5,7&9)                     | \$210.00 | \$227.27 | \$22.73 | \$250.00 | PC |
| 0524 | Annual locker fee - Medium (WK 1,3,4,6&11) (WK 12&13)               | \$0.00   | \$309.09 | \$30.91 | \$340.00 | PC |
| 0525 | Annual locker fee - Large (WK1,2&3) (WK 9,10,11,14&15) (WK12&13)    | \$0.00   | \$400.00 | \$40.00 | \$440.00 | PC |

**Major Community Development Events and Programs**

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

|      |  |        |   |
|------|--|--------|---|
| 0526 | Awareness and/or celebration program participation / International Women's Day - March                         | No fee | Z |
| 0527 | Awareness and/or celebration program participation / Harmony Day - March                                       | No fee | Z |
| 0528 | Awareness and/or celebration program participation / Seniors Festival - March                                  | No fee | Z |
| 0529 | Awareness and/or celebration program participation / Youth Week - April  | No fee | Z |
| 0530 | Awareness and/or celebration program participation / NAIDOC Week - July  | No fee | Z |
| 0531 | Awareness and/or celebration program participation / International Day of Persons with Disabilities - December | No fee | Z |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Banner Pole Advertising

## Burwood Road

34 banners

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0532 | Per banner / per fortnight | \$55.50 | \$55.50 | \$0.00 | \$55.50 | FC |
|------|----------------------------|---------|---------|--------|---------|----|

## CBD locations

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

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0533 | Per banner / per fortnight | \$44.50 | \$44.50 | \$0.00 | \$44.50 | FC |
|------|----------------------------|---------|---------|--------|---------|----|

## Other Fees

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 0534 | Installation and dismantle per banner                     | \$66.50 | \$66.50 | \$0.00 | \$66.50 | FC |
| 0535 | Wash and pack per banner (if service provided by Council) | \$16.60 | \$16.60 | \$0.00 | \$16.60 | FC |

## Filming

## Fee for Filming

## Application Fee

|      |  |          |                                 |        |          |    |
|------|--|----------|---------------------------------|--------|----------|----|
| 0536 | Application fee – ultra-low impact less than 10 crew, 1 camera, sound, 1 light, no vehicles  |          |                                 |        | No fee   | Z  |
| 0537 | Application fee – low impact 11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base                               | \$220.50 | \$227.00                        | \$0.00 | \$227.00 | PC |
| 0538 | Application fee – medium impact 26-50 no more than 10 trucks, some equipment, unit base  | \$431.00 | \$445.00                        | \$0.00 | \$445.00 | PC |
| 0539 | Application fee – high impact more than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base | \$714.00 | \$735.00                        | \$0.00 | \$735.00 | PC |
| 0540 | Application fee – council approval for parking when filming on private property such as unit base plans or parking plans.            | \$189.00 | \$195.00                        | \$0.00 | \$195.00 | PC |
| 0541 | Major revisions to a filming application   |          | 75% of original application fee |        |          | FC |

## Filming Over Three Days

|      |                                      |          |          |        |          |    |
|------|--------------------------------------|----------|----------|--------|----------|----|
| 0542 | Standard low impact filming per day  | \$149.50 | \$155.00 | \$0.00 | \$155.00 | PC |
| 0543 | Standard medium impact per day       | \$294.00 | \$305.00 | \$0.00 | \$305.00 | PC |
| 0544 | Standard high impact filming per day | \$468.00 | \$485.00 | \$0.00 | \$485.00 | PC |

## Draft Fees and Charges

| Ref | Name | Year 24/25              | Year 25/26      |     |                 | Price Code |
|-----|------|-------------------------|-----------------|-----|-----------------|------------|
|     |      | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |

## Traffic Management Plan of Filming

|      |  |  |                             |    |
|------|--|--|-----------------------------|----|
| 0545 | 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 |
| 0546 | Administration of traffic management plan medium impact stop / go traffic control on a multi-lane or state road, police consultation, TfNSW consultation |  | Refer to traffic management | PC |
| 0547 | Administration of traffic management plan high impact road closures, police consultation, TfNSW consultation   |  | Refer to traffic management | PC |

## Road Closures for Filming

|      |   |  |                             |    |
|------|---|--|-----------------------------|----|
| 0548 | Advertising for temporary road closures |  | Refer to traffic management | PC |
| 0549 | Lanes (per day)                         |  | Refer to traffic management | PC |
| 0550 | Whole road (per day)                    |  | Refer to traffic management | PC |

## Other Fees of Filming

|      |  |          |   |        |            |    |
|------|--|----------|---|--------|------------|----|
| 0551 | Access fee   | \$347.00 | \$358.00                                    | \$0.00 | \$358.00   | PC |
| 0552 | Cleaning fee (per hour)  | \$105.00 | \$110.00                                    | \$0.00 | \$110.00   | PC |
| 0553 | Location research / site inspections / supervisor (per hour)   | \$76.00  | \$79.00                                     | \$0.00 | \$79.00    | PC |
| 0554 | Power access (per hour)  | \$76.00  | \$79.00                                     | \$0.00 | \$79.00    | PC |
| 0555 | Security fee (minimum 4 hours) (per hour)  | \$101.00 | \$105.00                                    | \$0.00 | \$105.00   | PC |
| 0556 | Site preparation (per hour)  | \$76.00  | \$79.00                                     | \$0.00 | \$79.00    | PC |
| 0557 | Site remediation   |          | To be determined by location and activities |        |            | PC |
| 0558 | Temporary structure – (installation of marquee, table and chairs in parks, signage, barriers, cabling, traffic controller) - per day per structure | \$987.00 | \$1,020.00                                  | \$0.00 | \$1,020.00 | PC |

## Still Photography

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0559 | Standard high impact filming per day (all inclusive per application) | \$273.00 | \$282.00 | \$0.00 | \$282.00 | PC |
| 0560 | Standard low impact per day (all inclusive per application)          | \$142.00 | \$147.00 | \$0.00 | \$147.00 | PC |
| 0561 | Standard medium impact per day (all inclusive per application)       | \$199.50 | \$205.00 | \$0.00 | \$205.00 | PC |
| 0562 | 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

|      |   |         |               |        |          |    |
|------|---|---------|---------------|--------|----------|----|
| 0563 | Graffiti removal materials  |         | Cost plus 15% |        |          | FC |
| 0564 | Hourly charge resident contribution for a 1 man crew, vehicle and high pressure cleaner | \$97.50 | \$91.36       | \$9.14 | \$100.50 | FC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Library

## Library Service Charges

## Membership

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 0565 | Burwood Book Club annual membership fee | \$11.00 | \$11.00 | \$0.00 | \$11.00 | RR |
| 0566 | Membership card replacement             | \$6.00  | \$6.00  | \$0.00 | \$6.00  | RR |

## Reserved Items - Miscellaneous

|   |                       |                   |    |
|---|-----------------------|-------------------|----|
| 0567  | Inter-library loans** | \$5.00 plus costs | RR |
| If additional charges by Library borrowed from, costs are passed onto borrower. |                       |                   |    |
| 0568  | Reserved items        | No fee            | Z  |

## Printing and Photocopying Charges

per copy

|      |  |        |        |        |        |    |
|------|--|--------|--------|--------|--------|----|
| 0569 | Photocopying and printing charges – black/white A3 | \$0.40 | \$0.36 | \$0.04 | \$0.40 | RR |
| 0570 | Photocopying and printing charges – black/white A4 | \$0.20 | \$0.18 | \$0.02 | \$0.20 | RR |
| 0571 | Photocopying and printing charges – colour A3      | \$2.00 | \$1.82 | \$0.18 | \$2.00 | RR |
| 0572 | Photocopying and printing charges – colour A4      | \$1.00 | \$0.91 | \$0.09 | \$1.00 | RR |

## Item Sale

|      |                       |                       |  |  |  |    |
|------|-----------------------|-----------------------|--|--|--|----|
| 0573 | Per cotton bag        | Market price plus 20% |  |  |  | RR |
| 0574 | Per poly bag          | Market price plus 20% |  |  |  | RR |
| 0575 | Postcards             | Market price plus 20% |  |  |  | RR |
| 0576 | USB flash drive       | Market price plus 20% |  |  |  | RR |
| 0577 | Burwood history books | At cost               |  |  |  |    |

## Library Programs

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0578 | Burwood town centre walking tour (bookings required) - per tour | \$200.00 | \$181.82 | \$18.18 | \$200.00 | FC |
| 0579 | Special children's activities – per person                      | At cost  |          |         |          | PC |
| 0580 | Special adult's activities – per person                         | At cost  |          |         |          | PC |
| 0581 | Training sessions – per hour                                    | At cost  |          |         |          | PC |
| 0582 | Training booklet  | At cost  |          |         |          | PC |
| 0583 | Special programs  | At cost  |          |         |          | PC |

## Materials Replacement Costs

|   |  |                                      |        |        |        |    |
|---|--|--------------------------------------|--------|--------|--------|----|
| 0584  | Toy library bag  | \$2.60                               | \$5.00 | \$0.00 | \$5.00 | RR |
| 0585  | CD cases/DVD cases (damaged or lost)                                 | \$2.60                               | \$2.60 | \$0.00 | \$2.60 | RR |
| 0586  | Library items (damaged or lost)                                      | Cost of item plus \$16.00 processing |        |        |        | RR |
| Donated paperbacks replaced by similar item at discretion of Team Leader Customer Experience. |  |                                      |        |        |        |    |
| 0587  | Library items (replacement of barcode label or tag on library items) | \$2.60                               | \$2.60 | \$0.00 | \$2.60 | RR |



## Draft Fees and Charges

| Ref | Name | Year 24/25              | Year 25/26      |     |                 | Price Code |
|-----|------|-------------------------|-----------------|-----|-----------------|------------|
|     |      | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |

## Local History Research

|      |                       |  |                                    |  |  |    |
|------|-----------------------|--|------------------------------------|--|--|----|
| 0588 | Research              |  | First hour free then \$50.00/hour  |  |  | RR |
| 0589 | Research – commercial |  | First hour free then \$100.00/hour |  |  | RR |

## Parking Management

## Paid Parking

|  |   |  |    |
|--|---|--|----|
| 0590   | On street parking                         | \$4.70 per hour up to a maximum of \$30.00 per day;<br>parking in nominated areas only | RR |
| Monday - Saturday 9:00 am - 7:00 pm or as per sign posted parking restrictions |   |  |    |
| 0591   | 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   |   |  |    |
| 0592   | 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  |   |  |    |
| 0593   | Off-street car parks - early bird parking | \$11.00 per day; early bird designated parking spaces only                             | RR |

## 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

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0594 | Commuter parking permit   | \$71.50  | \$74.00  | \$0.00 | \$74.00  | RR |
| 0595 | Parking scheme – business permit  | \$283.50 | \$295.00 | \$0.00 | \$295.00 | RR |
| 0596 | Parking scheme – resident permit  | No fee   |          |        |          | Z  |
| 0597 | Parking scheme – visitor permit – pensioner or mobility permit holders concession           | No fee   |          |        |          | Z  |
| 0598 | Parking scheme – visitors permit (first permit)   | No fee   |          |        |          | Z  |
| 0599 | Parking scheme – visitors permit (second and subsequent permits) each (free for pensioners) | \$77.00  | \$80.00  | \$0.00 | \$80.00  | RR |

## Draft Fees and Charges

| Ref | Name | Year 24/25              | Year 25/26      |     |                 | Price Code |
|-----|------|-------------------------|-----------------|-----|-----------------|------------|
|     |      | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |

## 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*

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0600 | Monday to Friday - per hour (minimum 1 hour)     | \$61.00 | \$52.73 | \$5.27 | \$58.00 | PC |
| 0601 | Saturday and Sunday - per hour (minimum 2 hours) | \$71.00 | \$63.64 | \$6.36 | \$70.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0602 | Monday to Friday - per hour (minimum 1 hour)     | \$30.00 | \$25.45 | \$2.55 | \$28.00 | PC |
| 0603 | Saturday and Sunday - per hour (minimum 2 hours) | \$36.00 | \$30.91 | \$3.09 | \$34.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0604 | Monday to Friday - per hour (minimum 1 hour)     | \$16.00 | \$14.55 | \$1.45 | \$16.00 | PC |
| 0605 | Saturday and Sunday - per hour (minimum 2 hours) | \$18.00 | \$16.36 | \$1.64 | \$18.00 | PC |

*Burwood Park Community Centre - Function Hire*

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0606 | Hourly rate - minimum 4 hours including preparation time | \$130.00 | \$118.18 | \$11.82 | \$130.00 | PC |
| 0607 | Cleaning Fee   | \$68.00  | \$63.64  | \$6.36  | \$70.00  | PC |
| 0608 | Rotunda wedding ceremony - per hour                      | \$0.00   | \$100.00 | \$10.00 | \$110.00 | MP |

*Burwood Park Community Centre Storage*

|      |                             |         |          |         |          |    |
|------|-----------------------------|---------|----------|---------|----------|----|
| 0609 | Single cupboard - per month | \$21.00 | \$19.09  | \$1.91  | \$21.00  | PC |
| 0610 | Single cupboard - annual    | \$0.00  | \$227.27 | \$22.73 | \$250.00 | MP |
| 0611 | Double cupboard – per month | \$42.00 | \$38.18  | \$3.82  | \$42.00  | PC |
| 0612 | Double cupboard – annual    | \$0.00  | \$436.36 | \$43.64 | \$480.00 | PC |
| 0613 | Large cupboard - per month  | \$79.00 | \$71.82  | \$7.18  | \$79.00  | PC |
| 0614 | Large cupboard - annual     | \$0.00  | \$636.36 | \$63.64 | \$700.00 | PC |

## Burwood Park Pavilion

*Category 1: Burwood Park Pavilion*

|      |             |         |         |        |         |    |
|------|-------------|---------|---------|--------|---------|----|
| 0615 | Hourly rate | \$26.00 | \$25.45 | \$2.55 | \$28.00 | PC |
|------|-------------|---------|---------|--------|---------|----|

*Category 2: Burwood Park Pavilion*

|      |             |         |         |        |         |    |
|------|-------------|---------|---------|--------|---------|----|
| 0616 | Hourly rate | \$13.00 | \$13.64 | \$1.36 | \$15.00 | PC |
|------|-------------|---------|---------|--------|---------|----|

*Category 3: Burwood Park Pavilion*

|      |             |        |        |        |         |    |
|------|-------------|--------|--------|--------|---------|----|
| 0617 | Hourly rate | \$8.00 | \$9.09 | \$0.91 | \$10.00 | PC |
|------|-------------|--------|--------|--------|---------|----|

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Henley Park****Henley Park Community Room****Category 1: Henley Community Room**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0618 | Monday to Friday – per hour                      | \$31.00 | \$27.27 | \$2.73 | \$30.00 | PC |
| 0619 | Saturday and Sunday – per hour (minimum 2 hours) | \$34.00 | \$31.82 | \$3.18 | \$35.00 | PC |

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

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0620 | Monday to Friday – per hour                      | \$16.00 | \$16.36 | \$1.64 | \$18.00 | PC |
| 0621 | Saturday and Sunday – per hour (minimum 2 hours) | \$17.00 | \$17.27 | \$1.73 | \$19.00 | PC |

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

|      |  |        |        |        |         |    |
|------|--|--------|--------|--------|---------|----|
| 0622 | Monday to Friday – per hour                      | \$8.00 | \$8.18 | \$0.82 | \$9.00  | PC |
| 0623 | Saturday and Sunday – per hour (minimum 2 hours) | \$9.00 | \$9.09 | \$0.91 | \$10.00 | PC |

**Seasonal Henley Park Community Room**

|      |  |            |            |          |            |    |
|------|--|------------|------------|----------|------------|----|
| 0624 | Seasonal rate for local sporting groups - 22 weeks, weekend only - per day | \$1,470.00 | \$1,363.64 | \$136.36 | \$1,500.00 | PC |
|------|--|------------|------------|----------|------------|----|

**Function Hire**

|      |  |        |         |        |         |    |
|------|--|--------|---------|--------|---------|----|
| 0625 | Hourly rate - minimum 4 hours including preparation time | \$0.00 | \$40.91 | \$4.09 | \$45.00 | PC |
| 0626 | Cleaning fee   | \$0.00 | \$63.64 | \$6.36 | \$70.00 | PC |

**Henley Park Commercial Kitchen****Category 1: Henley Park Commercial Kitchen**

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0627 | Per hour (minimum 2 hours) | \$59.00 | \$54.55 | \$5.45 | \$60.00 | PC |
|------|----------------------------|---------|---------|--------|---------|----|

**Category 2: Henley Park Commercial Kitchen 50% of Category 1 fee**

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0628 | Per hour (minimum 2 hours) | \$29.00 | \$27.27 | \$2.73 | \$30.00 | PC |
|------|----------------------------|---------|---------|--------|---------|----|

**Category 3: Henley Park Commercial Kitchen 25% of Category 1 fee**

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0629 | Per hour (minimum 2 hours) | \$15.00 | \$16.36 | \$1.64 | \$18.00 | PC |
|------|----------------------------|---------|---------|--------|---------|----|

**Seasonal Henley Park Commercial Kitchen**

|      |                             |            |            |          |              |    |
|------|-----------------------------|------------|------------|----------|--------------|----|
| 0630 | Seasonal (\$74.55 per week) | \$1,630.00 | \$1,490.91 | \$149.09 | \$1,640.00   | PC |
| 0631 | Cleaning fee end of season  |            |            |          | Market value | PC |

**Storage**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0632 | Office space plus storage room (per annum) | \$683.00 | \$636.36 | \$63.64 | \$700.00 | MP |
| 0633 | Large cupboard - per month                 | \$52.00  | \$50.00  | \$5.00  | \$55.00  | PC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Blair Park

## Blair Park Commercial Kitchen

## Category 1: Blair Park Commercial Kitchen

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0634 | Per hour (minimum 2 hours) | \$59.00 | \$54.55 | \$5.45 | \$60.00 | PC |
|------|----------------------------|---------|---------|--------|---------|----|

## Category 2: Blair Park Commercial Kitchen 50% of Category 1 fee

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0635 | Per hour (minimum 2 hours) | \$30.00 | \$31.82 | \$3.18 | \$35.00 | PC |
|------|----------------------------|---------|---------|--------|---------|----|

## Category 3: Blair Park Commercial Kitchen 25% of Category 1 fee

|      |                            |         |         |        |         |    |
|------|----------------------------|---------|---------|--------|---------|----|
| 0636 | Per hour (minimum 2 hours) | \$15.00 | \$18.18 | \$1.82 | \$20.00 | PC |
|------|----------------------------|---------|---------|--------|---------|----|

## Seasonal Blair Park Commercial Kitchen

|      |                             |              |            |          |            |    |
|------|-----------------------------|--------------|------------|----------|------------|----|
| 0637 | Seasonal (\$74.55 per week) | \$1,630.00   | \$1,490.91 | \$149.09 | \$1,640.00 | PC |
| 0638 | Annual (hirers agreement)   | \$2,310.00   | \$2,109.09 | \$210.91 | \$2,320.00 | PC |
| 0639 | Cleaning fee end of season  | Market value |            |          |            | PC |

## Blair Park Storage

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0640 | Office space plus storage room (per annum) | \$683.00 | \$636.36 | \$63.64 | \$700.00 | PC |
|------|--|----------|----------|---------|----------|----|

## Sports Fields

## Sports Fields Preseason Hire

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

|                  |  |          |          |         |          |    |
|------------------|--|----------|----------|---------|----------|----|
| 0641             | Preseason games – per field, per day, per preseason (6 weeks)  | \$481.00 | \$445.45 | \$44.55 | \$490.00 | PC |
| \$57.25 per week |  |          |          |         |          |    |
| 0642             | Preseason night training minis and futsal - per field, per day, per preseason                            | \$238.00 | \$222.73 | \$22.27 | \$245.00 | PC |
| \$28.38 per week |  |          |          |         |          |    |
| 0643             | Preseason night training all fields without floodlights - per field, per day, per preseason              | \$241.00 | \$222.73 | \$22.27 | \$245.00 | PC |
| \$28.75 per week |  |          |          |         |          |    |
| 0644             | Preseason night training minis and futsal with floodlights - per field, per day, per preseason           | \$347.00 | \$322.73 | \$32.27 | \$355.00 | PC |
| \$41.25 per week |  |          |          |         |          |    |
| 0645             | Preseason night training with floodlights (Henley 1,2,3,4 and Blair) - per field, per day, per preseason | \$618.00 | \$563.64 | \$56.36 | \$620.00 | PC |
| \$73.50 per week |  |          |          |         |          |    |
| 0646             | Preseason line marking when not combined with seasonal booking - per field                               | \$210.00 | \$195.45 | \$19.55 | \$215.00 | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Sports Fields Off Season Hirers Agreement**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0647 | Off season training programs Monday - Friday (max 4 hours) - without lighting - per hour, per field, per night | \$11.00 | \$10.91 | \$1.09 | \$12.00 | PC |
| 0648 | Off season training programs - Saturday - Sunday (max 4 hours) per hour, per field, per day                    | \$12.00 | \$12.73 | \$1.27 | \$14.00 | PC |
| 0649 | Floodlights (per field, per hour)  | \$5.00  | \$5.45  | \$0.55 | \$6.00  | PC |
| 0650 | Community participation program - program approved by Manager Community and Culture                            |         |         |        | No fee  | Z  |

**Sports Fields Additional Services - Hirers Agreement**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0651 | 240L recycling bin - canteen/stock disposal    | \$58.00  | \$54.55  | \$5.45  | \$60.00  | PC |
| 0652 | Off season line marking                        | \$210.00 | \$195.45 | \$19.55 | \$215.00 | PC |
| 0653 | Erection of goal posts outside of seasonal use | \$105.00 | \$100.00 | \$10.00 | \$110.00 | 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

|  |   |            |            |          |            |    |
|--|---|------------|------------|----------|------------|----|
| 0654   | Seasonal training, no lighting available - per field per season (max 4 hours)         | \$655.00   | \$609.09   | \$60.91  | \$670.00   | PC |
| \$28.95 per week   |   |            |            |          |            |    |
| 0655   | Seasonal (Saturday or Sunday) - per field per season (max 8 hours per field, per day) | \$1,600.00 | \$1,463.64 | \$146.36 | \$1,610.00 | PC |
| \$69.09 per week<br>Henley Park cricket field 3 not available for bookings on Sundays during Summer season, area available for general public use<br>Burwood Park cricket field not available for bookings on Sundays, area available for general public use |   |            |            |          |            |    |

**Casual**

|      |                                    |         |         |        |         |    |
|------|------------------------------------|---------|---------|--------|---------|----|
| 0656 | Casual per hour per field weekends | \$30.00 | \$29.09 | \$2.91 | \$32.00 | PC |
| 0657 | Casual per hour per field weekdays | \$25.00 | \$23.64 | \$2.36 | \$26.00 | PC |

**Cricket Fields - Miscellaneous**

|      |   |        |         |        |         |    |
|------|---|--------|---------|--------|---------|----|
| 0658 | Henley Park synthetic cricket nets (per hour) | \$0.00 | \$13.64 | \$1.36 | \$15.00 | 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

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0659 | Use of dressing room casual hire per room, per day | \$94.00  | \$87.27  | \$8.73  | \$96.00  | PC |
| 0660 | Use of kiosk casual hire per day                   | \$105.00 | \$100.00 | \$10.00 | \$110.00 | PC |
| 0661 | Casual per field - without lights - per hour       | \$48.00  | \$45.45  | \$4.55  | \$50.00  | FC |
| 0662 | Casual per field - with floodlights - per hour     | \$68.00  | \$63.64  | \$6.36  | \$70.00  | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(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.

|      |  |            |            |          |            |    |
|------|--|------------|------------|----------|------------|----|
| 0663 | Use of dressing room per room, per season  | \$771.00   | \$718.18   | \$71.82  | \$790.00   | PC |
|      | \$33.36 per week   |            |            |          |            |    |
| 0664 | Use of kiosk seasonal hire per season  | \$945.00   | \$881.82   | \$88.18  | \$970.00   | PC |
|      | \$40.91 per week   |            |            |          |            |    |
| 0665 | Seasonal training weeknights all fields without lighting per field, per night          | \$683.00   | \$636.36   | \$63.64  | \$700.00   | PC |
|      | \$29.55 per week   |            |            |          |            |    |
| 0666 | Seasonal weekends Saturday or Sunday (max 8 hours) per field, per day                  | \$1,355.00 | \$1,259.09 | \$125.91 | \$1,385.00 | PC |
|      | \$58.64 per week   |            |            |          |            |    |
| 0667 | Season training weeknights - per field, per night with lights (max 4 hours)            | \$1,725.00 | \$1,590.91 | \$159.09 | \$1,750.00 | PC |
|      | \$74.55 per week   |            |            |          |            |    |
| 0668 | Additional line marking fee when out of preseason/seasonal hire per field, fortnightly | \$200.00   | \$186.36   | \$18.64  | \$205.00   | PC |
|      | \$15.91 per week   |            |            |          |            |    |
| 0669 | Floodlights (per field, per hour)  | \$11.00    | \$10.91    | \$1.09   | \$12.00    | 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**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0670 | Seasonal training weeknights (max 4 hours per night) with lighting per field, per night - Mini 1 | \$655.00 | \$604.55 | \$60.45 | \$665.00 | PC |
|      | \$28.82 per week   |          |          |         |          |    |
|      | Seasonal bookings only for local sports club.  |          |          |         |          |    |
| 0671 | Seasonal training weeknights (max 4 hours per night) no lighting per field, per night - Mini 1   | \$455.00 | \$422.73 | \$42.27 | \$465.00 | PC |
| 0672 | Seasonal training weekends Saturday or Sunday (max 8 hours) per field, per day - Mini 1          | \$646.00 | \$595.45 | \$59.55 | \$655.00 | PC |
| 0673 | Seasonal training weeknights (max 4 hours per night) with lighting per field, per night - Mini 2 | \$630.00 | \$577.27 | \$57.73 | \$635.00 | PC |
| 0674 | Seasonal training weeknights (max 4 hours per night) no lighting per field, per night - Mini 2   | \$410.00 | \$381.82 | \$38.18 | \$420.00 | PC |
| 0675 | Seasonal training weekends Saturday or Sunday (max 8 hours) per field, per day - Mini 2          | \$615.00 | \$572.73 | \$57.27 | \$630.00 | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Casual**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0676 | Casual per hour per field (with lighting) - mini 1 | \$55.00 | \$51.82 | \$5.18 | \$57.00 | PC |
| 0677 | Casual per hour per field (no lighting) - mini 1   | \$34.00 | \$30.91 | \$3.09 | \$34.00 | PC |
| 0678 | Casual per hour per field (with lighting) - mini 2 | \$50.00 | \$51.82 | \$5.18 | \$57.00 | PC |
| 0679 | Casual per hour per field (no lighting) - mini 2   | \$30.00 | \$30.91 | \$3.09 | \$34.00 | PC |
| 0680 | Casual per hour (with lighting) synthetic          | \$0.00  | \$47.27 | \$4.73 | \$52.00 | PC |
| 0681 | Casual per hour (no lighting) synthetic            | \$0.00  | \$31.82 | \$3.18 | \$35.00 | PC |

**Miscellaneous****One Off Events**

|      |  |                                 |            |          |            |    |
|------|--|---------------------------------|------------|----------|------------|----|
| 0682 | Sporting fields – additional/one off line marking (full field) | \$1,525.00                      | \$1,395.45 | \$139.55 | \$1,535.00 | FC |
| 0683 | Sporting fields – additional/one off line marking (mini field) | \$751.00                        | \$690.91   | \$69.09  | \$760.00   | FC |
| 0684 | Sports club presentation days for seasonal hires only          | \$194.00                        | \$181.82   | \$18.18  | \$200.00   | 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 | \$52.00 | \$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 - per field - per day)           | \$105.00 | \$95.45 | \$9.55 | \$105.00 | PC |
| 0690 | Standard soccer / football field (per term - per field - per day) | \$90.00  | \$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           | \$16.00 | \$16.36 | \$1.64 | \$18.00 | PC |
| 0692 | Standard soccer / football field - per field per hour | \$13.00 | \$13.64 | \$1.36 | \$15.00 | PC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Athletics Carnivals**

Per day (includes tracks line marking)

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0693 | Athletics – schools within Burwood local government area includes track and field line marking      | \$956.00 | \$881.82 | \$88.18 | \$970.00 | PC |
| 0694 | Cross country - schools within Burwood local government area - no line marking - per field per hour | \$14.00  | \$14.55  | \$1.45  | \$16.00  | PC |

**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 - per field - per day)           | \$280.00 | \$254.55 | \$25.45 | \$280.00 | PC |
| 0696 | Standard soccer / football field (per term - per field - per day) | \$250.00 | \$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                                  | \$44.00 | \$41.82 | \$4.18 | \$46.00 | PC |
| 0698 | Standard soccer / football field Standard cricket field - per field per hour | \$42.00 | \$40.00 | \$4.00 | \$44.00 | PC |

**Athletics Carnivals**

|      |   |            |            |          |            |    |
|------|---|------------|------------|----------|------------|----|
| 0699 | Athletics – schools outside Burwood local government area includes track and field line marking | \$1,525.00 | \$1,409.09 | \$140.91 | \$1,550.00 | PC |
|------|---|------------|------------|----------|------------|----|

**Gala Days / Carnivals / Cross Country**

|      |                                      |          |          |         |          |    |
|------|--------------------------------------|----------|----------|---------|----------|----|
| 0700 | Per field per hour - no line marking | \$42.00  | \$40.00  | \$4.00  | \$44.00  | PC |
| 0701 | Per field full day - no line marking | \$336.00 | \$309.09 | \$30.91 | \$340.00 | 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              | \$84.00 | \$100.00 | \$0.00 | \$100.00 | PC |
| 0703 | Per location, 2 hours           | \$75.00 | \$150.00 | \$0.00 | \$150.00 | PC |
| 0704 | Each additional hour thereafter | \$22.00 | \$50.00  | \$0.00 | \$50.00  | PC |

**Promotional Banner Permits**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0705 | Temporary display of promotional banners in approved locations (per week) - charitable organisations | \$10.00 | \$10.00 | \$1.00 | \$11.00 | PC |
| 0706 | Temporary display of promotional banners in approved locations (per week)                            | \$58.00 | \$60.00 | \$0.00 | \$60.00 | PC |



**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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  | \$326.00   | \$328.00   | \$0.00 | \$328.00   | PC |
| 0708 | Group Size 11 to 20 participants - per annum, per location, per commercial fitness training business | \$546.00   | \$548.00   | \$0.00 | \$548.00   | PC |
| 0709 | Group Size 21 to 50 participants - per annum, per location, per commercial fitness training business | \$1,085.00 | \$1,090.00 | \$0.00 | \$1,090.00 | PC |

**Boot Camp / Fitness - Park and Sporting Grounds per Location**

|      |                           |         |         |        |         |    |
|------|---------------------------|---------|---------|--------|---------|----|
| 0710 | Per hour 1 to 20 people   | \$16.00 | \$17.00 | \$0.00 | \$17.00 | PC |
| 0711 | Per hour 21 to 50 people  | \$32.00 | \$34.00 | \$0.00 | \$34.00 | PC |
| 0712 | Per hour 51 to 100 people | \$68.00 | \$70.00 | \$0.00 | \$70.00 | 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    | \$56.36    | \$5.64   | \$62.00    | Z  |
| 0714 | Per hour thereafter                  | \$21.00    | \$20.00    | \$2.00   | \$22.00    | PC |
| 0715 | 50 – 199 people – 4 hours            | \$184.00   | \$172.73   | \$17.27  | \$190.00   | FC |
| 0716 | Per hour thereafter                  | \$41.00    | \$38.18    | \$3.82   | \$42.00    | PC |
| 0717 | 200 – 499 people – 4 hours           | \$526.00   | \$490.91   | \$49.09  | \$540.00   | FC |
| 0718 | Per hour thereafter                  | \$130.00   | \$122.73   | \$12.27  | \$135.00   | PC |
| 0719 | 500 – 1,499 people – 8 hours         | \$1,575.00 | \$1,500.00 | \$150.00 | \$1,650.00 | FC |
| 0720 | Per hour thereafter                  | \$260.00   | \$245.45   | \$24.55  | \$270.00   | PC |
| 0721 | 1,500 – 3,999 people – 8 hours       | \$2,100.00 | \$1,954.55 | \$195.45 | \$2,150.00 | FC |
| 0722 | Per hour thereafter                  | \$331.00   | \$313.64   | \$31.36  | \$345.00   | PC |
| 0723 | 4000 - 9999 people - 8 hours         | \$4,200.00 | \$3,909.09 | \$390.91 | \$4,300.00 | PC |
| 0724 | Per hour thereafter                  | \$452.00   | \$422.73   | \$42.27  | \$465.00   | PC |
| 0725 | Greater than 10,000 people - 8 hours | \$8,400.00 | \$7,727.27 | \$772.73 | \$8,500.00 | PC |
| 0726 | Per hour thereafter                  | \$840.00   | \$772.73   | \$77.27  | \$850.00   | PC |
| 0727 | Bump in / bump out per hour          | \$21.00    | \$22.73    | \$2.27   | \$25.00    | PC |

**BBQ Shelter Area**

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 0728 | Woodstock - BBQ shelter/general grass (Area 4) - per hour | \$30.00 | \$31.82 | \$3.18 | \$35.00 | PC |
| 0729 | Wangal Park - BBQ shelter (Area 1) – per hour             | \$73.00 | \$68.18 | \$6.82 | \$75.00 | PC |

**Court Hire****Seasonal (15 weeks)**

|      |  |            |            |          |            |    |
|------|--|------------|------------|----------|------------|----|
| 0730 | Seasonal per court per day (with lights - 4 hours) | \$1,260.00 | \$1,181.82 | \$118.18 | \$1,300.00 | PC |
| 0731 | Seasonal per court per day (no lights - 4 hours)   | \$1,050.00 | \$1,000.00 | \$100.00 | \$1,100.00 | PC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Grant Park Netball / Basketball Court Casual

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 0732 | Casual hirer (per hour, per court, no lights)                   | \$23.00 | \$22.73 | \$2.27 | \$25.00 | PC |
| 0733 | Casual hirer (per hour, per court, with lights)                 | \$31.00 | \$30.91 | \$3.09 | \$34.00 | PC |
| 0734 | Commercial hirer (per hour, per court, no lights)               | \$27.00 | \$27.27 | \$2.73 | \$30.00 | PC |
| 0735 | Commercial hirer (per hour, per court, with lights)             | \$34.00 | \$31.82 | \$3.18 | \$35.00 | PC |
| 0736 | Residents and not for profit (per hour, per court, no lights)   | \$14.00 | \$13.64 | \$1.36 | \$15.00 | PC |
| 0737 | Schools within the local government area (per hour, per court)  | \$16.00 | \$16.36 | \$1.64 | \$18.00 | PC |
| 0738 | Schools outside the local government area (per hour, per court) | \$26.00 | \$25.45 | \$2.55 | \$28.00 | PC |

## Events

## Bonds and Security Deposit

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0739 | Less than 50 people attending   | \$100.00   | \$100.00   | \$0.00 | \$100.00   | BD |
| 0740 | 51 – 199 people attending   | \$300.00   | \$300.00   | \$0.00 | \$300.00   | BD |
| 0741 | 200 – 499 people attending  | \$1,000.00 | \$1,000.00 | \$0.00 | \$1,000.00 | BD |
| 0742 | 500 – 1499 people attending   | \$1,500.00 | \$1,500.00 | \$0.00 | \$1,500.00 | BD |
| 0743 | 1500 – 3999 people attending  | \$3,000.00 | \$3,000.00 | \$0.00 | \$3,000.00 | BD |
| 0744 | 4000 – 9999 people attending  | \$5,000.00 | \$5,000.00 | \$0.00 | \$5,000.00 | BD |
| 0745 | Greater than 10000 people attending   | \$7,500.00 | \$7,500.00 | \$0.00 | \$7,500.00 | BD |
| 0746 | Casual sport field hire bond  | \$100.00   | \$100.00   | \$0.00 | \$100.00   | BD |
| 0747 | Seasonal sporting/schools   | \$1,000.00 | \$1,000.00 | \$0.00 | \$1,000.00 | BD |
| 0748 | Bond required for first large marquee   | \$300.00   | \$300.00   | \$0.00 | \$300.00   | BD |
| 0749 | Each subsequent marquee   | \$120.00   | \$120.00   | \$0.00 | \$120.00   | BD |
| 0750 | Bond required for inflatable / petting zoo / stage                                  | \$0.00     | \$300.00   | \$0.00 | \$300.00   | BD |
| 0751 | Bond required for first mechanical amusement device                                 | \$800.00   | \$800.00   | \$0.00 | \$800.00   | BD |
| 0752 | Each subsequent amusement device  | \$200.00   | \$200.00   | \$0.00 | \$200.00   | BD |
| 0753 | Park facilities bond eg change rooms, storage                                       | \$520.00   | \$520.00   | \$0.00 | \$520.00   | BD |
| 0754 | Park canteen bond   | \$500.00   | \$500.00   | \$0.00 | \$500.00   | BD |
| 0755 | Park cleaning bond  | \$1,000.00 | \$1,000.00 | \$0.00 | \$1,000.00 | BD |
| 0756 | Bond - vehicular entry to grounds - social/private event - per vehicle              | \$0.00     | \$400.00   | \$0.00 | \$400.00   | BD |
| 0757 | Bond - vehicular entry to grounds - commercial event - 1 to 3 vehicles              | \$0.00     | \$600.00   | \$0.00 | \$600.00   | PC |
| 0758 | Bond - vehicles entry to grounds - commercial event - each vehicle thereafter       | \$0.00     | \$100.00   | \$0.00 | \$100.00   | BD |
| 0759 | Bond - partnered events - vehicular entry to grounds - 1-10 trucks/vehicles         | \$0.00     | \$1,000.00 | \$0.00 | \$1,000.00 | BD |
| 0760 | Bond - Partnered events - vehicles entry to grounds - each truck/vehicle thereafter | \$0.00     | \$200.00   | \$0.00 | \$200.00   | BD |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Administration Fees**

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

|      |                               |          |          |        |          |    |
|------|-------------------------------|----------|----------|--------|----------|----|
| 0761 | Less than 50 people attending | \$84.00  | \$84.00  | \$0.00 | \$84.00  | FC |
| 0762 | 51 – 199 people attending     | \$156.00 | \$156.00 | \$0.00 | \$156.00 | FC |
| 0763 | 200 – 499 people attending    | \$184.00 | \$184.00 | \$0.00 | \$184.00 | FC |
| 0764 | 500 - 1499 people attending   | \$262.00 | \$262.00 | \$0.00 | \$262.00 | FC |
| 0765 | 1500 - 3999 people attending  | \$315.00 | \$315.00 | \$0.00 | \$315.00 | FC |
| 0766 | 4000 people 9999 people       | \$368.00 | \$368.00 | \$0.00 | \$368.00 | FC |
| 0767 | Greater than 10000 people     | \$525.00 | \$525.00 | \$0.00 | \$525.00 | FC |

**Public Spaces 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   | \$262.50 | \$250.00 | \$0.00 | \$250.00 | FC |
| 0769 | Inflatable structure – public event/hire - not for profit/community                                       | \$157.00 | \$150.00 | \$0.00 | \$150.00 | PC |
| 0770 | Inflatable structure – private event/hire - social  | \$105.00 | \$100.00 | \$0.00 | \$100.00 | FC |
| 0771 | Marquees - public event/hire - commercial   | \$63.00  | \$65.00  | \$0.00 | \$65.00  | FC |
| 0772 | Marquees - public event/hire - not for profit/community   | \$31.00  | \$35.00  | \$0.00 | \$35.00  | PC |
| 0773 | Marquees - private event/hire - social  | \$21.00  | \$25.00  | \$0.00 | \$25.00  | FC |
| 0774 | Other fixed structures - public event/hire - commercial including stages, animal farm etc                 | \$262.00 | \$250.00 | \$0.00 | \$250.00 | FC |
| 0775 | Other fixed structures – public event/hire - not for profit/community - including stages, animal farm etc | \$157.00 | \$150.00 | \$0.00 | \$150.00 | PC |
| 0776 | Other fixed structures - private event/hire - social - including stages, animal farm etc                  | \$105.00 | \$100.00 | \$0.00 | \$100.00 | FC |
| 0777 | Stalls - public event/hire - commercial   | \$37.00  | \$40.00  | \$0.00 | \$40.00  | FC |
| 0778 | Stalls - public event/hire - not for profit/community   | \$21.00  | \$25.00  | \$0.00 | \$25.00  | PC |
| 0779 | Stalls - private event/hire - social  | \$16.00  | \$20.00  | \$0.00 | \$20.00  | FC |
| 0780 | Food stalls - public event– commercial  | \$135.00 | \$55.00  | \$0.00 | \$55.00  | FC |
| 0781 | Food stalls - public event– not for profit/community  | \$86.00  | \$40.00  | \$0.00 | \$40.00  | FC |
| 0782 | Food stalls - public event– social  | \$58.00  | \$30.00  | \$0.00 | \$30.00  | FC |
| 0783 | Food truck - per truck - site fee (3000 people +)   | \$200.00 | \$200.00 | \$0.00 | \$200.00 | PC |
| 0784 | Other amusement devices - public event/hire - commercial - rides  | \$473.00 | \$350.00 | \$0.00 | \$350.00 | PC |
| 0785 | Other amusement devices – public event/hire - not for profit/community - rides                            | \$368.00 | \$250.00 | \$0.00 | \$250.00 | PC |
| 0786 | Other amusement devices – private event/hire - social - rides   | \$315.00 | \$200.00 | \$0.00 | \$200.00 | PC |
| 0787 | Temporary compound (fencing) – per m <sup>2</sup> per day   | \$11.00  | \$10.00  | \$1.00 | \$11.00  | FC |
| 0788 | Electrical tagging and/or minor repairs – per item  | \$26.00  | \$23.64  | \$2.36 | \$26.00  | RR |
| 0789 | Post function – garbage clean-up penalty  | \$86.00  | \$81.82  | \$8.18 | \$90.00  | RR |
| 0790 | Power connection fee (per 1 connection point 15 amp)  | \$47.00  | \$50.00  | \$0.00 | \$50.00  | RR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Public Spaces Permit Fees for Temporary Installations and Administration****Fees** [continued]

|      |   |   |          |         |          |    |
|------|---|---|----------|---------|----------|----|
| 0791 | Major event venue cleaning fee  | To be determined and based on the event/function type |          |         |          | FC |
| 0792 | Exeloo toilet cleaning for events/functions over 1000+ people                         | \$250.00  | \$227.27 | \$22.73 | \$250.00 | FC |
| 0793 | Portaloo - per structure - required for each additional 500 people above 1,000 people | \$20.00   | \$18.18  | \$1.82  | \$20.00  | PC |
| 0794 | Council officer food inspections per event  | \$0.00  | \$300.00 | \$0.00  | \$300.00 | MP |
| 0795 | Council garbage or recycling bin 1 x 240 litre per 100 people                         | \$0.00  | \$54.55  | \$5.45  | \$60.00  | FC |
| 0796 | Garbage or recycling bin from external contractor                                     | Market price  |          |         |          |    |

**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.

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Road Replacements

per m<sup>2</sup>

|      |  |                |            |          |            |    |
|------|--|----------------|------------|----------|------------|----|
| 0797 | Asphalt road (AC10 or AC14, 50mm) – up to 15m <sup>2</sup>   | \$319.00       | \$298.18   | \$29.82  | \$328.00   | FC |
| 0798 | Asphalt road (AC10 or AC14, 50mm) – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>   | \$287.00       | \$268.64   | \$26.86  | \$295.50   | FC |
| 0799 | Asphalt road (AC10 or AC14, 50mm) – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup>  | \$255.50       | \$239.09   | \$23.91  | \$263.00   | FC |
| 0800 | Asphalt road (AC10 or AC14, 50mm) – greater than 100m <sup>2</sup> , less than 500m <sup>2</sup>   | \$222.50       | \$208.18   | \$20.82  | \$229.00   | FC |
| 0801 | Asphalt road (AC10 or AC14, 50mm) – greater than 500m <sup>2</sup>   | Quote plus 15% |            |          |            | FC |
| 0802 | Asphalt road (full depth repair 150mm) – up to 15m <sup>2</sup>  | \$452.00       | \$422.73   | \$42.27  | \$465.00   | FC |
| 0803 | Asphalt road (full depth repair 150mm) – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>  | \$410.00       | \$383.64   | \$38.36  | \$422.00   | FC |
| 0804 | Asphalt road (full depth repair 150mm) – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup>   | \$385.00       | \$360.00   | \$36.00  | \$396.00   | FC |
| 0805 | Asphalt road (full depth repair 150mm) – greater than 100m <sup>2</sup> , less than 500m <sup>2</sup>  | \$352.00       | \$329.09   | \$32.91  | \$362.00   | FC |
| 0806 | Asphalt road (full depth repair 150mm) – greater than 500m <sup>2</sup>  | Quote plus 15% |            |          |            | FC |
| 0807 | Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa TfNSW mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – up to 15m <sup>2</sup>                                      | \$1,370.00     | \$1,281.82 | \$128.18 | \$1,410.00 | FC |
| 0808 | Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa TfNSW mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>  | \$875.00       | \$818.18   | \$81.82  | \$900.00   | FC |
| 0809 | Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa TfNSW mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup> | \$773.00       | \$722.73   | \$72.27  | \$795.00   | FC |
| 0810 | 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 <sup>2</sup> , less than 500m <sup>2</sup>          | \$743.00       | \$694.55   | \$69.45  | \$764.00   | FC |
| 0811 | Asphaltic road surface (AC10, 50mm) with concrete base (250mm, 40MPa TfNSW mix with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base) – greater than 500m <sup>2</sup>                              | Cost plus 15%  |            |          |            | FC |
| 0812 | Concrete road, 40MPa TfNSW mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – up to 15m <sup>2</sup>  | \$1,040.00     | \$972.73   | \$97.27  | \$1,070.00 | FC |
| 0813 | Concrete, 50MPa, 230mm with 2 layers of SL81 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>   | \$762.00       | \$712.73   | \$71.27  | \$784.00   | FC |
| 0814 | Concrete road, 40MPa TfNSW mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup>   | \$700.00       | \$654.55   | \$65.45  | \$720.00   | FC |
| 0815 | Concrete road, 40MPa TfNSW mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 100m <sup>2</sup> , less than 500m <sup>2</sup>  | \$672.00       | \$628.18   | \$62.82  | \$691.00   | FC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Road Replacements [continued]

|      |   |  |  |  |               |    |
|------|---|--|--|--|---------------|----|
| 0816 | Concrete road, 40MPa TfNSW mix, 250mm with 2 layers of SL82 reinforcing mesh on 150mm 5MPa lean mix sub-base – greater than 500m <sup>2</sup> |  |  |  | Cost plus 15% | FC |
|------|---|--|--|--|---------------|----|

## Footpath Replacements

per m<sup>2</sup>

|      |  |            |            |          |                |    |
|------|--|------------|------------|----------|----------------|----|
| 0817 | Construct pram ramp (billed per pram ramp)   | \$2,685.00 | \$2,513.64 | \$251.36 | \$2,765.00     | FC |
| 0818 | Asphaltic footpath (AC5, 25mm) – up to 15m <sup>2</sup>  | \$289.00   | \$270.45   | \$27.05  | \$297.50       | FC |
| 0819 | Asphaltic footpath (AC5, 25mm) – greater than 15m <sup>2</sup> , up to 50m <sup>2</sup>                      | \$196.00   | \$183.18   | \$18.32  | \$201.50       | FC |
| 0820 | Asphaltic footpath (AC5, 25mm) – greater than 50m <sup>2</sup> , up to 100m <sup>2</sup>                     | \$154.00   | \$144.09   | \$14.41  | \$158.50       | FC |
| 0821 | Asphaltic concrete (AC5, 25mm) – greater than 100m <sup>2</sup>  |            |            |          | Quote plus 15% | FC |
| 0822 | Concrete footpath – less than 15m <sup>2</sup>   | \$336.00   | \$314.55   | \$31.45  | \$346.00       | FC |
| 0823 | Concrete footpath – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>                               | \$285.50   | \$266.82   | \$26.68  | \$293.50       | FC |
| 0824 | Concrete footpath – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup>                              | \$252.00   | \$235.91   | \$23.59  | \$259.50       | FC |
| 0825 | Concrete footpath – greater than 100m <sup>2</sup> , less than 500m <sup>2</sup>                             | \$219.50   | \$205.45   | \$20.55  | \$226.00       | FC |
| 0826 | Concrete footpath – greater than 500m <sup>2</sup>   |            |            |          | Quote plus 15% | FC |
| 0827 | Footpath paving – standard clay brick pavers – less than 15m <sup>2</sup>                                    | \$886.00   | \$828.18   | \$82.82  | \$911.00       | FC |
| 0828 | Footpath paving – standard clay brick pavers – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>    | \$769.00   | \$719.09   | \$71.91  | \$791.00       | FC |
| 0829 | Footpath paving – standard clay brick pavers – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup>   | \$604.00   | \$564.55   | \$56.45  | \$621.00       | FC |
| 0830 | Footpath paving – standard clay brick pavers – greater than 100m <sup>2</sup> , less than 500m <sup>2</sup>  | \$571.00   | \$533.64   | \$53.36  | \$587.00       | FC |
| 0831 | Footpath paving – standard clay brick pavers – greater than 500m <sup>2</sup>                                |            |            |          | Quote plus 15% | FC |
| 0832 | Footpath paving – Town Centre concrete pavers – less than 15m <sup>2</sup>                                   | \$967.00   | \$904.55   | \$90.45  | \$995.00       | FC |
| 0833 | Footpath paving – Town Centre concrete pavers – greater than 15m <sup>2</sup> , less than 50m <sup>2</sup>   | \$842.00   | \$787.27   | \$78.73  | \$866.00       | FC |
| 0834 | Footpath paving – Town Centre concrete pavers – greater than 50m <sup>2</sup> , less than 100m <sup>2</sup>  | \$739.00   | \$690.91   | \$69.09  | \$760.00       | FC |
| 0835 | Footpath paving – Town Centre concrete pavers – greater than 100m <sup>2</sup> , less than 500m <sup>2</sup> | \$704.00   | \$658.18   | \$65.82  | \$724.00       | FC |
| 0836 | Footpath paving – Town Centre concrete pavers – greater than 500m <sup>2</sup>                               |            |            |          | Quote plus 15% | FC |
| 0837 | Nature strip turfing (supply and lay on prepared soil), rate per m <sup>2</sup>                              | \$62.50    | \$58.64    | \$5.86   | \$64.50        | FC |
| 0838 | Watering of new turf, rate per hour.   | \$137.50   | \$128.64   | \$12.86  | \$141.50       | FC |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Saw Cutting

per lineal metre

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0839 | Sawcutting, asphalt, up to 100mm depth, up to 50m (rate per metre)             | \$30.00  | \$28.18  | \$2.82  | \$31.00  | FC |
| 0840 | Sawcutting, asphalt, up to 250mm depth, up to 50m (rate per metre)             | \$118.00 | \$110.45 | \$11.05 | \$121.50 | FC |
| 0841 | Sawcutting, concrete, up to 150mm depth, up to 50m (rate per metre)            | \$59.00  | \$55.45  | \$5.55  | \$61.00  | FC |
| 0842 | Sawcutting, concrete, up to 300mm depth, up to 50m (rate per metre)            | \$125.50 | \$117.73 | \$11.77 | \$129.50 | FC |
| 0843 | Sawcutting, reinforced concrete, up to 150mm depth, up to 50m (rate per metre) | \$50.50  | \$47.27  | \$4.73  | \$52.00  | FC |
| 0844 | Sawcutting, reinforced concrete, up to 300mm depth, up to 50m (rate per metre) | \$125.50 | \$117.73 | \$11.77 | \$129.50 | FC |
| 0845 | Sawcutting, site establishment   | \$567.00 | \$530.00 | \$53.00 | \$583.00 | FC |

## Driveway Replacements

per m<sup>2</sup>

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0846 | Concrete driveway 150mm with SL72 Up to 15 m <sup>2</sup> – per m <sup>2</sup>                                      | \$486.00 | \$454.55 | \$45.45 | \$500.00 | FC |
| 0847 | Concrete driveway 150mm with SL72 greater than 15 m <sup>2</sup> , less than 50m <sup>2</sup> – per m <sup>2</sup>  | \$404.00 | \$378.18 | \$37.82 | \$416.00 | FC |
| 0848 | Concrete driveway 150mm with SL72 greater than 50 m <sup>2</sup> , less than 100m <sup>2</sup> – per m <sup>2</sup> | \$336.00 | \$314.55 | \$31.45 | \$346.00 | FC |
| 0849 | Concrete driveway 150mm with SL72 greater than 100m <sup>2</sup> – per m <sup>2</sup>                               | \$302.00 | \$282.73 | \$28.27 | \$311.00 | FC |

## Kerb and Gutter Replacements

per lineal metre

|      |  |                |          |         |          |    |
|------|--|----------------|----------|---------|----------|----|
| 0850 | Kerb and gutter – less than 15 lineal metres                       | \$571.00       | \$533.64 | \$53.36 | \$587.00 | FC |
| 0851 | Kerb and gutter – greater than 15 and less than 50 lineal metres   | \$455.00       | \$425.45 | \$42.55 | \$468.00 | FC |
| 0852 | Kerb and gutter – greater than 50 and less than 100 lineal metres  | \$421.00       | \$393.64 | \$39.36 | \$433.00 | FC |
| 0853 | Kerb and gutter – greater than 100 and less than 500 lineal metres | \$386.00       | \$360.91 | \$36.09 | \$397.00 | FC |
| 0854 | Kerb and gutter – greater than 500 lineal metres                   | Quote plus 15% |          |         |          | FC |
| 0855 | Kerb only – less than 15 lineal metres                             | \$571.00       | \$533.64 | \$53.36 | \$587.00 | FC |
| 0856 | Kerb only – greater than 15 and less than 50 lineal metres         | \$470.00       | \$440.00 | \$44.00 | \$484.00 | FC |
| 0857 | Kerb only – greater than 50 and less than 100 lineal metres        | \$404.00       | \$378.18 | \$37.82 | \$416.00 | FC |
| 0858 | Kerb only – greater than 100 and less than 500 lineal metres       | \$370.00       | \$346.36 | \$34.64 | \$381.00 | FC |
| 0859 | Kerb only – greater than 500 lineal metres                         | Quote plus 15% |          |         |          | FC |
| 0860 | Gutter only – less than 15 lineal metres                           | \$604.00       | \$564.55 | \$56.45 | \$621.00 | FC |
| 0861 | Gutter only – greater than 15 and less than 50 lineal metres       | \$486.00       | \$454.55 | \$45.45 | \$500.00 | FC |



## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Kerb and Gutter Replacements [continued]

|      |  |            |            |          |                |    |
|------|--|------------|------------|----------|----------------|----|
| 0862 | Gutter only – greater than 50 and less than 100 lineal metres  | \$404.00   | \$378.18   | \$37.82  | \$416.00       | FC |
| 0863 | Gutter only – greater than 100 and less than 500 lineal metres   | \$370.00   | \$346.36   | \$34.64  | \$381.00       | FC |
| 0864 | Gutter only – greater than 500 lineal metres   |            |            |          | Quote plus 15% | FC |
| 0865 | Concrete layback and gutter – less than 15 lineal metres   | \$721.00   | \$674.55   | \$67.45  | \$742.00       | FC |
| 0866 | Concrete layback and gutter – greater than 15 and less than 50 lineal metres                           | \$637.00   | \$595.45   | \$59.55  | \$655.00       | FC |
| 0867 | Concrete layback and gutter – greater than 50 and less than 100 lineal metres                          | \$554.00   | \$518.18   | \$51.82  | \$570.00       | FC |
| 0868 | Concrete layback and gutter – greater than 100 lineal metres   |            |            |          | Quote plus 15% | FC |
| 0869 | Concrete dish drain – less than 15 lineal metres   | \$806.00   | \$753.64   | \$75.36  | \$829.00       | FC |
| 0870 | Concrete dish drain – greater than 15 and less than 50 lineal metres                                   | \$704.00   | \$658.18   | \$65.82  | \$724.00       | FC |
| 0871 | Concrete dish drain – greater than 50 lineal metres  |            |            |          | Quote plus 15% | FC |
| 0872 | Gutter Bridge Crossing with Hinged Heavy Duty Steel Grating Per lineal metre (minimum of 4.5m) opening | \$1,640.00 | \$1,536.36 | \$153.64 | \$1,690.00     | FC |
| 0873 | Kerb outlet PVC up to 100mm diameter   | \$352.00   | \$329.09   | \$32.91  | \$362.00       | FC |

## Other - Line Marking

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0874 | Line marking (air-atomised or airless application) per metre    | \$117.00   | \$120.50   | \$0.00 | \$120.50   | FC |
| 0875 | Line marking (air-atomised or airless application) set-up costs | \$4,420.00 | \$4,545.00 | \$0.00 | \$4,545.00 | FC |
| 0876 | Line marking (thermo-plastic) per metre                         | \$185.00   | \$190.50   | \$0.00 | \$190.50   | FC |
| 0877 | Line marking (thermo-plastic) set-up costs                      | \$4,420.00 | \$4,545.00 | \$0.00 | \$4,545.00 | FC |
| 0878 | Lines perpendicular to driveway                                 | \$459.00   | \$472.00   | \$0.00 | \$472.00   | FC |

## Sign Posting

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0879 | Directional sign installation (community based, non-profit and religious organisations only) | \$319.00 | \$328.00 | \$0.00 | \$328.00 | FC |
| 0880 | Street signage (supply and Install)  | \$478.00 | \$492.00 | \$0.00 | \$492.00 | FC |
| 0881 | Parking and regulatory post and sign (per unit)  | \$319.00 | \$328.00 | \$0.00 | \$328.00 | FC |

## Stormwater Drainage

|      |   |            |            |          |                |    |
|------|---|------------|------------|----------|----------------|----|
| 0882 | Concrete pipes 375 diameter RCP, per metre                            | \$1,375.00 | \$1,286.36 | \$128.64 | \$1,415.00     | FC |
| 0883 | Concrete pipes 450 diameter RCP, per metre                            | \$1,475.00 | \$1,381.82 | \$138.18 | \$1,520.00     | FC |
| 0884 | Concrete pipes 600 diameter RCP, per metre                            | \$1,635.00 | \$1,531.82 | \$153.18 | \$1,685.00     | FC |
| 0885 | Concrete pipes greater than 600 diameter RCP, per metre               |            |            |          | Quote plus 15% | FC |
| 0886 | Galvanised RHS pipe equivalent up to 100 diameter PVC pipe, per metre | \$421.00   | \$393.64   | \$39.36  | \$433.00       | FC |
| 0887 | Lintel 0.9m – 1.2m (billed per lintel)                                | \$2,685.00 | \$2,513.64 | \$251.36 | \$2,765.00     | FC |
| 0888 | Lintel 1.8m (billed per lintel)                                       | \$2,940.00 | \$2,750.00 | \$275.00 | \$3,025.00     | FC |
| 0889 | Lintel 2.4m (billed per lintel)                                       | \$3,520.00 | \$3,290.91 | \$329.09 | \$3,620.00     | FC |



## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Stormwater Drainage [continued]

|      |  |                |            |          |            |    |
|------|--|----------------|------------|----------|------------|----|
| 0890 | Lintel 3.0m (billed per lintel)  | \$3,940.00     | \$3,686.36 | \$368.64 | \$4,055.00 | FC |
| 0891 | Lintel 3.6m (billed per lintel)  | \$3,940.00     | \$3,686.36 | \$368.64 | \$4,055.00 | FC |
| 0892 | Pits greater than 1.5m x 1.5m x 1.5m in size (per pit)                                 | Quote plus 15% |            |          |            | FC |
| 0893 | Pits up to 1.5m x 1.5m x 1.5m in size (per pit)  | \$8,270.00     | \$7,731.82 | \$773.18 | \$8,505.00 | FC |
| 0894 | Final drainage inspection / final road inspection including CCTV provided by applicant | \$716.00       | \$737.00   | \$0.00   | \$737.00   | FC |

## Additional Fees and Charges Associated with Night Works

|      |   |                        |            |        |            |    |
|------|---|------------------------|------------|--------|------------|----|
| 0895 | Design single residential driveway (non DA/CDC application) (50% refund if driveways cannot be permitted)                               | \$1,065.00             | \$1,095.00 | \$0.00 | \$1,095.00 | FC |
| 0896 | Asphalt plant opening fee – per opening   | \$4,190.00             | \$4,310.00 | \$0.00 | \$4,310.00 | FC |
| 0897 | Cartage surcharge per cubic metre of asphalt and / or concrete  | \$86.00                | \$88.50    | \$0.00 | \$88.50    | FC |
| 0898 | Concrete plant opening fee – per opening  | \$4,190.00             | \$4,310.00 | \$0.00 | \$4,310.00 | FC |
| 0899 | 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

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0900 | Duplex/residential up to 3 storey with single driveway, (non-refundable)                                | \$311.00 | \$320.00 | \$0.00 | \$320.00 | FC |
| 0901 | Industrial/commercial/residential above 3 storey or residential requiring second entry (non-refundable) | \$512.00 | \$527.00 | \$0.00 | \$527.00 | FC |
| 0902 | Residential with single driveway (owner occupied, single dwelling, non-refundable)                      | \$246.50 | \$253.50 | \$0.00 | \$253.50 | FC |

## Driveway Inspections

## First Entry Inspection Fee

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0903 | Duplex – 3 inspections required (per inspection)                  | \$162.50 | \$167.50 | \$0.00 | \$167.50 | FC |
| 0904 | Industrial / commercial – 3 inspections required (per inspection) | \$162.50 | \$167.50 | \$0.00 | \$167.50 | FC |
| 0905 | Residential – 2 inspections required (per inspection)             | \$162.50 | \$167.50 | \$0.00 | \$167.50 | FC |

## Additional Entry Inspection Fee

for second or more entry

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0906 | Residential – 2 inspections required (per inspection)             | \$104.50 | \$107.50 | \$0.00 | \$107.50 | FC |
| 0907 | Duplex – 3 inspections required (per inspection)                  | \$104.50 | \$107.50 | \$0.00 | \$107.50 | FC |
| 0908 | Industrial / commercial – 3 inspections required (per inspection) | \$104.50 | \$107.50 | \$0.00 | \$107.50 | FC |

## Additional Inspections

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0909 | Additional inspection / re-inspection fee (per inspection) | \$150.00 | \$154.50 | \$0.00 | \$154.50 | FC |
|------|--|----------|----------|--------|----------|----|

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Private Contractor Security Deposit

refundable

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0910 | Duplex / residential up to 3 storey with single driveway installation | \$3,965.00 | \$3,965.00 | \$0.00 | \$3,965.00 | BD |
| 0911 | Industrial / commercial / residential above 3 storey                  | \$5,095.00 | \$5,095.00 | \$0.00 | \$5,095.00 | BD |
| 0912 | Residential installation  | \$3,060.00 | \$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.

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0913 | Plus security deposit payable at time of permit application                                 | \$1,135.00 | \$1,135.00 | \$0.00 | \$1,135.00 | BD |
| 0914 | Processing fee (in addition to restoration charge) – non-refundable if works do not proceed | \$401.00   | \$413.00   | \$0.00 | \$413.00   | FC |
| 0915 | Additional inspection / reinspection fee - non-refundable - per inspection                  | \$227.00   | \$233.50   | \$0.00 | \$233.50   | FC |
| 0916 | Cost of works determination late payment fee  | \$1,215.00 | \$1,250.00 | \$0.00 | \$1,250.00 | FC |

(Fee applies where the agreed cost of works is not paid to Council within 48 hours from the date of issue.)

|      |  |                         |          |        |          |    |
|------|--|-------------------------|----------|--------|----------|----|
| 0917 | Formwork inspection – number as required - non-refundable - per inspection           | \$196.00                | \$201.50 | \$0.00 | \$201.50 | FC |
| 0918 | Required inspection (initial and final only, non-refundable)                         | Included in application |          |        |          | FC |
| 0919 | Road opening (per 10m <sup>2</sup> of road pavement) (non-refundable)                | \$221.50                | \$228.00 | \$0.00 | \$228.00 | FC |
| 0920 | Road opening (per 15 lineal meter of kerb and gutter or stormwater) (non-refundable) | \$221.50                | \$228.00 | \$0.00 | \$228.00 | FC |
| 0921 | Road opening (per 18 m <sup>2</sup> of footpath) (non-refundable)                    | \$221.50                | \$228.00 | \$0.00 | \$228.00 | FC |

## Road Opening Temporary Restoration Security Deposit

|      |  |                  |    |
|------|--|------------------|----|
| 0922 | Work valued up to \$2,999                  | 45% of the value | BD |
| 0923 | Work valued from \$3,000 and up to \$7,999 | 30% of the value | BD |
| 0924 | Work valued from \$8,000                   | 25% of the value | BD |

## Certificate of Compliance - Driveways and Road Openings

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 0925 | Alignment levels for development applications – for dual occupancy and medium density residential developments | \$302.00 | \$311.00 | \$0.00 | \$311.00 | FC |
| 0926 | Alignment levels for development applications – for high density residential and commercial developments       | \$447.00 | \$460.00 | \$0.00 | \$460.00 | FC |
| 0927 | Alignment levels for development applications – for single dwelling residential developments                   | \$151.50 | \$156.00 | \$0.00 | \$156.00 | FC |
| 0928 | Driveway, footpath and kerb and gutter construction permit   | \$156.00 | \$160.50 | \$0.00 | \$160.50 | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Certificate of Compliance - Driveways and Road Openings** [continued]

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 0929 | Other civil infrastructures damage inspection and control   | \$142.00 | \$146.00 | \$0.00 | \$146.00 | FC |
| 0930 | Vehicle crossing and other compliance inspections – where works done by parties other than Council  | \$398.00 | \$410.00 | \$0.00 | \$410.00 | FC |
| 0931 | Vehicle crossings inspection and / or estimates and quote preparation fees per 45 min   | \$157.00 | \$161.50 | \$0.00 | \$161.50 | FC |
| 0932 | Certificate of compliance – driveways and road openings (subject to the provision of required information confirming correct materials, complies with current standards)* | \$243.00 | \$250.00 | \$0.00 | \$250.00 | 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.

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0933 | Work valued up to \$5,000   | \$852.00   | \$876.00   | \$0.00 | \$876.00   | FC |
| 0934 | Work valued from \$5,001 and up to \$25,000   | \$1,260.00 | \$1,300.00 | \$0.00 | \$1,300.00 | FC |
| 0935 | Work valued from \$25,001   | \$2,050.00 | \$2,110.00 | \$0.00 | \$2,110.00 | FC |
| 0936 | Urgent/emergency inspection (non-refundable; includes inspections, application fee and re-arrangement of other inspections. | \$660.00   | \$679.00   | \$0.00 | \$679.00   | FC |

**Restorations**

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 0937 | Where utility requests Council permission to undertake restoration works using utility's own contractor – per reinstatement order   | \$1,340.00 | \$1,380.00 | \$0.00 | \$1,380.00 | FC |
| 0938 | Where utility undertakes restoration works using own contractor during business hours – per hour of supervision (minimum charge 1 hour and billed in hourly increments)   | \$351.00   | \$361.00   | \$0.00 | \$361.00   | FC |
| 0939 | 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)   | \$351.00   | \$361.00   | \$0.00 | \$361.00   | FC |
| 0940 | 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) | \$339.00   | \$349.00   | \$0.00 | \$349.00   | FC |

**Removal of Dumped Waste**

|      |  |               |  |  |  |    |
|------|--|---------------|--|--|--|----|
| 0941 | Collection from site and disposal of solid waste | Cost plus 50% |  |  |  | FC |
|------|--|---------------|--|--|--|----|

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Asbestos Removal and Disposal**

|      |  |  |  |  |               |    |
|------|--|--|--|--|---------------|----|
| 0942 | Emergency asbestos removal – cost charged to Council by accredited asbestos removal contractor plus 50% Council administration fee |  |  |  | Cost plus 50% | FC |
| 0943 | Removal and disposal of damaged asbestos stormwater outlet pipes identified during restoration construction works by Council       |  |  |  | Cost plus 20% | FC |

**Survey Marks**

|      |  |  |  |  |               |    |
|------|--|--|--|--|---------------|----|
| 0944 | Recovery / relocation of survey marks (state survey marks, permanent mark or cadastral marks) by registered surveyor |  |  |  | Cost plus 15% | FC |
|------|--|--|--|--|---------------|----|

**Adjustment of Utility Service Assets**

|      |   |  |  |  |               |    |
|------|---|--|--|--|---------------|----|
| 0945 | Adjustment of service pipes to new level  |  |  |  | Cost plus 15% | FC |
| 0946 | Adjustment of utility service lids to new levels  |  |  |  | Cost plus 15% | FC |
| 0947 | Relocation or adjustment of utility service pits to new levels  |  |  |  | Cost plus 15% | FC |
| 0948 | Replacement of damaged utility service pits   |  |  |  | Cost plus 15% | FC |
| 0949 | 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 |
| 0950 | Placing streetlight shades  |  |  |  | Cost plus 15% | FC |
| 0951 | 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.

|      |   |  |                                   |    |
|------|---|--|-----------------------------------|----|
| 0952 | Asphalt or concrete road works (as required)        |  | 100% of the value (cost of works) | FC |
| 0953 | Stormwater drainage works                           |  | 100% of the value (cost of works) | FC |
| 0954 | Road opening permanent restoration security deposit |  | 100% of the value (cost of works) | BD |
| 0955 | Work valued up to \$2,999                           |  | 45% of the value                  | FC |
| 0956 | Work valued from \$3,000 and up to \$7,999          |  | 30% of the value                  | FC |
| 0957 | Work valued from \$8,000                            |  | 25% of the value                  | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Swimming Pools****Enfield Aquatic Centre (EAC)**

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

**Entrance Fees**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 0958 | Adult  | \$8.00  | \$7.50  | \$0.75 | \$8.25  | MP |
| 0959 | Child (5 -15 years)  | \$7.00  | \$6.55  | \$0.65 | \$7.20  | MP |
| 0960 | Child under 5 years (must be accompanying a full paying adult)   | No fee  |         |        |         | Z  |
| 0961 | Club member – during club events only (lane hire charged separately)   | \$4.00  | \$3.77  | \$0.38 | \$4.15  | MP |
| 0962 | Emergency services concession  | \$4.00  | \$3.77  | \$0.38 | \$4.15  | MP |
| 0963 | Fitness Passport entry rate for valid Fitness Passport holders   | \$6.90  | \$6.64  | \$0.66 | \$7.30  | MP |
| 0964 | Family – up to 4 people (maximum 2 adults)   | \$20.50 | \$19.18 | \$1.92 | \$21.10 | MP |
| 0965 | For each additional child member for family rate (under 16 years)  | \$3.50  | \$3.27  | \$0.33 | \$3.60  | MP |
| 0966 | Seniors and pension concession (aged and disability only)  | \$4.20  | \$3.91  | \$0.39 | \$4.30  | MP |
| 0967 | School groups – per person (lane hire charged separately)  | \$4.40  | \$4.18  | \$0.42 | \$4.60  | MP |
| 0968 | Spectator (must be accompanying a full fee paying customer)  | \$4.00  | \$3.73  | \$0.37 | \$4.10  | MP |
| 0969 | Complimentary general entry for community open day / Council event (subject to General Manager approval)   | No fee  |         |        |         | Z  |
| 0970 | Carer for companion cardholder   | No fee  |         |        |         | Z  |
| 0971 | 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.

|      |   |        |  |  |  |   |
|------|---|--------|--|--|--|---|
| 0972 | Complimentary seasonal pass (4) (for use in conjunction with club functions by 4 lifesaving club officials)       | No fee |  |  |  | Z |
| 0973 | 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.

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0974 | Adult                                      | \$71.50  | \$67.00  | \$6.70  | \$73.70  | MP |
| 0975 | Child (5 – 15 years)                       | \$62.00  | \$58.09  | \$5.81  | \$63.90  | MP |
| 0976 | Emergency services concession              | \$37.00  | \$34.73  | \$3.47  | \$38.20  | MP |
| 0977 | Family – up to 4 people (maximum 2 adults) | \$183.00 | \$171.36 | \$17.14 | \$188.50 | MP |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**10 Visit Pass** [continued]

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 0978 | Seniors and pension concession (aged and disability only) | \$40.00 | \$36.82 | \$3.68 | \$40.50 | MP |
| 0979 | Commercial program  | \$60.00 | \$56.36 | \$5.64 | \$62.00 | MP |

**20 Visit Pass**

Valid for 12 months from date of issue.

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0980 | Adult   | \$134.50 | \$126.00 | \$12.60 | \$138.60 | MP |
| 0981 | Child (5 – 15 years)                                      | \$115.50 | \$108.18 | \$10.82 | \$119.00 | MP |
| 0982 | Family – up to 4 people (maximum 2 adults)                | \$346.00 | \$324.09 | \$32.41 | \$356.50 | MP |
| 0983 | Seniors and pension concession (aged and disability only) | \$72.50  | \$67.91  | \$6.79  | \$74.70  | MP |
| 0984 | Commercial program  | \$120.00 | \$112.73 | \$11.27 | \$124.00 | MP |

**Monthly Pass**

Valid for 30 days from date of issue.

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0985 | Adult   | \$109.50 | \$102.73 | \$10.27 | \$113.00 | MP |
| 0986 | Child (5 – 15 years)                                      | \$94.50  | \$88.64  | \$8.86  | \$97.50  | MP |
| 0987 | Family – up to 4 people (maximum 2 adults)                | \$280.50 | \$262.73 | \$26.27 | \$289.00 | MP |
| 0988 | Seniors and pension concession (aged and disability only) | \$60.00  | \$56.18  | \$5.62  | \$61.80  | MP |

**Seasonal Pass**

Valid for 6 months from date of issue.

|      |   |            |            |          |            |    |
|------|---|------------|------------|----------|------------|----|
| 0989 | Adult   | \$552.00   | \$517.27   | \$51.73  | \$569.00   | MP |
| 0990 | Child (5 – 15 years)                                      | \$476.00   | \$445.91   | \$44.59  | \$490.50   | MP |
| 0991 | Family – up to 4 people (maximum 2 adults)                | \$1,415.00 | \$1,325.45 | \$132.55 | \$1,458.00 | MP |
| 0992 | Seniors and pension concession (aged and disability only) | \$301.00   | \$281.82   | \$28.18  | \$310.00   | MP |

**Annual Pass**

Valid for 12 months from date of issue.

|      |   |            |            |          |            |    |
|------|---|------------|------------|----------|------------|----|
| 0993 | Adult   | \$840.00   | \$786.55   | \$78.65  | \$865.20   | MP |
| 0994 | Child (5 – 15 years)                                      | \$739.00   | \$690.91   | \$69.09  | \$760.00   | MP |
| 0995 | Family – up to 4 people (maximum 2 adults)                | \$2,025.00 | \$1,895.45 | \$189.55 | \$2,085.00 | MP |
| 0996 | Seniors and pension concession (aged and disability only) | \$476.00   | \$445.45   | \$44.55  | \$490.00   | 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**

|      |  |          |          |         |          |    |
|------|--|----------|----------|---------|----------|----|
| 0997 | Commercial and private use - outdoor 50m pool hire – full pool, per hour | \$185.00 | \$272.73 | \$27.27 | \$300.00 | MP |
|------|--|----------|----------|---------|----------|----|

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Pool Hire [continued]

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 0998 | Commercial and private use - toddlers pool hire full pool, per hour                 | \$28.50  | \$45.45  | \$4.55  | \$50.00  | MP |
| 0999 | Commercial and private use - indoor 25m/program pool hire full pool, per hour       | \$168.00 | \$245.45 | \$24.55 | \$270.00 | MP |
| 1000 | School groups – outdoor 50m pool hire – full pool, per hour                         | \$79.00  | \$74.00  | \$7.40  | \$81.40  | MP |
| 1001 | School groups – toddlers pool hire full pool, per hour                              | \$12.00  | \$11.27  | \$1.13  | \$12.40  | MP |
| 1002 | School groups – indoor 25m/program pool hire full pool, per hour                    | \$71.00  | \$66.55  | \$6.65  | \$73.20  | MP |
| 1003 | Community groups – outdoor 50m pool hire – full pool, per hour                      | \$98.00  | \$91.82  | \$9.18  | \$101.00 | MP |
| 1004 | Community groups – toddlers pool hire full pool, per hour                           | \$15.00  | \$14.09  | \$1.41  | \$15.50  | MP |
| 1005 | Community groups – indoor 25m/program pool hire full pool, per hour                 | \$88.50  | \$82.91  | \$8.29  | \$91.20  | MP |
| 1006 | Out of hours pool hire – full pool, per hour excludes staff members / cleaning fees | \$735.00 | \$690.91 | \$69.09 | \$760.00 | MP |
| 1007 | School groups – carnival entry (child / student)                                    | \$3.40   | \$3.18   | \$0.32  | \$3.50   | MP |
| 1008 | School groups – carnival entry (spectator)  | \$3.40   | \$3.18   | \$0.32  | \$3.50   | MP |
| 1009 | School Groups - Carnival Entry (Teachers/ Volunteers)                               | No fee   |          |         |          | Z  |

## Lane Hire

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 1010 | Commercial and private use - outdoor 50m lane hire – per lane, per hour  | \$76.00 | \$71.18 | \$7.12 | \$78.30 | MP |
| 1011 | Commercial and private use -indoor 25m/program pool lane hire – per lane, per hour   | \$66.50 | \$62.27 | \$6.23 | \$68.50 | MP |
| 1012 | School groups – outdoor 50m Lane Hire – per lane, per hour   | \$20.50 | \$19.23 | \$1.92 | \$21.15 | MP |
| 1013 | School groups – indoor 25m/program pool lane hire – per lane, per hour   | \$18.40 | \$17.27 | \$1.73 | \$19.00 | MP |
| 1014 | Community groups – outdoor 50m Lane Hire – per lane, per hour  | \$26.50 | \$24.82 | \$2.48 | \$27.30 | MP |
| 1015 | Community groups – indoor 25m/program pool lane hire – per lane, per hour  | \$24.50 | \$22.95 | \$2.30 | \$25.25 | MP |
| 1016 | Additional staff member for programs, facility hire and events (per hour minimum 4 hours) as requested or determined by centre management  | \$46.00 | \$43.18 | \$4.32 | \$47.50 | MP |
| 1017 | 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. | \$6.00  | \$5.64  | \$0.56 | \$6.20  | MP |
| 1018 | Enfield Swimming Club and Enfield Lifesaving Club  | No fee  |         |        |         | Z  |
| 1019 | Royal Life Saving and Austswim Training Courses (subject to course credit scheme approved by General Manager)  | No fee  |         |        |         | Z  |

## Draft Fees and Charges

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

## Meeting Room Hire

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 1020 | Commercial and private use – per hour  | \$39.00 | \$36.55 | \$3.65 | \$40.20 | MP |
| 1021 | Not for profit external groups & school groups running activities for their members (eg, sports clubs, lifesaving club etc) – per hour | \$24.50 | \$22.95 | \$2.30 | \$25.25 | MP |

## Community Room Hire

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 1022 | Commercial and private use – per hour  | \$44.50 | \$41.82 | \$4.18 | \$46.00 | MP |
| 1023 | Not for profit external groups & school groups running activities for their members (eg, sports clubs, lifesaving club etc) – per hour | \$31.50 | \$29.55 | \$2.95 | \$32.50 | MP |
| 1024 | Royal Life Saving and Austswim Training Courses (subject to course credit scheme approved by General Manager)                          | No fee  |         |        |         | Z  |

## Miscellaneous

|      |   |        |        |        |        |    |
|------|---|--------|--------|--------|--------|----|
| 1025 | Replacement learn to swim cap                 | \$3.50 | \$3.27 | \$0.33 | \$3.60 | MP |
| 1026 | Hire of locker - membership card holders      |        |        |        | No fee | MP |
| 1027 | Hire of locker - casual patrons               | \$2.50 | \$2.36 | \$0.24 | \$2.60 | MP |
| 1028 | Replacement pass / membership card (per card) | \$7.50 | \$7.00 | \$0.70 | \$7.70 | MP |

## Learn to Swim and Infant Aquatics Fees

## Lessons

|      |  |  |         |        |         |    |
|------|--|--|---------|--------|---------|----|
| 1029 | Family discount (including squad and private swimming lessons)   | 10% for second booking / lesson in the family<br>20% for third and any subsequent booking(s) / lesson(s) in the family |         |        |         | MP |
| 1030 | Learn to swim program term or intensive programs term per 30 minute lesson for full term upfront   | \$20.50  | \$21.10 | \$0.00 | \$21.10 | MP |
| 1031 | Semi private 30 minute sessions (2 students per class and minimum 5 lessons)   | \$91.50  | \$85.68 | \$8.57 | \$94.25 | MP |
| 1032 | Private lessons – minimum 5 lessons (per lesson per pupil)   | \$66.50  | \$68.50 | \$0.00 | \$68.50 | MP |
| 1033 | Private lessons special needs – minimum 5 lessons (per lesson per pupil and assessment by Coordinator Aquatic Centre)  | \$37.00  | \$38.10 | \$0.00 | \$38.10 | MP |
| 1034 | Squad program term booking - per week  | \$13.20  | \$12.36 | \$1.24 | \$13.60 | MP |
| 1035 | Enrolled LTS student single entry (for current program term only)  | \$2.50   | \$2.36  | \$0.24 | \$2.60  | MP |
| 1036 | 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

|      |   |         |         |        |         |    |
|------|---|---------|---------|--------|---------|----|
| 1037 | Enfield Aquatic Centre (EAC) run lessons per lesson per student | \$10.60 | \$11.00 | \$0.00 | \$11.00 | MP |
|------|---|---------|---------|--------|---------|----|



**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Fitness Programs**

|      |   |          |          |         |          |    |
|------|---|----------|----------|---------|----------|----|
| 1038 | Fitness programs - seniors and pension concession (aged and disability only) - 10 sessions    | \$118.00 | \$110.45 | \$11.05 | \$121.50 | MP |
| 1039 | Fitness programs - seniors and pension concession (aged and disability only) - 20 sessions    | \$224.20 | \$210.00 | \$21.00 | \$231.00 | MP |
| 1040 | Fitness programs - seniors and pension concession (aged and disability only) – single session | \$14.00  | \$13.09  | \$1.31  | \$14.40  | MP |
| 1041 | Fitness programs - adult - 10 sessions  | \$161.00 | \$150.73 | \$15.07 | \$165.80 | MP |
| 1042 | Fitness programs - adult - 20 sessions  | \$309.90 | \$290.18 | \$29.02 | \$319.20 | MP |
| 1043 | Fitness programs - adult - single session   | \$19.40  | \$18.09  | \$1.81  | \$19.90  | MP |

**Aquatic Centre Merchandise**

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

**Traffic Management****Administration of Traffic Management**

|      |  |            |            |         |            |    |
|------|--|------------|------------|---------|------------|----|
| 1044 | Advertising for temporary road closures  | \$1,145.00 | \$1,180.00 | \$0.00  | \$1,180.00 | RR |
| 1045 | Parking and regulatory signs (per unit)  | \$267.00   | \$249.55   | \$24.95 | \$274.50   | FC |
| 1046 | Administration of traffic management plan high impact road closures, police consultation, TfNSW consultation   | \$1,020.00 | \$1,050.00 | \$0.00  | \$1,050.00 | RR |
| 1047 | Administration of traffic management plan low impact stop/go traffic control on a local or council-managed road- police consultation                   | \$311.00   | \$320.00   | \$0.00  | \$320.00   | RR |
| 1048 | Administration of traffic management plan medium impact stop/go traffic control on a multi-lane or state road, police consultation, TfNSW consultation | \$604.00   | \$621.00   | \$0.00  | \$621.00   | RR |

**Footpath Closures**

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 1049 | Application fee  | \$178.50 | \$185.00 | \$0.00 | \$185.00 | PC |
| 1050 | Partial footpath (per m2 per week or part thereof) for single dwelling, dual occupancy or granny flat developments in R1, R2 or R3 Zones | \$0.00   | \$20.00  | \$0.00 | \$20.00  | FC |
| 1051 | Partial footpath (per m2 per week or part thereof) for all other development types   | \$37.00  | \$38.50  | \$0.00 | \$38.50  | 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.

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 1052 | Application fee   | \$178.50 | \$185.00 | \$0.00 | \$185.00 | RR |
| 1053 | Late road closure application, requesting urgent approval (ie within 3 business days) excluding whole road closure / TfNSW approval | \$546.00 | \$565.00 | \$0.00 | \$565.00 | RR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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.

|      |  |                             |            |        |            |    |
|------|--|-----------------------------|------------|--------|------------|----|
| 1054 | Length of full road closure (m) 0-20       | \$1,775.00                  | \$1,830.00 | \$0.00 | \$1,830.00 | RR |
| 1055 | Length of full road closure (m) 21-40      | \$2,155.00                  | \$2,220.00 | \$0.00 | \$2,220.00 | RR |
| 1056 | Length of full road closure (m) 41-60      | \$3,205.00                  | \$3,300.00 | \$0.00 | \$3,300.00 | RR |
| 1057 | Length of full road closure (m) 61-80      | \$3,675.00                  | \$3,785.00 | \$0.00 | \$3,785.00 | RR |
| 1058 | Length of full road closure (m) >80        | \$4,570.00                  | \$4,710.00 | \$0.00 | \$4,710.00 | RR |
| 1059 | Within parking meter area – additional fee | 80% of current parking rate |            |        |            | RR |

**Partial Closure**

Partial road closure fees shown are per lane fees excluding single dwellings, dual occupancy or granny flat developments in R1, R2 or R3 Zones. 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.

|      |   |                             |            |        |            |    |
|------|---|-----------------------------|------------|--------|------------|----|
| 1060 | Length of partial road closure (m) 0-20 for single dwelling, dual occupancy or granny flat developments in R1, R2 or R3 Zones | \$178.50                    | \$185.00   | \$0.00 | \$185.00   | RR |
| 1061 | Length of partial road closure (m) 0-20   | \$420.00                    | \$435.00   | \$0.00 | \$435.00   | RR |
| 1062 | Length of partial road closure (m) 21-40  | \$630.00                    | \$650.00   | \$0.00 | \$650.00   | RR |
| 1063 | Length of partial road closure (m) 41-60  | \$840.00                    | \$865.00   | \$0.00 | \$865.00   | RR |
| 1064 | Length of partial road closure (m) 61-80  | \$1,050.00                  | \$1,085.00 | \$0.00 | \$1,085.00 | RR |
| 1065 | Length of partial road closure (m) >80  | \$1,260.00                  | \$1,300.00 | \$0.00 | \$1,300.00 | RR |
| 1066 | Within parking meter area – additional fee  | 80% of current parking rate |            |        |            | RR |

**Car Park Closure**

|      |  |         |         |        |         |    |
|------|--|---------|---------|--------|---------|----|
| 1067 | Car park closure (per parking bay per day) | \$30.00 | \$30.00 | \$0.00 | \$30.00 | RR |
|------|--|---------|---------|--------|---------|----|

**Traffic Control**

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 1068 | Traffic control – administration fee   | \$282.50   | \$290.50   | \$0.00 | \$290.50   | RR |
| 1069 | During business hours  | \$3,135.00 | \$3,225.00 | \$0.00 | \$3,225.00 | RR |
| 1070 | Half day traffic control during business hours (max 4 hours and/or works \$5,000 or under) | \$0.00     | \$1,612.50 | \$0.00 | \$1,612.50 | FC |
| 1071 | Outside business hours   | \$3,875.00 | \$3,985.00 | \$0.00 | \$3,985.00 | RR |
| 1072 | Prepare and lodge a road occupancy license application for TfNSW roads                     | \$894.00   | \$920.00   | \$0.00 | \$920.00   | RR |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**Traffic Control** [continued]

|      |   |            |            |        |            |    |
|------|---|------------|------------|--------|------------|----|
| 1073 | Where steel plates are required, additional fees per steel plate shall be charged | \$2,995.00 | \$3,080.00 | \$0.00 | \$3,080.00 | 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**

|      |  |   |          |        |          |    |
|------|--|---|----------|--------|----------|----|
| 1074 | Tree permit application fee for 1-5 trees  | \$129.50  | \$133.50 | \$0.00 | \$133.50 | FC |
| 1075 | Tree permit application fee for 6-10 trees   | \$193.50  | \$199.00 | \$0.00 | \$199.00 | FC |
| 1076 | Tree permit application fee for 11-20 trees  | \$256.50  | \$264.00 | \$0.00 | \$264.00 | FC |
| 1077 | Tree permit application fee for more than 20 trees                                     | \$386.00  | \$397.00 | \$0.00 | \$397.00 | FC |
| 1078 | Application fee (pensioners)   | No fee for pensioners with a valid Pensioner Concession Card  |          |        |          | Z  |
| 1079 | 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  |
| 1080 | Request for review of tree permit application determination – private tree             | \$633.00  | \$651.00 | \$0.00 | \$651.00 | FC |
| 1081 | Request for review of tree permit application determination (pensioner) – private tree | \$317.00  | \$326.00 | \$0.00 | \$326.00 | FC |
| 1082 | Request for review of pruning/removal determination – council tree                     | \$633.00  | \$651.00 | \$0.00 | \$651.00 | FC |
| 1083 | Request for review of pruning/removal determination (pensioner) – council tree         | \$317.00  | \$326.00 | \$0.00 | \$326.00 | FC |

**Removal of Council Tree and Replacement**

|      |  |            |            |          |            |    |
|------|--|------------|------------|----------|------------|----|
| 1084 | Removal of council tree (less than 6m tall)  | \$762.00   | \$784.00   | \$0.00   | \$784.00   | FC |
| 1085 | Removal of council tree (between 6m – 10m tall)  | \$1,405.00 | \$1,445.00 | \$0.00   | \$1,445.00 | FC |
| 1086 | Removal of council tree (greater than 10m tall)  | \$2,265.00 | \$2,330.00 | \$0.00   | \$2,330.00 | FC |
| 1087 | Tree planting (25 litre) supply, install and maintain for 2 years                                  | \$654.00   | \$611.82   | \$61.18  | \$673.00   | FC |
| 1088 | Tree planting (45 litre) supply, install and maintain for 2 years                                  | \$824.00   | \$770.91   | \$77.09  | \$848.00   | FC |
| 1089 | Tree planting (75 litre) supply, install and maintain for 2 years                                  | \$979.00   | \$918.18   | \$91.82  | \$1,010.00 | FC |
| 1090 | Tree planting (100 litre) supply, install and maintain for 2 years                                 | \$1,435.00 | \$1,345.45 | \$134.55 | \$1,480.00 | FC |
| 1091 | Tree grate 1.2m x 1.2m, tree guard 0.6m x 1.8m and tree root management system, supply and install | \$8,080.00 | \$7,554.55 | \$755.45 | \$8,310.00 | FC |
| 1092 | Terrabond supply and install 1.2m x 1.2m   | \$408.00   | \$381.82   | \$38.18  | \$420.00   | FC |

**Draft Fees and Charges**

| Ref | Name | Year 24/25                 | Year 25/26         |     |                    | Price Code |
|-----|------|----------------------------|--------------------|-----|--------------------|------------|
|     |      | Last YR Fee<br>(incl. GST) | Fee<br>(excl. GST) | GST | Fee<br>(incl. GST) |            |

**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**

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 1093 | 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 | \$580.75 | \$604.00 | \$0.00 | \$604.00 | LR |
|------|--|----------|----------|--------|----------|----|

**Additional Bin**

Note: Annual Charge

|      |  |            |            |        |            |    |
|------|--|------------|------------|--------|------------|----|
| 1094 | 120 litre waste bin  | \$880.35   | \$916.00   | \$0.00 | \$916.00   | FC |
| 1095 | 240 litre recycling bin  | \$174.75   | \$182.00   | \$0.00 | \$182.00   | FC |
| 1096 | 240 litre green waste bin - one off fee no ongoing annual charges for collection | \$110.70   | \$115.00   | \$0.00 | \$115.00   | FC |
| 1097 | 240 litre waste bin (residential flat buildings only)                            | \$1,028.30 | \$1,069.00 | \$0.00 | \$1,069.00 | FC |
| 1098 | 660 litre waste bin (residential flat buildings only)                            | \$2,301.35 | \$2,393.00 | \$0.00 | \$2,393.00 | FC |
| 1099 | 660 litre recycling bin (residential flat buildings only)                        | \$1,522.45 | \$1,583.00 | \$0.00 | \$1,583.00 | FC |

**Food Organics Green Organics (FOGO)**

|      |   |          |          |        |          |    |
|------|---|----------|----------|--------|----------|----|
| 1100 | Kitchen Caddy – replacement   | \$6.60   | \$6.23   | \$0.62 | \$6.85   | PC |
| 1101 | Bin Liners (150 bags)   | \$18.70  | \$17.00  | \$1.70 | \$18.70  | FC |
| 1102 | Red lid bin replacement and additional waste collection charge – 240L bin per annum | \$250.00 | \$250.00 | \$0.00 | \$250.00 | FC |

**Occasional Services**

|      |  |          |          |        |          |    |
|------|--|----------|----------|--------|----------|----|
| 1103 | Clean up service in excess of 2 collections per year (in accordance with guidelines) | \$233.50 | \$242.85 | \$0.00 | \$242.85 | FC |
| 1104 | Clean up service in excess of 2 collections per year (small single item)             | \$88.00  | \$91.50  | \$0.00 | \$91.50  | FC |
| 1105 | Waste collection 120 litre – payment in advance (one off)                            | \$54.00  | \$56.15  | \$0.00 | \$56.15  | FC |

**One Off Collections**

Note: Subject to separate pre payment.



Community Strategic Plan

# 20 BURWOOD 36



**Burwood**  
Inc.1874



A photograph of a man with a beard and a silver ring on his finger, playing a didgeridoo. A microphone is positioned near the instrument. The background is blurred, showing other people and a microphone stand. An orange rectangular box is overlaid on the left side of the image, containing text.

## 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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## Message from The Mayor, John Faker

**Welcome to Burwood2036, our shared vision to help our communities and businesses to thrive and prosper as we approach a decade that will undoubtedly bring incredible change, growth, innovation and opportunity.**

The Burwood2036 Community Strategic Plan represents the aspirations that matter most to us as a progressive community: that we are an inclusive community where everyone is equally embraced, we protect our natural environment and create a liveable city that provides safe, healthy and vibrant spaces and places that are accessible, connected and enjoyed by all.

They also highlight Burwood's greatest strengths: our people, our location and our enviable lifestyle and I believe as a community, we have the ability, ambition and commitment to work together to ensure we achieve our shared vision for Burwood.

The Plan incorporates the principles of social justice and ecological, economic and socially sustainable growth which will guide our civic leadership.

I look forward to working with my fellow Councillors and staff in supporting your goals and priorities as outlined in Burwood2036 and encourage you to continue aspiring to make Burwood the best place for everyone.





## Message from The General Manager, Tommaso Briscese

**The Community Strategic Plan represents the highest level of planning we undertake at a local government level.**

The release of Burwood2036 follows a program of extensive community engagement which means it is not a 'Council Plan' but rather your plan, informed and shaped by the community and reflective of your collective responses, to which we are committed.

This will guide us in ensuring Council's plans and resources are focused on your priorities, improve transparency in the decision-making process and promote greater collaboration between all government levels, agencies, community groups and businesses to achieve the desired outcomes presented in this Plan.

Council's service delivery, major projects, activities and actions in response to the strategic directions, outcomes and strategies outlined in this Plan can be found in the Burwood Resourcing Strategy, the four-year Delivery Program and our annual Operational Plan. I encourage you to view these documents and follow our progress toward achieving our targets.

Sincere thanks to every resident, business owner, community leader and visitor who contributed to the preparation of ongoing review of Burwood2036.

I look forward to working with the community, Council and our staff to turn your aspirations into reality.



# Our Community Strategic Plan

**Burwood2036, our Community Strategic Plan (CSP) is based on the shared vision, aspirations and values of our community. It informs long term planning for the future of Burwood Local Government Area (LGA) and the strategies that we will be used to get there.**

## **An integrated approach**

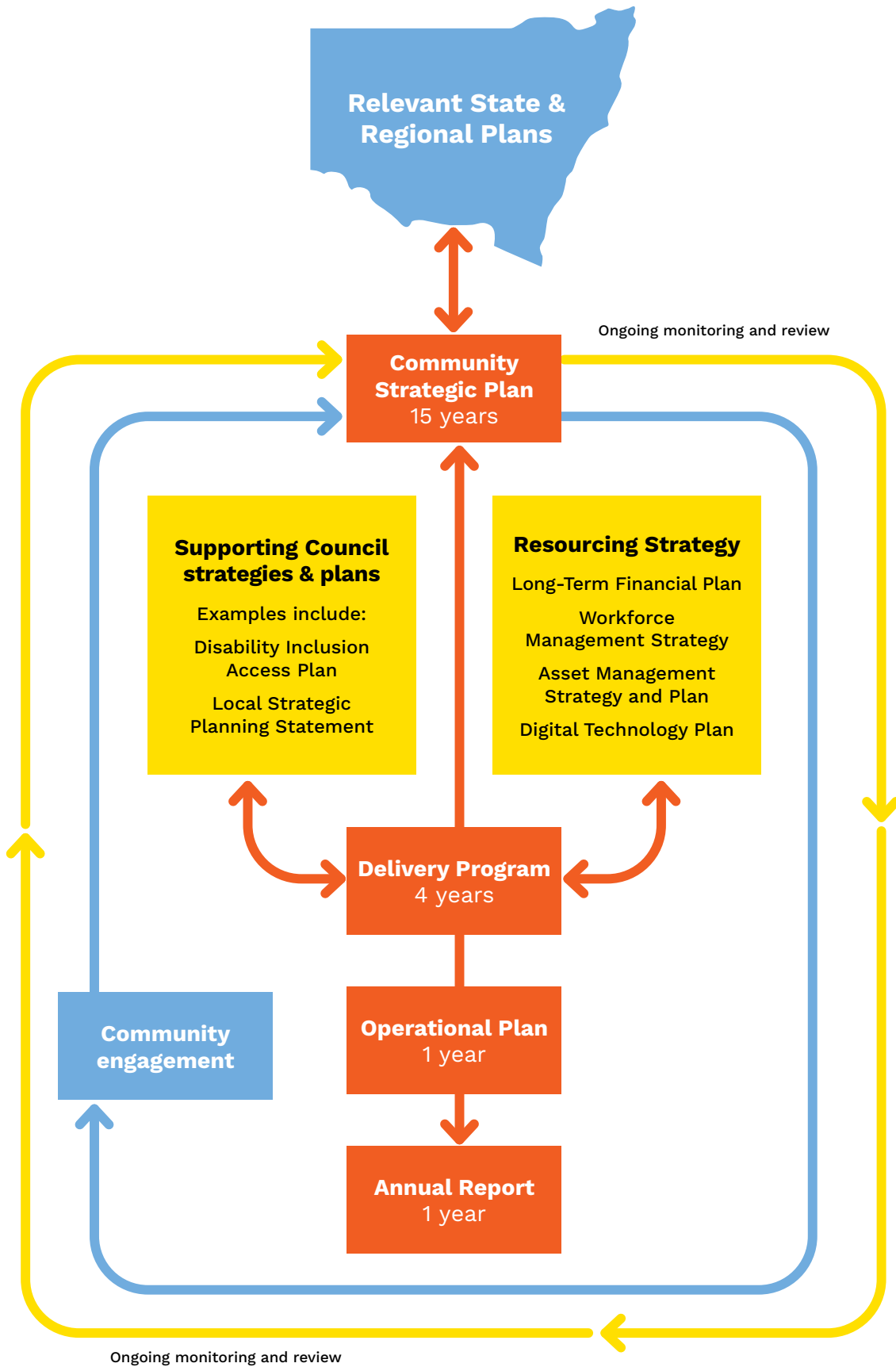
Council takes a lead role in developing and facilitating the implementation of the CSP. Its success lies with a collective approach by all levels of government, key agencies, non-government organisations, community groups and individuals. Council has an ongoing important role in leading, partnering or advocating for action to achieve the community outcomes in this Plan.

## **Integrated Planning and Reporting framework**

Burwood2036 is the cornerstone document of our Integrated Planning and Reporting (IP&R) framework. It informs and guides Council's organisational plans and decisions and shapes our priorities, projects and services. Our four-year Delivery Program outlines the activities Council will take towards meeting the community aspirations as set out in the CSP. Each year, our annual Operational Plan details the actions that Council will undertake to deliver on the desired community outcomes and the associated budget. Our Resourcing Strategy identifies the means Council will need to support our four to ten year priorities and activities. The Strategy ensures Council has the necessary people, budget, technology and infrastructure in place to deliver against our commitments.

## **Monitoring our progress**

We have developed a set of measures to help us monitor our progress and gauge our success towards achieving our 2036 Vision. We will report on these measures every four years at the end of each Council term through our State of the City Report.



# 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 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.

## Who we are



**Current population: 43,346**

**48%** males

**51%** females

**0.4%** Aboriginal & Torres Strait Islander

**64%** Australian Citizens



## Languages & ethnicity

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

**50+** different languages spoken

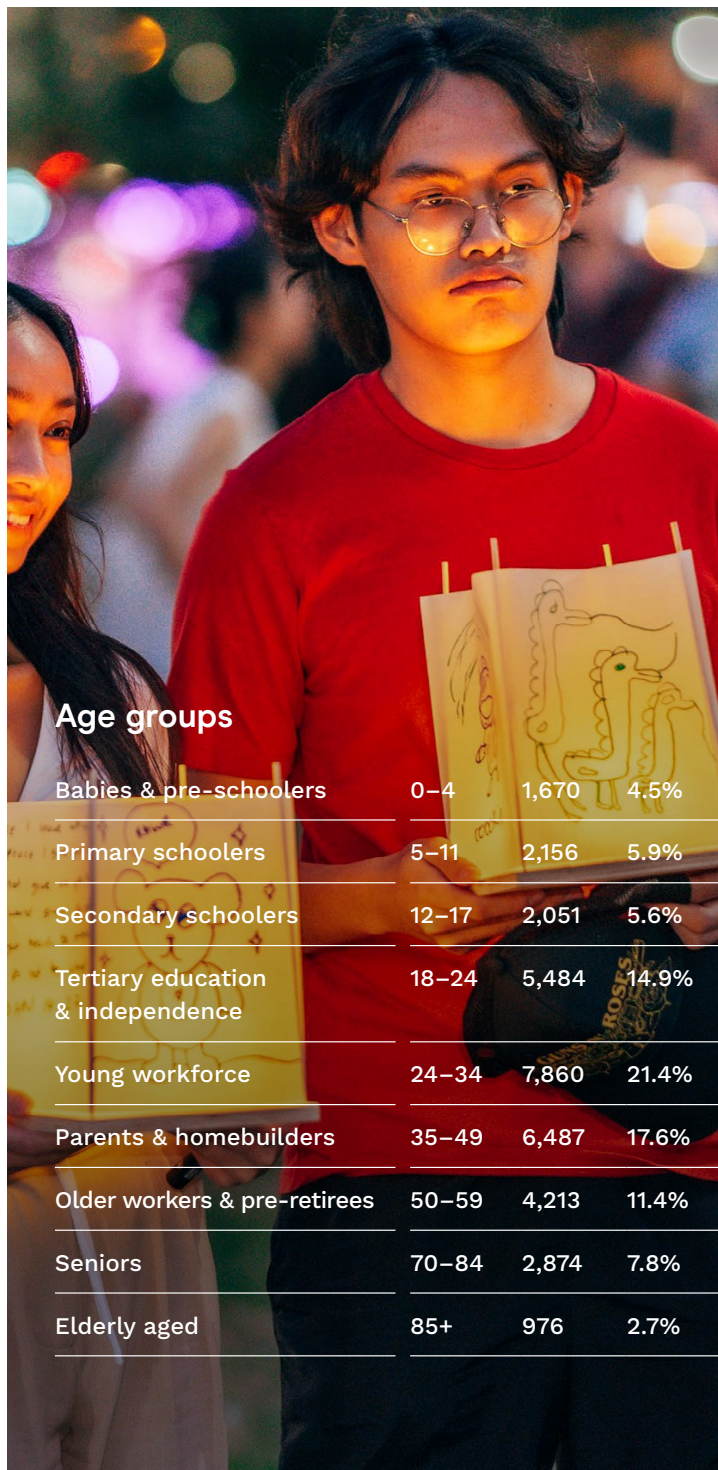
**58%** of residents born overseas

**32%** of residents arrived from overseas since 2011

Source: NSW State Government 2019  
Population Projections, Australian Bureau  
of Statistics 2021 as compiled by Profile ID.







## How we live and work



### Employed population

**92%** employed  
**40%** travel to work on public transport  
**2,600+** local businesses  
**\$2.7 billion** GRP



### Top 4 industry sectors

**12.4%** Healthcare & Social Assistance  
**10.4%** Accommodation & Food Services  
**10.1%** Professional, Scientific & Technical Services  
**9.8%** Retail Trade



### 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



# Key community challenges

By 2036 the population of the Burwood LGA is anticipated to nearly double. This means over 40,000 more people will require housing, transport, schools, healthcare, services, leisure opportunities and green and open spaces. Knowing that, there are some significant challenges ahead that we have considered in planning for Burwood's future.

Equally, as Burwood continues to evolve as a vibrant urban centre, we are presented with opportunities that inspire us to envision a bright future. From advancements in infrastructure and the need for sustainable urban development, these future milestones are catalysts for a community that is more connected, inclusive, and adaptable.







### **Our community is supported by infrastructure and services**

As our city grows local services and infrastructure will become increasingly more important. The provision of appropriate education, health and community services to respond to diverse needs will be vital for community wellbeing. We need to maintain the quality and usability of our current roads, drains, footpaths and also plan for new infrastructure. Continued and equitable access to active and passive recreation facilities will remain a priority. With new technologies emerging we will also need to look for options to increase operational efficiencies in delivering local infrastructure and services. Council has an important role to play in not only providing local infrastructure but also collaborating with other levels of government and agencies to ensure the right infrastructure is delivered in the right locations to respond to changing community needs. We will need to focus on planning for growth and responding to local needs as they emerge.

### **Diverse, integrated transport options underpin our city**

Building on our existing transport system and improving options for the people who live, work and visit Burwood will be critical in sustaining growth and maintaining Burwood's liveability and prosperity. Burwood's strategic location offers unparalleled connectivity, making it a hub for residents, businesses, and visitors alike. With proposed infrastructure improvements, such as enhanced transport options like the Burwood North Metro Station and the revitalisation of laneways and main streets, we aim to facilitate seamless mobility and reduce travel times. These advancements will make it easier for our community to access services, connect with neighbours, and engage in local life, reinforcing Burwood's position as a connected, accessible community. Proposed development in the Parramatta Road Corridor will also generate demand for new and improved infrastructure. Improving walking and cycling options will be important to connect our centres, neighbourhoods and parts of the LGA. Connections from the southern end to a future Burwood North Metro station along the Sydney Metro West line will be considered as infrastructure is planned for and delivered. Planning for other transport infrastructure and emerging modes to complement public transport and help our community easily connect to jobs, services, social and recreational opportunities will be required. Strategic ways to manage traffic and parking will be necessary to ensure our city is easy to get around.



### People have housing options

Ensuring our community can choose from a range of housing options to suit their needs and lifestyles will be a key focus for our future. This would ensure people will be able to find the type of housing they want in the location they want to live in. It also means providing attractive, affordable rental and purchase options for people near transport and facilities. With the introduction of higher density living and changing demographics we have already seen a move away from single houses towards different types of housing such as apartments. Rising land value and property prices have also impacted affordability. Council has a key role to play in developing a sound and responsive local planning framework that encourages and supports housing diversity in key locations and across the city. As well as collaborating with other levels of government and agencies on initiatives that will achieve this.

### Vibrant places cater for our community

Creating town centres and places which cater to the demand for vibrant retail, dining and entertainment options will become increasingly more important. Safe and inviting public places which provide spaces for people to come together with opportunities for people to connect will be needed to support our growing community, cultural expression and the provision of local events. Activating our open and public places will be important in fostering a strong sense of community and a thriving local economy. Good design and public amenity will be need to be a benchmark of future development.



## We are green and sustainable

As our city caters for more people, housing, infrastructure and services it is critical that our built environment is balanced with our natural environment. Access to local, high-quality green, open spaces is already an issue and will become progressively more important to support the liveability of Burwood. Providing green corridors, maintaining shade, reducing heat island and maintaining biodiversity will all become

a focus for our planning and the design of our streets and public places. Council, businesses and individuals will need to make sustainable choices to collectively address our environmental impacts. Reducing the environmental impact of our waste and carbon footprint will need to be important drivers in our decisions. Council must also look at ways to achieve greater sustainability in the way that we deliver and manage our services, facilities and infrastructure.



**Key community challenges** cont'd**A resilient Burwood**

Developing community resiliency and our ability to respond to environmental and pandemic shock is an emerging global issue. Sydney is currently impacted by a changing climate and the community faces the accumulated impacts of multiple shocks and stresses. Climate variability leading to extreme weather events, including storms and heatwaves is predicted to continue impacting our community into the future. We need to keep our open space watered and maintained and provide outdoor infrastructure which keeps our community cool in summer. The COVID 19 pandemic has shown us that governments and councils need to place a greater emphasis on planning for and responding to the challenges of widespread events and impacts on the way that we live and work. Building resilience capacity within our community and organisation and turning our focus to identifying risks and mitigating impacts will improve our ability to respond to these events.

**Burwood has a voice**

The growth of the inner west region will provide many opportunities for local councils to provide regional solutions to emerging challenges that will benefit our community. The State Government has identified Burwood as a strategic centre due to our strong local economy and excellent transport infrastructure. Council will need to play a strong and collaborative role in planning for the city's future and advocating on behalf of our community. We will also seek funding and partnership opportunities that will deliver local benefits. We will need to work with neighbouring councils, other levels of government and agencies to deliver on local aspirations, the Vision and Outcomes of this Plan. Our work will be guided by an engaged and informed community who takes an active interest in our city.

**Fostering economic growth and innovation**

As Burwood continues to attract new businesses, the area is ripe with economic potential. From local start-ups or hawker style market stalls to large enterprises, we are creating an environment that supports innovation, job creation, and investment. This growth enables us to develop local talent, enhance workforce diversity, and create economic opportunities that benefit the whole community. Our vision is to make Burwood a beacon for business resilience and creativity, driving prosperity for all.

**Growing a vibrant night-time economy**

As Burwood evolves, the development of a vibrant night-time economy presents an exciting opportunity to enrich the city's social and economic fabric. By nurturing a diverse range of evening activities, from dining and entertainment to arts and cultural events, we can transform Burwood into a dynamic destination that thrives after dark.



A thriving night-time economy brings more than just economic benefits; it creates a lively atmosphere that enhances community spirit, fosters local talent, and attracts visitors from beyond our borders. Our focus is on creating safe, well-lit, and accessible spaces that encourage people to enjoy all that Burwood has to offer well into the evening. This growth will support local businesses, generate new jobs, and provide a platform for creative industries, bringing new energy and opportunities to our streets.

As we build a night-time economy that reflects Burwood's character, we are mindful of balancing activity with community wellbeing, ensuring the needs of residents, businesses, and visitors are met. By cultivating a sustainable, diverse, and inclusive evening culture, Burwood can become a beacon for nightlife and a model of how communities can embrace the night to benefit all.

### **Strengthening community and cultural vitality**

Burwood is a dynamic and multicultural place that celebrates diversity. As our population grows, we have the opportunity to amplify our cultural offerings and support community-driven initiatives that foster a sense of belonging. We are also witnessing the emergence of new cultural communities, which we warmly embrace as part of our evolving identity. By actively identifying and supporting these emerging groups, we're dedicated to creating spaces and programs where all voices can be heard, and everyone feels valued. Our future is bright with the promise of cultural unity and shared experiences that strengthen the bonds within our community, building a truly inclusive Burwood for all.





# Our community's feedback

Burwood2036 has been shaped by the people who participated in Council's community engagement activities including the development of the plan in 2021 and early 2022 and the review of the plan in 2024 and 2025. Participants came from diverse cultural and linguistic backgrounds, across all age groups and parts of the Burwood LGA. It is thanks to those that participated and contributed their ideas and aspirations, who have made it possible for this Plan to be prepared.

We engaged our community in the following ways:





## Comprehensive community engagement to develop the plan in 2021-22

### Community satisfaction survey

400 community members engaged

Council understands that the ultimate measure of its performance is community satisfaction with the services that are most important to them.

Council conducts a biennial Community Satisfaction Survey to understand the community's priorities and satisfaction with Council services, activities and facilities and the overall level of satisfaction with Council's performance. In particular, the survey gauges:

- The overall quality of life in the Burwood LGA as experienced by local residents
- Progress towards the outcomes of the Community Strategic Plan
- Progress towards achieving performance standards for key Council services.

#### Overall satisfaction rating

Burwood residents satisfied with the performance of Council over the last 12 months



Council has utilised the full report to inform this Plan and will continue to use bi-annual trend data to ensure that key concerns of the community are being addressed as we work towards Burwood2036.



How we engaged our community cont'd

## Customer experience surveys

**300 community members engaged**

Council also undertook in-depth customer experience surveys at the Customer Service Centre, Burwood Library and Community Hub and the Enfield Aquatic Centre to understand customer satisfaction at frontline service locations and identify areas for improvement.

Customer experience surveys were coupled with the expansion of Council's Mystery Shopper Program across all frontline service areas and the roll out of Council's customer feedback tool in 2021 to track real-time satisfaction with Council services.

### Customer experience ratings by location (2021)

Burwood Library and Community Hub **(85%\*)**

Customer Service Counter and Call Centre **(83%\*)**

Enfield Aquatic Centre **(85%\*)**

\*Percentage of customers very satisfied or satisfied.

### Mystery shopper overall performance (2021)

Via telephone **(93%)**

In person **(94%)**

### Real-time customer feedback benchmark (2021)

Average CX Score of 8.5

## Place based engagement programs and Participate Burwood

**1000+ community members engaged**

Council also undertook a range of place based community engagement programs to inform the development of key projects, including:

- Burwood Urban Park and Cultural Centre
- Enfield Village Revitalisation Project
- Burwood After Dark
- Comprehensive Local Environment Plan
- Nature Play, Sensory Garden and Pond Upgrade
- Grant Park Inclusive Playground
- Placemaking: Bringing Streets and Public Spaces to Life
- Sustainable Burwood

The findings of these engagement programs have helped shape the development of this Plan along with specific deliverables in the accompanying Delivery Program and Operational Plan.

In response to the pandemic and restrictions impacting Council's ability to undertake face to face engagement activities with the community during the development phase of this Plan, Council established its online engagement platform Participate Burwood in late 2021. The above efforts saw more than 1000 community members directly engage with Council on priority projects and initiatives further enhancing the creation of Burwood2036.



## Towards Burwood2036 Engagement Program

367 community members engaged

The Towards Burwood2036 Engagement Program involved the following activities from July to September 2021:

- Release of the Towards Burwood2036 Issues Paper inviting submissions.
- A Towards Burwood2036 online and printed survey delivered to all households in the Burwood Local Government Area.
- A series of online conversations and focus groups involving community leaders and advisory group members.



### What we heard

#### What you love about Burwood:

1. Transport and accessibility
2. Parks and open spaces
3. Shopping centres
4. Cultural diversity of the community
5. Convenience

#### What you would like to see changed:

1. Traffic and transport
2. More green spaces and parks
3. Better development
4. Improved town centres
5. More community events and arts activities

#### Priorities you would like to see Burwood achieve by 2036 (in order of priority):

1. Increasing green spaces
2. A welcoming and inclusive community where everyone belongs and feels connected

3. Providing high quality community and recreational facilities
4. Access to high quality and welcoming public spaces and places
5. Managing traffic, parking and supporting alternate modes of transport
6. Maintaining clean and safe streets and neighbourhoods
7. Ensuring development is high quality, sustainable and well designed
8. Access to a diverse range of community services for all ages and abilities
9. Supporting vulnerable people and those in need
10. Living sustainably and responding to pressures of climate change
11. Providing infrastructure that will support population growth
12. An open, transparent and responsible Council



How we engaged our community cont'd

## Community engagement: review of the Plan in 2024-25

**114 community members engaged**

The 2024-25 Towards Burwood2036 Engagement Program involved the following activities from November 2024 to March 2025:

- A Towards Burwood2036 online survey
- A series of focus groups involving community leaders and advisory group members.
- A series of drop in sessions and intercept surveys at key places of interest including the Library and Hub, Enfield Aquatic Centre and Burwood Park.

### What we heard:

#### What you love about Burwood:

1. Central and connected location supported by great public transport
2. Food, dining and shopping variety
3. Vibrant community atmosphere supported by community events, with a sense of activity day and night
4. Diverse and inclusive culture
5. Parks, heritage and walkability

#### How you described your ideal community

1. Safe, friendly and inclusive
2. Character-filled housing
3. Green, walkable and pet-friendly spaces
4. Diverse, vibrant and culturally rich
5. Well-connected and liveable





**What you would like to see changed:**

6. Balance development with the preservation of local character
7. Improve walkability and streetscape design
8. Enhance green and shared spaces
9. Tackle traffic, parking and transport connectivity
10. Continue to foster broad cultural inclusion and vibrancy initiatives

**Priorities you would like to see Burwood achieve by 2036 (in order of priority):**

A welcoming and inclusive community where everyone belongs and feels connected **30.68%**

Increasing green spaces **30.49%**

Providing high quality community and recreational facilities **28.54%**

Managing traffic, parking and supporting alternate modes of transport **25.83%**

Maintaining clean and safe streets and neighbourhoods **25.63%**

Ensuring development is high quality, sustainable and well designed **25.24%**

Access to high quality and welcoming public places and spaces **24.27%**

Access to a diverse range of community services for all ages and abilities **20.78%**

Living sustainably and responding to pressures of climate change **20.39%**

Providing infrastructure that will support population growth **20%**

Supporting vulnerable people and those in need **18.83%**

An open transparent responsible council **17.67%**







# Our vision

## Global spirit. Local heart.

Burwood is a welcoming community – proud of its past, shaped by its diverse people, and connected to the world.



# Guiding principles

Our guiding principles underpin the Community Strategic Plan and all our decision making processes.

## 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

# Linking vision to action

This is how the Community Strategic Plan supports the community vision and the principles that frame how we will achieve it:

## Our vision

summarises the kind of place and community Burwood aspires to be.



## Strategic directions

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



## Community outcomes

are the aims that will deliver each strategic direction.



## Strategies

identify community and Council priorities to achieve the community outcomes.

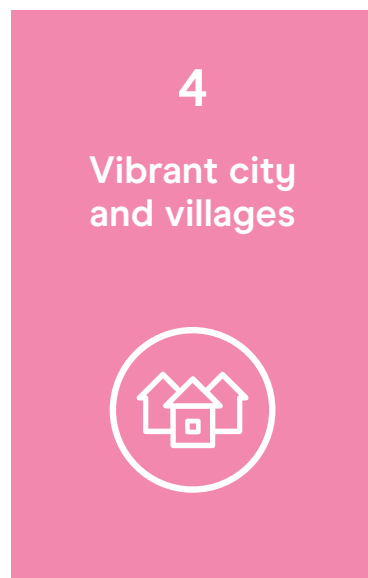
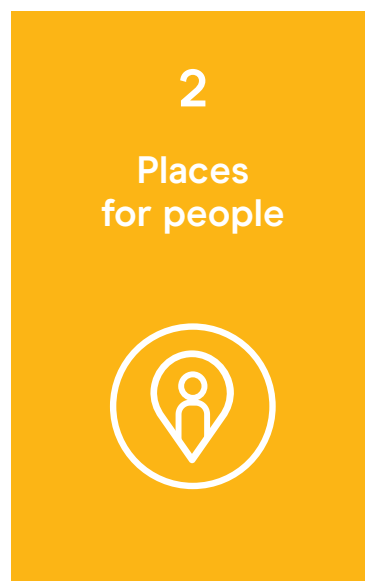


## Measures

to help assess our collective progress in implementing the Plan. They are not measures of Council's performance but indicators of whether as a community we are moving closer to our 2036 Vision.

# Introducing the strategic directions

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



# How to read this plan

## Outcomes

### (Where we want to be)

These reflect our long-term goals and the aspirations of the people we serve. They describe what success looks like over the next decade and are aligned with key pillars of sustainability: leadership, social wellbeing, environmental health, and economic vitality.

## Strategic priorities

### (How we plan to get there)

For each vision outcome, we've identified the priority areas and initiatives needed to turn our goals into reality. These strategic priorities guide our efforts, align our resources, and define our focus areas.

## Key stakeholders

### (Who we'll work with to get there)

While our organization plays a central role, real progress depends on collaboration. This section identifies the partner, whether from the community, private sector, not-for-profit space, or other levels of government, who will contribute to delivering each strategy.

Note: 'Community' refers to a broad group, including residents, workers, visitors, volunteers, community organisations, advisory bodies, and local networks.

## Indicators of progress

### (How we'll track success)

We will assess progress by identifying our role in achieving each outcome through one of the following lenses:

**Leader** – We take primary responsibility for delivering the outcome.

**Partner** – We share responsibility and delivery with others.

**Advocate** – We champion the outcome and influence change through support, promotion, or collaboration.

Where necessary, we'll draw on third-party data sources to evaluate performance and impact.







| Community Outcome   | Strategy  | Council's Role                | Who will work with us?  |
|---|---|-------------------------------|---|
| <b>1.1</b> A welcoming community that cares and looks after each other                                | <b>1.1.1</b> Support and deliver initiatives that encourage social inclusion and community connections  | Leader<br>Partner<br>Advocate | <ul style="list-style-type: none"> <li>• NSW Police</li> <li>• NSW Department of Communities and Justice</li> </ul>   |
|   | <b>1.1.2</b> Facilitate equitable access to services and facilities at all stages of life   | Leader<br>Advocate            | <ul style="list-style-type: none"> <li>• NSW Department of Health</li> <li>• NSW Department of Education</li> </ul>   |
|   | <b>1.1.3</b> Support community resilience initiatives to adapt to changing circumstances  | Leader<br>Partner             | <ul style="list-style-type: none"> <li>• Community groups</li> <li>• Local businesses</li> <li>• Schools</li> </ul>   |
|   | <b>1.1.4</b> Acknowledge, respect and engage First Nations peoples, cultures and heritage   | Leader                        | <ul style="list-style-type: none"> <li>• Local sporting groups</li> <li>• Cultural groups</li> <li>• NSW Department of Creative Industries, Tourism, Hospitality and Sport</li> </ul> |
| <b>1.2</b> A healthy and active lifestyle where people experience a sense of connection and wellbeing | <b>1.2.1</b> Provide access to formal and informal life-long learning and recreation opportunities, facilities and services                     | Leader<br>Partner<br>Advocate | <ul style="list-style-type: none"> <li>• Local Aboriginal Land Councils</li> <li>• Regional and public galleries of NSW</li> </ul>  |
|   | <b>1.2.2</b> Ensure people of all abilities and backgrounds can enjoy our public spaces and places  | Leader<br>Advocate            | <ul style="list-style-type: none"> <li>• Artists</li> <li>• Volunteer historical societies</li> </ul>   |
|   | <b>1.2.3</b> Provide opportunities for people to participate in activities and events that celebrate our diverse community, history and culture | Leader                        | <ul style="list-style-type: none"> <li>• State Library of NSW</li> <li>• TAFE NSW and universities</li> </ul>   |



## 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.





| Community Outcome |   | Strategy |   | Council's Role                | Who will work with us?  |
|-------------------|---|----------|---|-------------------------------|---|
| 2.1               | An urban environment that maintains and enhances our sense of identity and place  | 2.1.1    | Facilitate well designed, high quality and sustainable land use and development that is appropriately scaled to complement its surroundings | Leader<br>Partner<br>Advocate | <ul style="list-style-type: none"> <li>• NSW Police</li> <li>• Transport NSW</li> <li>• Public transport providers</li> <li>• Local businesses</li> </ul> |
|                   |   | 2.1.2    | Protect our unique built heritage and maintain or enhance local character   | Leader<br>Advocate            | <ul style="list-style-type: none"> <li>• Destination NSW</li> </ul>   |
|                   |   | 2.1.3    | Promote greater diversity of quality housing and affordability to meet current and future community needs                                   | Leader<br>Partner<br>Advocate | <ul style="list-style-type: none"> <li>• Property developers and builders</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> </ul>    |
| 2.2               | Sustainable, integrated transport, infrastructure and networks support population growth and improve liveability and productivity     | 2.2.1    | Plan and manage transport infrastructure to meet current and future community needs   | Leader<br>Advocate            |   |
|                   |   | 2.2.2    | Plan for a city that is safe, accessible and easy to get to and move around in  | Leader<br>Partner             |   |
| 2.3               | Public and open spaces are high quality, welcoming, accessible, shaded, enjoyable places seamlessly connected with their surroundings | 2.3.1    | Plan and deliver quality public spaces and open spaces that fulfil and support diverse community needs and lifestyles                       | Leader<br>Partner<br>Advocate |   |





## 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.





| Community Outcome |  | Strategy     |   | Council's Role          | Who will work with us?   |
|-------------------|--|--------------|---|-------------------------|--|
| <b>3.1</b>        | The urban forest and natural environment are maintained, enhanced and connected                  | <b>3.1.1</b> | Maintain and increase green spaces, the urban tree canopy, natural shade and enhance biodiversity corridors                         | Leader Advocate         | <ul style="list-style-type: none"> <li>Community</li> <li>NSW Department of Climate Change, Energy, the Environment and Water</li> </ul> |
| <b>3.2</b>        | People and infrastructure contribute positively to the environment and respond to climate change | <b>3.2.1</b> | Deliver efficiency and innovation in the use of resources   | Leader                  | <ul style="list-style-type: none"> <li>Building industry</li> <li>NSW State Emergency Services</li> </ul>                                |
|                   |  | <b>3.2.2</b> | Develop strong planning controls to protect and support a green and sustainable environment   | Leader Advocate         | <ul style="list-style-type: none"> <li>NSW Police</li> <li>NSW Environment Protection</li> <li>NSW Rural Fire Service</li> </ul>         |
|                   |  | <b>3.2.3</b> | Improve waste reduction, recycling and re-using practices in homes, workplaces, development sites, public places and Council assets | Leader Partner Advocate | <ul style="list-style-type: none"> <li>Community organisations</li> <li>Local businesses</li> </ul>                                      |



## 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.





| Community Outcome   | Strategy   | Council's Role          | Who will work with us?   |
|---|--|-------------------------|--|
| <b>4.1</b> A thriving city and centrally located, strategic business and employment hub within Sydney       | <b>4.1.1</b> Promote Burwood as a great place to live, work, visit and invest in   | Leader Partner          | <ul style="list-style-type: none"> <li>• Community</li> <li>• Local businesses</li> <li>• Destination NSW</li> <li>• Tourism operators</li> <li>• Property developers and builders</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Universities and NSW TAFE</li> <li>• Transport for NSW</li> <li>• Technology infrastructure providers</li> </ul> |
|   | <b>4.1.2</b> Facilitate the growth and prosperity of local businesses and target the growth of business sectors and growth industries                            | Leader                  |  |
| <b>4.2</b> Safe, clean and activated streets, centres and public places are enjoyed by people day and night | <b>4.2.1</b> Develop place planning to activate the CBD, high streets and villages to support local businesses and foster local identity, creativity and culture | Leader Partner Advocate |  |
|   | <b>4.2.2</b> Plan and deliver infrastructure, services and information which safeguard public health and support community safety                                | Leader Partner Advocate |  |





## Open and collaborative leadership

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



| Community Outcome | Strategy  | Council's Role | Who will work with us?  |
|-------------------|---|----------------|---|
| <b>5.1</b>        | A well informed community active in civic life, local planning and decision making                                | <b>5.1.1</b>   | Deliver strategic, relevant communications which facilitate understanding, dialogue and participation                                   |
|                   |   | <b>5.1.2</b>   | Provide opportunity for engagement with the community to inform Council's decision-making   |
| <b>5.2</b>        | Effective, innovative and collaborative leadership is underpinned by open, transparent and responsible governance | <b>5.2.1</b>   | Conduct Council business with transparency, accountability, compliance and probity that ensures community confidence in decision making |
|                   |   | <b>5.2.2</b>   | Deliver innovation and excellence in customer experience and services delivery  |
|                   |   | <b>5.2.3</b>   | Build and maintain strong partnerships and advocate on behalf of the community  |



An aerial photograph of a suburban neighborhood. In the foreground, there's a large green sports field with a basketball court. To the left, a row of houses with red roofs is visible. In the center, there's a large, dark, multi-story building, possibly a school or community center, surrounded by trees. The background shows more houses and green spaces. The text "Monitoring our progress" is overlaid in white on a dark semi-transparent rectangle in the center of the image.

# Monitoring our progress

Government agencies, Council, local business and the community all have a role to play in the implementation of this Plan. We have developed a set of measures that will help us to gauge how well we are progressing towards our 2036 Vision for Burwood. These will indicate the success of our collective actions in delivering our desired Community Outcomes. The measures will be reported on every four years as part of the State of the City Report prepared by each outgoing elected Council.



## Inclusive community and culture

| Community Outcome   | Measure  | Baseline  | Source   |
|---|--|---|--|
| <b>1.1 A welcoming community that cares and looks after each other</b>                                | Increase % of residents who agree/strongly agree they feel part of their local community   | 71%, 2023   | Community Satisfaction Survey, Micromex Research |
|   | Increase % of residents who agree/strongly agree that Burwood is a harmonious, respectful and inclusive community                        | 76%, 2023   | Community Satisfaction Survey, Micromex Research |
|   | Maintain/increase % of residents satisfied with programs and support for people from multicultural backgrounds                           | 90%, 2023   | Community Satisfaction Survey, Micromex Research |
|   | Maintain/increase % of people volunteering   | 14%, 2016   | ABS Census,                                      |
|   | Increase in Socio-Economic Index for Area (SEIFA) score  | 977, 2021   | Population and Housing                           |
| <b>1.2 A healthy and active lifestyle where people experience a sense of connection and wellbeing</b> | Maintain/increase % of residents who rate quality of life in Burwood LGA as good to excellent  | 91%, 2023   | Community Satisfaction Survey, Micromex Research |
|   | Increase in % of residents who agree/strongly agree they have enough opportunities to participate in sporting or recreational activities | 58%, 2023   | Community Satisfaction Survey, Micromex Research |
|   | Decrease in % of adults with obesity and type 2 diabetes in Sydney Local Health District   | 57% adults with obesity;<br>11% Type 2 diabetes, 2020                                       | NSW Population Health Survey, NSW Health         |
|   | Decrease in % of adults who experienced high or very high psychological distress in Sydney Local Health District                         | 18% 2020  | NSW Population Health Survey, NSW Health         |
|   | Increase in % of people attending university and TAFE  | 12.8% attending university;<br>2.5% attending TAFE  | ABS Census, Population and Housing               |
|   | Increase in % of children on track in first year of school   | Physical: 76%<br>Social: 77%<br>Emotional: 78%<br>Language: 86%<br>Communication: 73%, 2018 | Australian Early Development Census              |
|   | Reduction in % of households without internet at home  | 12%, 2016   | ABS Census Population and Housing                |



Monitoring our progress cont'd

## Places for people

| Community Outcome |  | Measure  | Baseline  | Source   |
|-------------------|--|--|---|--|
| 2.1               | <b>An urban environment that maintains and enhances our sense of identity and place</b>  | Increase in % of residents who feel housing in the area is affordable                | 17%, 2023   | Community Satisfaction Survey, Micromex Research |
|                   |  | Increase in diversity of housing types   | High density: 36%, medium density: 24%, separate house: 39%, 2016 | ABS Census, Population and Housing               |
|                   |  | Decrease in % people experiencing housing rental and mortgage stress                 | 33% rental and 14% mortgage, 2016                                 | ABS Census Population and Housing                |
|                   |  | Increase in resident satisfaction with development compatibility with the local area | 72%, 2023   | Community Satisfaction Survey, Micromex Research |
|                   |  | No decrease in number of heritage items or conservation areas                        | 215 Heritage Items and 21 Heritage Conservation Areas, 2012       | Council data                                     |
| 2.2               | <b>Sustainable, integrated transport, infrastructure and networks support population growth and improve liveability and productivity</b> | Increase in % of households without a private vehicle                                | 22%, 2021   | ABS Census of Population and Housing             |
|                   |  | Increase in number of walking only and walking linked trips                          | 20,000 walk only and 35,000 walk linked                           | ABS Census, Population and Housing               |
|                   |  | Increase in the number of electric vehicle charging options                          | Baseline to be determined   | Council data                                     |
| 2.3               | <b>Public and open spaces are high quality, welcoming, accessible and enjoyable places seamlessly connected with their surroundings</b>  | Increase in the number and size of public/open spaces in Burwood and Strathfield     | 76,482 sqm (Burwood) and 2,325 sqm (Strathfield), 2019            | Council data                                     |
|                   |  | Maintain/increase the number of sports and recreation spaces                         | 16, 2021  | Council data                                     |
|                   |  | Increase use of smart technology in public places and facilities                     | Baseline to be determined   | Council data                                     |
|                   |  | Reduction in % of households without internet at home                                | 12%, 2016   | ABS Census Population and Housing                |

## Sustainable and protected environment

| Community Outcome  | Measure  | Baseline  | Source  |
|--|--|---|---|
| <b>3.1</b> The urban forest and natural environment are maintained, enhanced and connected | Increase tree canopy cover to 25%  | 17%, 2020   | Royal Melbourne Institute of Technology             |
|  | Increase in open space across the LGA  | 375,983 sqm, 2019   | Council data  |
|  | Improved overall health rating of local Cooks River  | D, 2017   | Cooks River Alliance                                |
| <b>3.2</b> People and infrastructure contribute positively to the environment              | Reduction in energy and water consumption of Council facilities                            | Annual electricity usage 3,094,155 kWh and water consumption 35.751kL, 2020/21                              | Azility   |
|  | Increase in the use of solar and reduction in daily average per customer electricity usage | 684 residential properties with solar and 12.8 kWh electricity per customer per day in Burwood LGA, 2018/19 | Local Council Community Electricity Report, Ausgrid |
|  | Maintain/Increase % of people who use public transport to travel to work                   | 40%, 2016   | ABS Census, Population and Housing                  |
|  | Decrease in total waste diverted to landfill   | 8,000 tonnes of general waste, 2,161 tonnes of recycling and 2,341 tonnes of green waste, 2019/2020         | Council data  |



Monitoring our progress cont'd

## Vibrant city and villages

| Community Outcome |   | Measure  | Baseline                                      | Source   |
|-------------------|---|--|---|--|
| 4.1               | <b>A thriving city and centrally located, strategic business and employment hub within Sydney</b>       | Increase in Burwood self-containment   | 15%, 2016                                     | ABS Census, Population and Housing                                     |
|                   |   | Maintain/increase % of people who work in Burwood LGA and live in other LGAs | 81%, 2021                                     | ABS Census, Population and Housing                                     |
|                   |   | No loss of GDP   | \$2.772 million, 2022/23                      | National Institute of Economic and Industry Research                   |
|                   |   | Decrease in local unemployment rate  | 3.8%, 2024                                    | ABS Census, Population and Housing                                     |
| 4.2               | <b>Safe, clean and activated streets, centres and public places are enjoyed by people day and night</b> | Increase in % of people who feel safe in their area during the day and night | 97% day and 68% night, 2021                   | Community Satisfaction Survey, Micromex Research                       |
|                   |   | Reduction in number of accidents and people killed or injured                | 77 crashes and 89 people killed/injured, 2019 | NSW Department of Transport  |
|                   |   | Reduction in the number of incidents across all offence types                | 2,808 incidents, 2021                         | NSW Recorded Crime Statistics, Bureau of Crime Statistics and Research |
|                   |   | Increase in % of residents satisfied with attractiveness of town centres     | 88%, 2023                                     | Community Satisfaction Survey, Micromex Research                       |



## Open and collaborative leadership

| Community Outcome   | Measure   | Baseline                  | Source   |
|---|---|---------------------------|--|
| 5.1<br><b>A well informed community active in civic life, local planning and decision making</b>                                | Increase in % of residents who describe Council's level of community engagement as good to excellent                              | 74%, 2023                 | Community Satisfaction Survey, Micromex Research |
|   | Maintain/increase % of residents who are at least somewhat satisfied with Council's level of communication                        | 86%, 2023                 | Community Satisfaction Survey, Micromex Research |
| 5.2<br><b>Effective, innovative and collaborative leadership is underpinned by open, transparent and responsible governance</b> | Maintain/increase % of residents who are at least somewhat satisfied with Council's transparency and integrity in decision making | 85%, 2023                 | Community Satisfaction Survey, Micromex Research |
|   | Maintain/increase % of residents who are at least somewhat satisfied with Council's performance                                   | 90%, 2023                 | Community Satisfaction Survey, Micromex Research |
|   | Increase in % of successful grant applications awarded to Council   | Baseline to be determined | Council data                                     |
|   | Increase in collaborations and joint projects   | Baseline to be determined | Council data                                     |







# Aligning with NSW State goals and priorities

Council is committed to working with other levels of government, not only to advocate for the community on issues of concern but to support overarching strategies that will benefit our community and local government area.

Burwood has been identified in state planning as a strategic centre within greater Sydney. In developing Burwood2036 consideration has been given to aligning our community outcomes with NSW State Government priorities and plans.



|   | Inclusive<br>community<br>and culture | Places<br>for<br>People | Sustainable<br>and protected<br>environment | Vibrant city<br>and<br>villages | Open and<br>collaborative<br>leadership |
|---|---------------------------------------|-------------------------|---|---------------------------------|---|
| <b>NSW 2021 State Plan Goals</b>  |                                       |                         |   |                                 |   |
| Rebuild the economy   |                                       | X                       |   | X                               |   |
| Return quality services   | X                                     | X                       | X   | X                               | X                                       |
| Renovate infrastructure   |                                       | X                       | X   |                                 |   |
| Strengthen our local<br>environment and<br>communities                  | X                                     |                         | X   |                                 |   |
| Restore accountability<br>to government                                 |                                       |                         |   |                                 | X                                       |
| <b>Premier's priorities</b>   |                                       |                         |   |                                 |   |
| A strong economy  |                                       |                         |   | X                               |   |
| A higher quality<br>education   | X                                     |                         |   |                                 |   |
| Well connected<br>communities & quality<br>local environments           | X                                     | X                       | X   | X                               |   |
| Putting customer<br>at the centre of<br>everything we do                |                                       |                         |   |                                 | X                                       |
| Breaking the cycle<br>of disadvantage                                   | X                                     | X                       |   |                                 |   |
| <b>Eastern City District Plan directions</b>                            |                                       |                         |   |                                 |   |
| Infrastructure<br>supporting new<br>developments                        |                                       | X                       |   |                                 |   |
| Working together to<br>grow a Greater Sydney                            |                                       | X                       |   | X                               | X                                       |
| Celebrating diversity<br>and putting people at<br>the heart of planning | X                                     | X                       |   |                                 |   |
| Giving people<br>housing choices  |                                       | X                       |   |                                 |   |
| Designing places<br>for people  |                                       | X                       |   |                                 |   |
| Developing a more<br>accessible and<br>walkable city                    |                                       | X                       |   |                                 |   |
| Creating the<br>conditions for a<br>stronger economy                    |                                       | X                       |   | X                               |   |
| Valuing green spaces<br>and landscape                                   |                                       |                         | X   |                                 |   |
| Using resources wisely  |                                       |                         | X   |                                 | X                                       |
| Adapting to a<br>changing world   |                                       | X                       | X   |                                 |   |



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## 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



**Burwood continues to thrive as a dynamic, inclusive, and connected community, one that proudly blends its rich heritage with a bold vision for the future. As we enter 2025–26, we remain focused on delivering high-quality infrastructure, services, and experiences that reflect the aspirations of our diverse and growing population.**

This year marks the full-scale roll-out of projects under the \$110 million Western Sydney Infrastructure Grants Program. From revitalised parks and streetscapes to new community facilities, these 11 transformational projects are designed to improve everyday life for our residents and enhance the liveability of our town centres and public spaces.

Our commitment to improving amenity through process reforms, place activations, and high-impact upgrades continues. We are streamlining how we deliver, cutting red tape, and making it easier for businesses and the community to activate public spaces.

As the construction of the Burwood North Metro Station progresses, we edge closer to a new era of connectivity. This critical infrastructure will anchor the future growth of Burwood and cement our role as a gateway between the Sydney CBD and Parramatta.

Sustainability remains a key focus. This year, Council will expand its urban greening

efforts with new tree plantings and water-sensitive design initiatives. We're committed to protecting and enhancing the environment for future generations.

Following the successful delivery of our 150th anniversary celebrations, bringing thousands together through events like the Burwood Street Party and heritage walking tours, we now look ahead with renewed energy. We're strengthening our cultural identity, deepening community engagement, and laying the foundation for long-term prosperity through strategic planning and design excellence.

Thank you to our community members, whose feedback, passion and ideas continue to shape the work we do. I would also like to thank my fellow Councillors, General Manager and Council staff for their tireless commitment to delivering results that matter.

Together, we're building a more vibrant, inclusive and resilient Burwood, one project, one idea, and one step at a time.



## Message from The General Manager, Tommaso Briscese



**Burwood Council's 2025–26 Operational Plan continues to drive forward our commitment to creating a vibrant, liveable, and resilient community. With a clear focus on service excellence, strategic investment, and future-focused planning, we are delivering outcomes that matter to the people who live, work, visit and invest in Burwood.**

Over the past year, we've made strong progress in embedding our Customer Experience Strategy, placing our community at the centre of everything we do. While satisfaction with Council services remains consistently high, we recognise that delivering a great customer experience requires ongoing focus, adaptability, and a genuine commitment to continuous improvement. We're investing in smarter systems, clearer processes and a more responsive culture that makes it easier for our community to interact with us.

Council continues to deliver an ambitious program of capital works, upgrades, and beautification projects that improve the look, feel, and function of our streets, parks and public spaces. From upgraded footpaths and playgrounds to refreshed community facilities, these projects reflect our focus on practical improvements that enhance everyday life across the Burwood area.

Our approach remains grounded in partnership. Whether working alongside state agencies,

community groups, businesses or residents, we are committed to collaborative delivery and shared outcomes. Council continues to plan strategically through integrated precinct masterplans, infrastructure frameworks and placemaking programs that align with long-term aspirations and emerging challenges.

We're also consolidating Burwood's role as a leading destination in Greater Sydney, supporting a thriving nighttime economy and strengthening Burwood's reputation as a place where culture, commerce, and community come alive day and night.

I want to extend my sincere thanks to our Mayor and Councillors for their bold and forward-thinking leadership, and to our dedicated Council staff for their ongoing passion and hard work. I also thank our residents, businesses, and partners for their trust and ongoing engagement.

Together, we are creating a Burwood that is welcoming, innovative, and ready for what's next.





# Our Delivery Program and Operational Plan

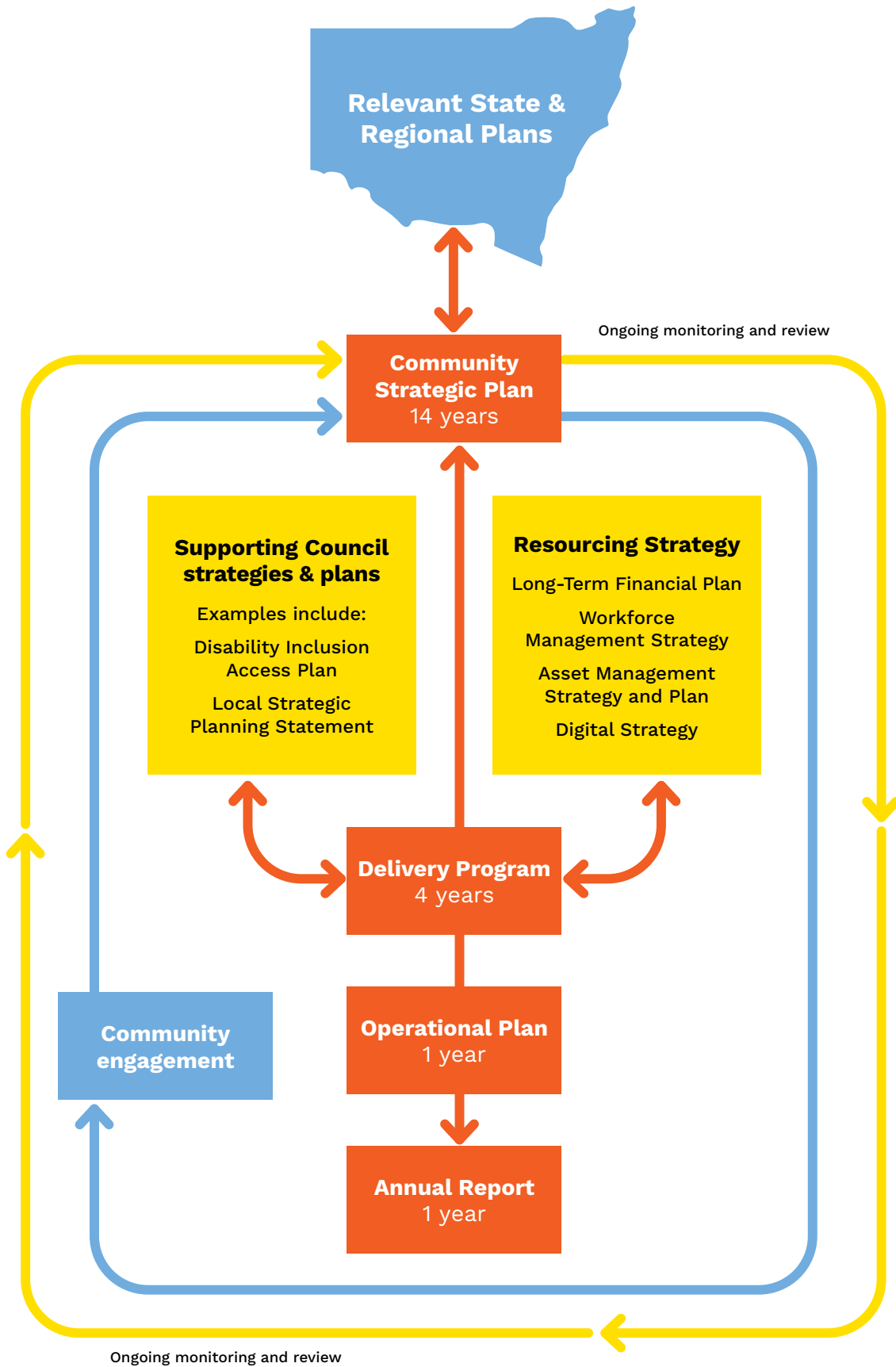
The Burwood 2025-2029 Delivery Program is Council's response to delivering on the long-term aspirations of our community, partners and organisation. It responds to the strategic direction established by Burwood2036, our Community Strategic Plan.

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

Global spirit. Local heart.

Burwood is a welcoming community - proud of its past, shaped by its people, and connected to the world.

### 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 double.

## Who we are



**Current population: 43,346**

**48.9%** males

**51.1%** females

**0.4%** First Nations People

**63.2%** Australian Citizens



## Languages & ethnicity

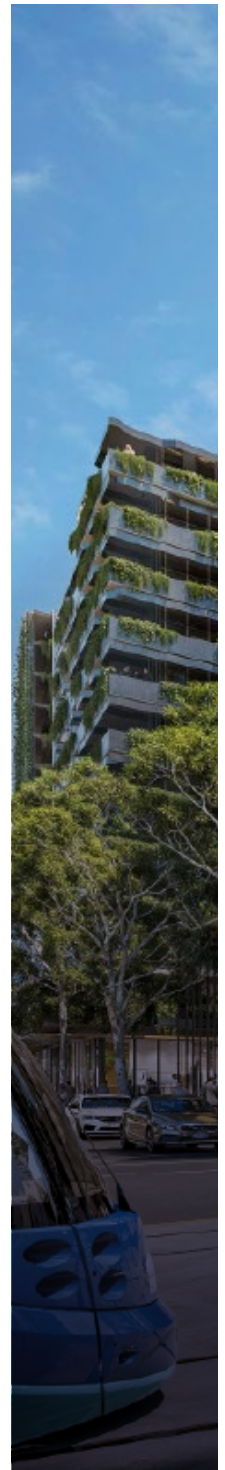
**62%** Over 25,000 residents speak a language other than English at home

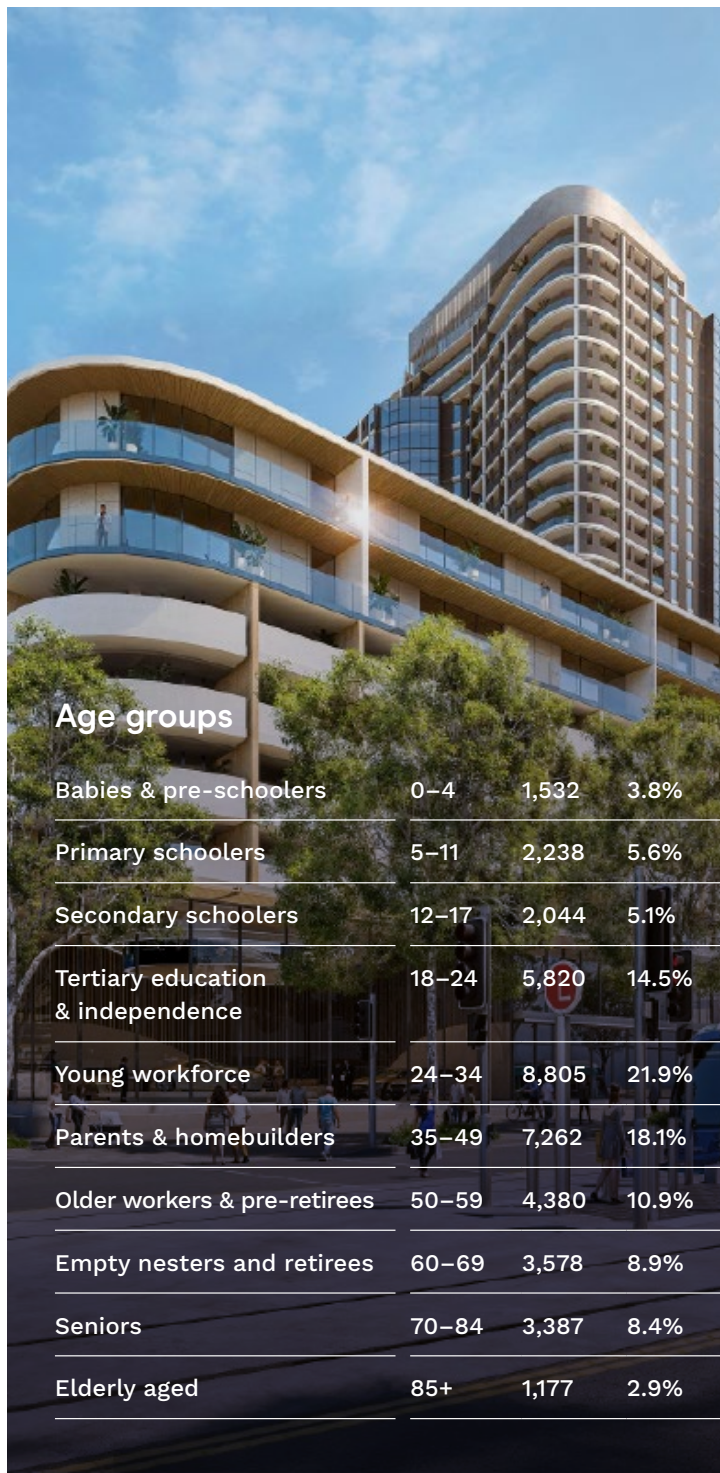
**55+** different languages spoken

**57.7%** of residents born overseas

**33%** of residents arrived from overseas since 2016

Source: 2023 Census data





## 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 47,500m<sup>2</sup> 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

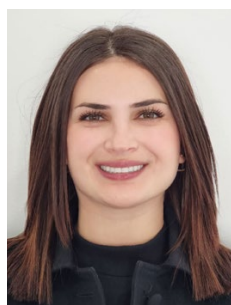
## Our Councillors



**Cr John Faker**  
Mayor of Burwood



**Cr George Mannah**  
Deputy Mayor



**Cr Pascale Esber**  
Councillor



**Cr Alex Yang**  
Councillor



**Cr Sukirti Bhatta**  
Councillor



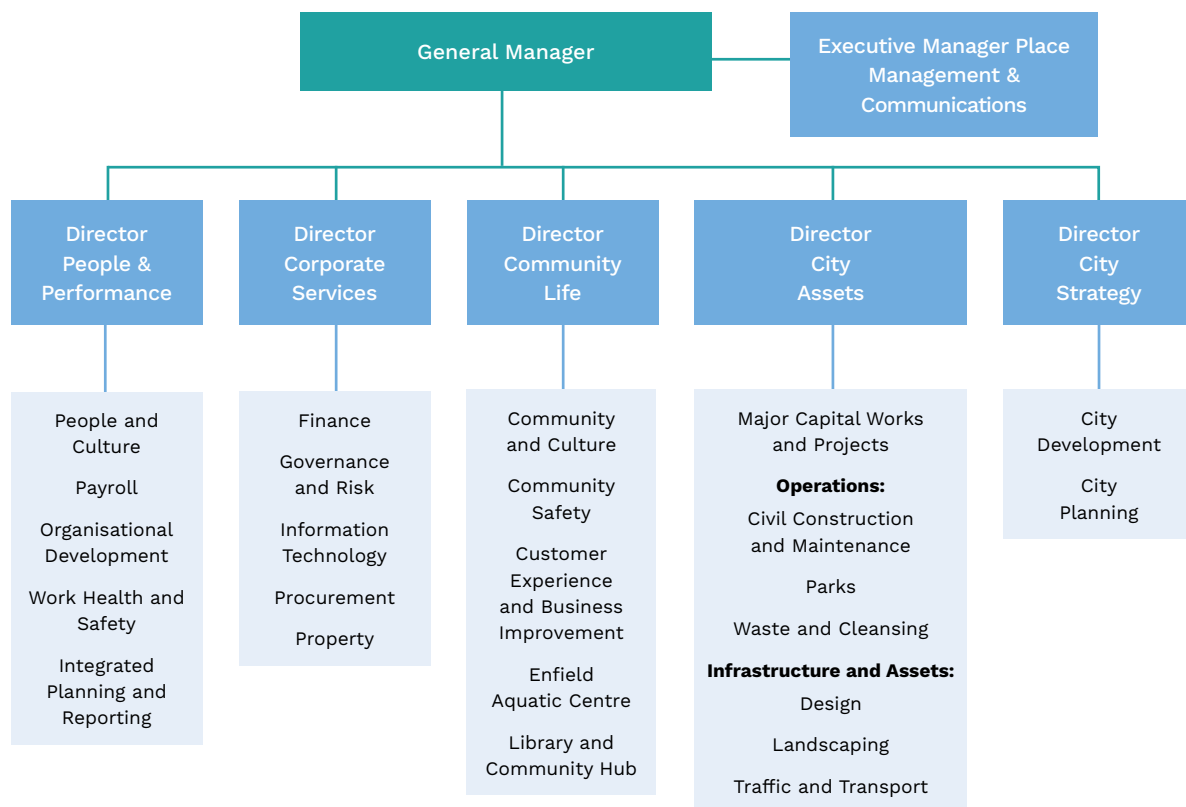
**Cr David Hull**  
Councillor



**Cr De Yi Wu**  
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**



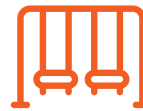
**89.73 km of roads**



**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 and grants.
- **Property** – management of Council's property portfolio including property projects and maintenance.

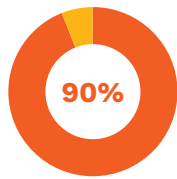
**The following internal service areas assist in the delivery of frontline services:**

- 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

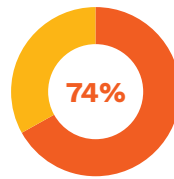
## About Council

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

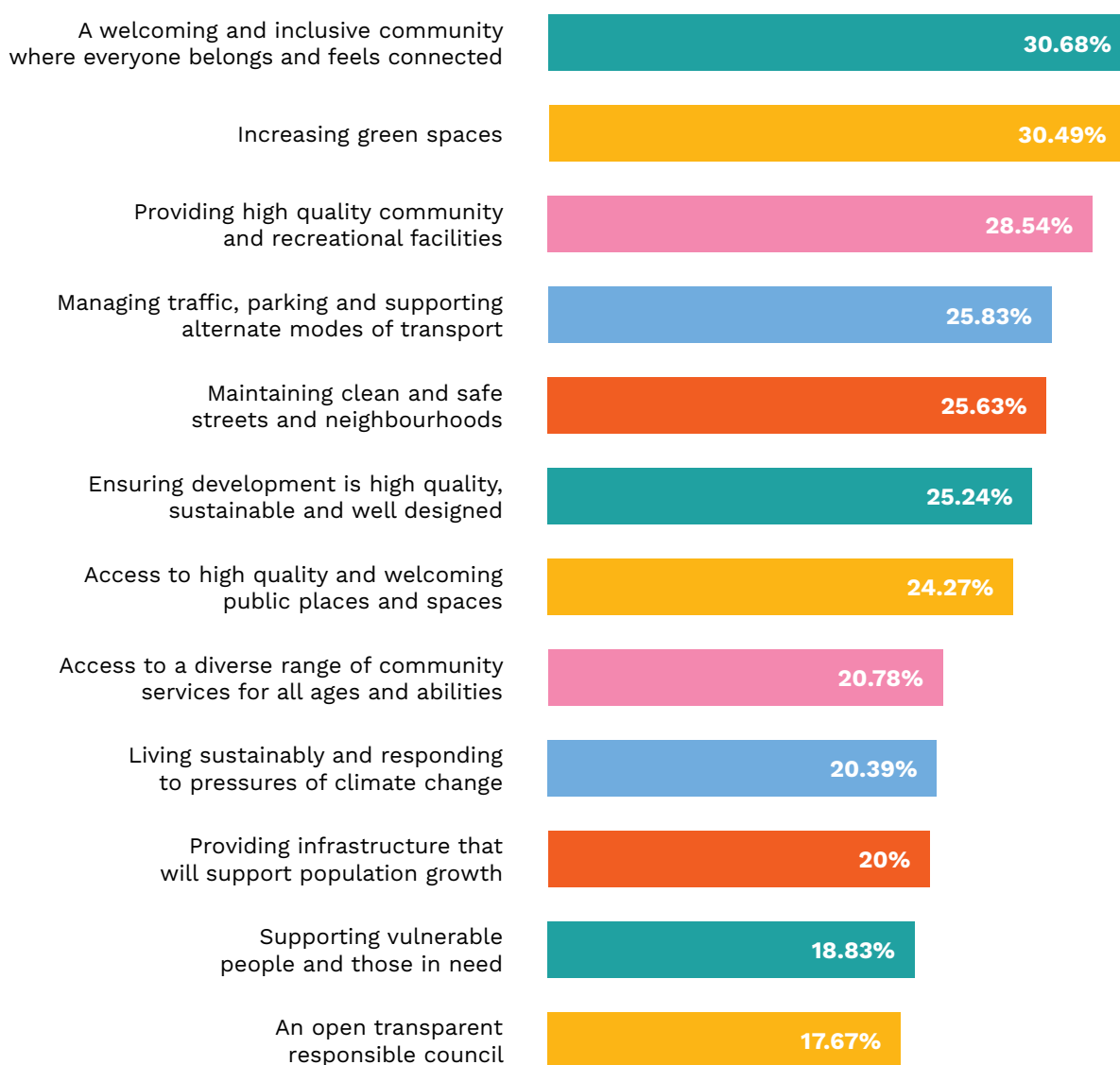


Financial management



# About Burwood

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



# Our Priorities (2025–2026)

## 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 (2025–2029)

Until 2029, we anticipate that the following significant projects will strengthen Burwood's position as a strategic centre within Greater Sydney.

## Community Facilities

### 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.



### 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.

## 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.



### 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.



## 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 1,450m<sup>2</sup> 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.









## 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
- Creative Burwood Strategy
- Burwood Library Strategic Plan
- Multicultural Burwood Strategy
- Burwood Youth Action Plan
- Child Safe Policy and Child Safe Action Plan
- Disability Inclusion Action Plan
- Property Strategy
- Reconciliation Action Plan
- Safer Burwood 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                                |
| <b>C.1</b>                       | A welcoming community that cares and looks after each other | <b>C.1.1</b> | Support and deliver initiatives that encourage social inclusion and community connections | <b>P.1</b>               | Encourage, support and recognise individual and organisational community contributions                 | Community Life<br>General Manager's Office |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   | <b>P.2</b>               | Provide and support initiatives which facilitate an inclusive community and respond to community needs | Community Life                             |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   |                          |  |  |
|                                  |   |              |   |                          |  |  |

## Operational Plan 2025-26

| Action   | Service Area                        | Target  |
|--|-------------------------------------|---|
| <b>A.1</b> Coordinate Council's Volunteer Program and initiatives to support and recognise volunteering in the community   | Community and Culture               | Volunteer Awards Program (May 2026)<br>3 volunteer training sessions (June 2026)  |
| <b>A.2</b> Deliver annual awards programs that recognise local community and business achievements   | Place Management and Communications | Australia Day Citizen of the Year Awards Program (January 2026)<br>Mayor's Commendation Awards for Local Business (June 2026)   |
| <b>A.3</b> Deliver capacity building and funding initiatives to support the community sector, including the annual Community Grants, ClubGRANTS and the Councillor's Donation Programs | Community and Culture               | Club Grants Program convened (July 2025)<br>6 sector support initiatives (June 2026)<br>Donation requests supported (June 2026)<br>100% of Community Grants Program allocated in accordance with Program Guidelines (June 2026) |
| <b>A.4</b> Implement the Disability Inclusion Action Plan 2022-2025  | Community and Culture               | 100% of year 4 actions implemented (June 2026)  |
| <b>A.5</b> Implement the Multicultural Burwood Strategy 2024 to 2028   | Community and Culture               | 100% of year 2 actions implemented (June 2026)  |
| <b>A.6</b> Implement the Burwood Youth Action Plan 2024 to 2027  | Community and Culture               | 100% of year 2 actions implemented (April 2026)   |
| <b>A.7</b> Implement social research program to identify and address existing and emerging community needs   | Community and Culture               | 2 research projects completed (June 2026)<br>Annual Street Count delivered (February 2026)  |



| 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 2025-26

| Action   | Service Area                                 | Target  |
|--|--|---|
| <b>A.8</b> Manage the allocation and use of community facilities, venues, parks and sports fields  | Customer Experience and Business Improvement | 10% increase in usage (June 2026)<br>Minimum of 10 new user groups accessing spaces (June 2026)<br>100% of bi-monthly condition inspections conducted (June 2026) |
| <b>A.9</b> 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 2026)  |
| <b>A.10</b> Implement the Reconciliation Action Plan   | Community and Culture                        | 100% of year 1 actions complete (June 2026)   |
| <b>A.11</b> Implement the Burwood Library Strategic Plan   | Library and Community Hub                    | 100% of year 4 actions completed (June 2026)  |
| <b>A.12</b> 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 2026)  |
| <b>A.13</b> Activate the Community Hub with a range of opportunities that foster belonging and wellbeing   | Library and Community Hub                    | > 100 events delivered in the community hub (June 2026)   |

| Community Strategic Plan 2022-36 |          |              |   | Delivery Program 2022-26 |  |                |
|----------------------------------|----------|--------------|---|--------------------------|--|----------------|
| Community Outcome                | Strategy |              |   | Principal Activity       |  | Directorate    |
|                                  |          |              |   | <b>P.7</b>               | Collaborate and provide initiatives for active and passive recreation and wellbeing                    | Community Life |
|                                  |          |              |   |                          |  |                |
|                                  |          |              |   | <b>P.8</b>               | Provide a safe and healthy environment for EAC customers and programs which respond to community needs | Community Life |
|                                  |          |              |   |                          |  |                |
|                                  |          |              |   |                          |  |                |
|                                  |          |              |   |                          |  |                |
|                                  |          | <b>C.2.2</b> | Ensure people of all abilities and backgrounds can enjoy our public spaces and places | <b>P.9</b>               | Deliver infrastructure and services that keep our community safe                                       | Community Life |
|                                  |          |              |   |                          |  |                |
|                                  |          |              |   |                          |  |                |

## Operational Plan 2025-26

| Action  | Service Area                 | Target   |
|---|------------------------------|--|
| <b>A.14</b> Deliver community programs and Mobile Play Van in community spaces and ensure they offer value for money and respond to community needs | Community and Culture        | Minimum 140 Play Van experiences delivered (June 2026)<br><br>Service review of Council's Community Programs and evaluation of Mobile Play Van completed (December 2026) |
| <b>A.15</b> Deliver Council's Mobile Play Van Service in community spaces   | Community and Culture        | Minimum 160 Play Van experiences delivered (June 2026)   |
| <b>A.16</b> Operate and expand Council's Learn to Swim Program  | Enfield Aquatic Centre (EAC) | >400 classes held per term (June 2026)<br><br>>1,800 active students per term (June 2026)  |
| <b>A.17</b> 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 2026)<br><br>120,000 annual visits (June 2026)  |
| <b>A.18</b> Undertake Royal Life Saving Aquatic Facility Safety Assessment (AFSA) Audit Program   | Enfield Aquatic Centre (EAC) | Safety Score >90% (June 2026)<br><br>5 Star Water Safety Partner Accreditation >90% (June 2026)  |
| <b>A.19</b> Increase visitations through a range of incentives for the local community  | Enfield Aquatic Centre (EAC) | 4 new incentives delivered (June 2026)   |
| <b>A.20</b> Coordinate Council's CCTV Program   | Community Safety             | 100% of CCTV requests processed within 5 working days (June 2026)  |
| <b>A.21</b> Implement the Child Safe Action Plan  | Community and Culture        | 100% of 2025 Child Safe Action Plan actions completed (June 2026)  |



| Community Strategic Plan 2022-36 |  |              |  | Delivery Program 2022-26 |  |  |
|----------------------------------|--|--------------|--|--------------------------|--|--|
| Community Outcome                |  | Strategy     | Principal Activity   |                          | Directorate  |  |
|                                  |  | <b>C.2.3</b> | Provide opportunities for people to participate in activities and events that celebrate our diverse community, history and culture | <b>P.10</b>              | Deliver an accessible program of community and civic events that celebrate local, indigenous, existing and emerging cultures | General Manager's Office<br>Community Life |
|                                  |  |              |  |                          |  |  |
|                                  |  |              |  |                          |  |  |
|                                  |  |              |  |                          |  |  |

### Operational Plan 2025-26

| Action   | Service Area                        | Target  |
|--|-------------------------------------|---|
| <b>A.22</b> Implement Safer Burwood Plan   | Community and Culture               | 100% of year 3 actions completed (June 2026)          |
| <b>A.23</b> Deliver Council's ongoing program of events that celebrate local community and culture | Community and Culture               | 15 community events<br>4 civic ceremonies (June 2026) |
| <b>A.24</b> Support external groups/providers to deliver community events                          | Community and Culture               | 10 external events supported (June 2026)              |
| <b>A.25</b> Deliver regular citizenship ceremonies   | Place Management and Communications | 4 citizenship ceremonies delivered (June 2026)        |



## 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
- Burwood After Dark

### 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   |
| <b>C.3</b>                       | An urban environment that maintains and enhances our sense of identity and place | <b>C.3.1</b> | Facilitate well designed, high quality and sustainable land use and development that is appropriately scaled to complement its surroundings | <b>P.11</b>              | Deliver an urban environment that maintains and enhances our sense of identity and place | City Strategy |
|                                  |  |              |   |                          |  |               |
|                                  |  |              |   |                          |  |               |
|                                  |  |              |   |                          |  |               |
|                                  |  |              |   |                          |  |               |
|                                  |  |              |   | <b>P.12</b>              | Develop and implement planning policies to enhance and promote design excellence         | City Strategy |
|                                  |  |              |   | <b>P.13</b>              | Identify and plan for built heritage and local character                                 | City Strategy |
|                                  |  | <b>C.3.2</b> | Protect our unique built heritage and maintain or enhance local character   |                          |  |               |

## Operational Plan 2025-26

| Action   | Service Area     | Target  |
|--|------------------|---|
| <b>A.27</b> Provide efficient, timely development assessment services, including pre-DA support  | City Development | Median net turnover time <65 days (June 2026)   |
| <b>A.28</b> Complete Planning Proposal for Gateway Determination including DCP, Public Domain Plan and Infrastructure Plan for Burwood North | City Planning    | Planning Proposal gazetted (March 2026)   |
| <b>A.29</b> Review and update the Burwood Contributions Plan to facilitate appropriate delivery of infrastructure                            | City Planning    | Commence policy review with implementation recommendations to meet future infrastructure needs (June 2026)  |
| <b>A.30</b> Investigate and prepare options that respond to State Government TOD SEPP Program  | City Planning    | DCP and Infrastructure Framework finalised by DPHI for the TOD SEPP (December 2025)   |
| <b>A.31</b> 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)<br><br>Investigate options related to LGA boundary change adjacent to PLC Croydon (June 2026) |
| <b>A.32</b> 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 2026)   |
| <b>A.33</b> 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 2026)<br><br>Referral response <20 days (June 2026)  |

| Community Strategic Plan 2022-36 |   |              |   | Delivery Program 2022-26 |   |                                     |
|----------------------------------|---|--------------|---|--------------------------|---|-------------------------------------|
| Community Outcome                |   | Strategy     |   | Principal Activity       |   | Directorate                         |
|                                  |   | <b>C.3.3</b> | Promote greater diversity of quality housing and affordability to meet current and future community needs | <b>P.14</b>              | Facilitate the expansion of social, community and affordable housing through proactive policies and collaboration | City Planning                       |
| <b>C.4</b>                       | Sustainable, integrated transport, infrastructure and networks support population growth and improve liveability and productivity | <b>C.4.1</b> | Plan and manage transport infrastructure to meet current and future community needs                       | <b>P.15</b>              | Design traffic facilities which improve the safe movement of pedestrians and vehicles                             | City Assets                         |
|                                  |   |              |   | <b>P.16</b>              | Ensure development provides sufficient off-street parking in line with Council policies                           | City Assets                         |
|                                  |   |              |   | <b>P.17</b>              | Deliver a preventative maintenance program for Council assets and facilities to ensure their ongoing viability    | City Strategy<br>Corporate Services |

### Operational Plan 2025-26

| Action   | Service Area          | Target  |
|--|-----------------------|---|
| <b>A.34</b> Complete Affordable Housing Strategy for inclusion in future comprehensive LEP review                                    | City Planning         | Affordable Housing Strategy adopted by Council (June 2026)                      |
| <b>A.35</b> 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 2026) |
| <b>A.36</b> Identify black spots based on accident history and apply for grant funding for facility upgrades                         | Traffic and Transport | Crash data review completed (June 2026)   |
| <b>A.37</b> Undertake a review of parking provisions for required development applications   | Traffic and Transport | Referral response time <20 days (June 2026)                                     |
| <b>A.38</b> Undertake design and upgrade of road infrastructure to improve performance, lifecycle and accessibility                  | Assets and Design     | 100% of budgeted upgrades delivered (June 2026)                                 |
| <b>A.39</b> Undertake CCTV camera inspections of Council's drainage network  | Assets and Design     | 10% of network inspected (June 2026)  |
| <b>A.40</b> Embed the preventative maintenance program for Council assets and facilities to ensure their ongoing viability           | Property              | Review of Council's building assets completed (June 2026)                       |



| Community Strategic Plan 2022-36 |   |              |   | Delivery Program 2022-26 |  |  |
|----------------------------------|---|--------------|---|--------------------------|--|--|
| Community Outcome                |   | Strategy     | Principal Activity  |                          | Directorate  |  |
|                                  |   | <b>C.4.2</b> | Plan for a city that is safe, accessible and easy to get to and move around in  | <b>P.18</b>              | Develop and implement plans and strategies that make provision for infrastructure to support growth locations  | City Strategy                                |
|                                  |   |              |   | <b>P.19</b>              | Undertake traffic and transport planning and works which deliver integrated pedestrian, traffic, roads and parking management and support alternative modes of transport | City Assets                                  |
|                                  |   |              |   |                          |  |  |
| <b>C.5</b>                       | Public and open spaces are high quality, welcoming, accessible, shaded, enjoyable places seamlessly connected with their surroundings | <b>C.5.1</b> | Plan and deliver quality public places and open spaces that fulfil and support diverse community needs and lifestyles | <b>P.20</b>              | Implement innovative, sustainable technologies to improve the delivery of services and management of Council assets  | Corporate Services                           |
|                                  |   |              |   | <b>P.21</b>              | Deliver projects that activate streets, public and open spaces and enhance amenity, accessibility and safety   | General Manager's Office<br>All Directorates |

## Operational Plan 2025-26

| Action  | Service Area           | Target  |
|---|------------------------|---|
| <b>A.41</b> 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 (December 2025)                       |
| <b>A.42</b> Continue implementation of recommendations of the Traffic & Transport Study   | Traffic and Transport  | 40% of year 0-5 Year recommendations implemented (June 2026)  |
| <b>A.43</b> Undertake review of Parking Strategy and continue to investigate parking initiatives to alleviate traffic congestion                                | Traffic and Transport  | Report Parking Strategy to Council and 20% of the year 1 to 5 recommendations implemented (June 2026) |
| <b>A.44</b> Identify and apply for grant funding to implement actions of Active Transport Study   | Traffic and Transport  | 20% of the Short Term recommendations implemented (June 2026)   |
| <b>A.45</b> Explore AI and automation opportunities   | Information Technology | A minimum of 3 AI and automation opportunities explored (June 2026)                                   |
| <b>A.46</b> Western Sydney Infrastructure Grants (WSIG) project Burwood Urban Park Arts and Cultural Centre   | Property               | Maintain delivery in line with program (June 2026)  |
| <b>A.47</b> Review and update Burleigh Street Masterplan to identify precinct scope and housing development opportunities                                       | City Strategy          | Phase completion (June 2026)  |

| Community Strategic Plan 2022-36 |  |          |  | Delivery Program 2022-26 |   |             |
|----------------------------------|--|----------|--|--------------------------|---|-------------|
| Community Outcome                |  | Strategy |  | Principal Activity       |   | Directorate |
|                                  |  |          |  |                          |   |             |
|                                  |  |          |  |                          |   |             |
|                                  |  |          |  | <b>P.22</b>              | Protect and enhance quality open spaces and recreational facilities that are diverse, accessible and responsive to changing needs | City Assets |
|                                  |  |          |  |                          |   |             |
|                                  |  |          |  |                          |   |             |
|                                  |  |          |  |                          |   |             |
|                                  |  |          |  |                          |   |             |

## Operational Plan 2025-26

| Action      |   | Service Area                        | Target   |
|-------------|---|-------------------------------------|--|
| <b>A.48</b> | Deliver place activation projects aligned with Council's Place Management Framework                           | Place Management and Communications | 1 activation delivered (June 2026)   |
| <b>A.49</b> | WSiG project - installation of Library Pod in Henley Park   | Property                            | Maintain delivery in line with program (June 2026)   |
| <b>A.50</b> | Implement Masterplans and undertake design and upgrades for parks and reserves                                | Assets and Design                   | 100% of budgeted upgrades delivered (June 2026)<br><br>Update the Wangal Park Plan of Management (June 2026) |
| <b>A.51</b> | WSiG project – Henley Park sportsfield upgrade including renewal of turf and spectator seating                | Major Capital Works and Projects    | Maintain delivery in line with program (June 2026)   |
| <b>A.52</b> | WSiG project – Burwood Park Inclusive Play Space Project – new inclusive play space, Exeloo, new BBQs         | Major Capital Works and Projects    | Maintain delivery in line with program (June 2026)   |
| <b>A.53</b> | WSiG project - Woodstock Park Sensory Garden Project – new landscaping, removal of playground and new seating | Major Capital Works and Projects    | Maintain delivery in line with program (June 2026)   |





### 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                  |
| <b>C.6</b>                       | The urban forest and natural environment are maintained, enhanced and connected                  | <b>C.6.1</b> | Maintain and increase green spaces, the urban tree canopy, natural shade and enhance biodiversity corridors | <b>P.23</b>              | Maintain public parks and open spaces to maximise their use and people's enjoyment                           | City Assets                  |
|                                  |  |              |   | <b>P.24</b>              | Maintain and manage existing street trees and seek initiatives and opportunities to enhance the urban canopy | City Assets<br>City Strategy |
| <b>C.7</b>                       | People and infrastructure contribute positively to the environment and respond to climate change | <b>C.7.1</b> | Deliver efficiency and innovation in the use of resources   | <b>P.25</b>              | Expand the use of sustainable technologies across Council facilities, parks and reserves                     | City Strategy                |
|                                  |  |              |   | <b>P.26</b>              | Implement initiatives which work towards a net zero emissions community by 2050                              | City Strategy                |
|                                  |  | <b>C.7.2</b> | Develop strong planning controls to protect and support a green and sustainable environment                 | <b>P.27</b>              | Provide land use planning framework and policies which enhance and protect open and green space              | City Strategy                |
|                                  |  |              |   | <b>P.28</b>              | Explore opportunities for improved sustainable building design outcomes and practices                        | City Strategy                |

## Operational Plan 2025-26

| Action      |  | Service Area      | Target   |
|-------------|--|-------------------|--|
| <b>A.57</b> | Undertake scheduled maintenance program for parks, reserves, playgrounds, sports fields and open spaces  | Operations        | Additional trees planted across LGA open space (Parks) (June 2026)<br><br>Scheduled maintenance program (Ongoing)                                  |
| <b>A.58</b> | Implement the Street Tree Management Strategy  | Assets and Design | Street Tree Planting Program delivered (June 2026)   |
| <b>A.59</b> | 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 (June 2026) |
| <b>A.60</b> | 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 (June 2026)   |
| <b>A.61</b> | Investigate opportunity to develop a Public Spaces Strategy for LGA  | City Planning     | Scoping report with options presented to Council (June 2026)   |
| <b>A.62</b> | Respond to and address complaints relating to building non-compliance  | Community Safety  | Initiative delivered to build awareness of building compliance (June 2026)   |



| Community Strategic Plan 2022-36 |  |  | Delivery Program 2022-26 |   |                              |
|----------------------------------|--|--|--------------------------|---|------------------------------|
| Community Outcome                |  | Strategy   | Principal Activity       |   | Directorate                  |
|                                  |  | <b>C.7.3</b> Improve waste reduction, recycling and re-using practices in homes, workplaces, development sites, public places and Council assets | <b>P.29</b>              | Implement initiatives which work towards a zero-waste community             | City Strategy                |
|                                  |  |  | <b>P.30</b>              | Provide the support, education and services people need to live sustainably | City Assets<br>City Strategy |
|                                  |  |  |                          |   |                              |
|                                  |  |  |                          |   |                              |
|                                  |  |  |                          |   |                              |
|                                  |  |  |                          |   |                              |



## Operational Plan 2025-26

| Action      |   | Service Area  | Target   |
|-------------|---|---------------|--|
| <b>A.63</b> | Evaluate the results of the current FOGO (Food and Garden Organics) trial and investigate service expansion based on evaluation results | City Planning | Options report presented to Council on an approach to the mandated roll out of FOGO by 2031 (June 2026)                                      |
| <b>A.64</b> | 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)                              |
| <b>A.65</b> | 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)                                   |
| <b>A.66</b> | Deliver litter management/removal service for major parks   | Operations    | Collection of litter bins in major parks (Daily)   |
| <b>A.67</b> | 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 (Ongoing) |







#### 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
- Burwood After Dark

### 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.31                     | Support the marketing and promotion of Burwood as a destination   | General Manager's Office                   |
|                                  |  |          |   | P.32                     | 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.33                     | Research and monitor the local economic landscape and identify opportunities for the enhancement of business, industry and jobs           | General Manager's Office                   |
|                                  |  |          |   | P.34                     | 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.35                     | Activate key public places to foster productivity, economic recovery, community connection and local identity                             | General Manager's Office<br>Community Life |

## Operational Plan 2025-26

| Action      | Service Area   | Target  |
|-------------|--|---|
| <b>A.68</b> | Develop marketing plan and promote Burwood as a destination  | Place Management and Communications   |
|             |  | Marketing plan developed and 1 campaign delivered (June 2026)   |
| <b>A.69</b> | Coordinate the Shopfront Improvement and Enforcement Programs  | Community Safety  |
|             |  | 100% of funds allocated in accordance with the Shopfront Improvement Policy (June 2026)   |
|             |  | 100% of shopfront enforcement program undertaken (June 2026)  |
| <b>A.70</b> | Undertake research and consult with stakeholders to deliver business support programs                        | Place Management and Communications   |
|             |  | NSW Small Business Month activity completed (June 2026)   |
| <b>A.71</b> | 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 2026) |
| <b>A.72</b> | Implement activities or initiatives that enhance Burwood's night time economy                                | Place Management and Communications   |
|             |  | 100% of Burwood After Dark year 2 actions implemented (June 2026)   |
| <b>A.73</b> | Review Sponsorship Policy  | Community and Culture   |
|             |  | Sponsorship Policy adopted (June 2026)  |

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

## Operational Plan 2025-26

| Action      |  | Service Area                        | Target  |
|-------------|--|-------------------------------------|---|
| <b>A.74</b> | Implement Council's public art program to enhance and foster local identity and activate public spaces | Community and Culture               | Minimum of 10 public art projects delivered (June 2026)   |
| <b>A.75</b> | 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 2026)  |
| <b>A.76</b> | Develop and coordinate diverse arts and cultural programs including the Burwood Art Prize              | Community and Culture               | Minimum 110 Burwood Art Prize finalists and 10 public programs (June 2026)  |
| <b>A.77</b> | Implement Creative Burwood Strategy  | Community and Culture               | 100% of Year 1 actions implemented (June 2026)<br><br>Live and Local Program delivered (May 2026)   |
| <b>A.78</b> | WSIG Project - Burwood Main Street Transformation project  | Place Management and Communications | Maintain delivery in line with program (June 2026)  |
| <b>A.79</b> | WSIG Project - Deane Street Transformation/Shared Zone Project (Burwood Town Centre revitalisation)    | Place Management and Communications | Maintain delivery in line with program (June 2026)  |
| <b>A.80</b> | WSIG Project - Paisley Road  | Major Capital Works and Projects    | Maintain delivery in line with program (June 2026)  |
| <b>A.81</b> | WSIG Project - Strathfield Place-Making Project (Strathfield Precinct Transformation)                  | Place Management and Communications | Maintain delivery in line with program (June 2026)  |
| <b>A.82</b> | 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)<br><br>Sweeping of Council car parks conducted (Weekly)<br><br>Mechanical sweeping of Burwood Road and side streets in Burwood CBD conducted (Daily) |



## 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.38**

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

**P.39**

Educate residents on safe practices to reduce road incidents and fatalities

City Assets

**P.40**

Deliver infrastructure, services and information which promote active, safe and clean streets and public places

Community  
Life

City Assets

City Strategy

## Operational Plan 2025-26

| Action      |   | Service Area          | Target  |
|-------------|---|-----------------------|---|
| <b>A.83</b> | Undertake mowing of verges for residents who are pensioners/with a qualifying medical condition   | Operations            | 8 to 10 weekly cycle implemented for pensioners (Ongoing)   |
| <b>A.84</b> | 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)<br><br>Cleaning of glass screens in Burwood CBD completed (Quarterly)<br><br>Pressure cleaning of town centre footpaths completed (Quarterly) |
| <b>A.85</b> | 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)  |
| <b>A.86</b> | Undertake scheduled and responsive inspections of cooling towers, food, boarding houses, restricted premises, hair, skin & beauty premises to identify and respond to risks | Community Safety      | 100% of inspections completed (Minimum once per annum)  |
| <b>A.87</b> | Deliver campaigns and provide initiatives to support the health of food premises  | Community Safety      | Minimum of 2 campaigns delivered annually including in multiple community languages (June 2026)   |
| <b>A.88</b> | 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 2026)<br><br>Safety reviews conducted around schools and town centres (Annual)   |
| <b>A.89</b> | Provide information and relevant campaigns to raise community awareness of companion animal responsibilities  | Community Safety      | Minimum of 2 campaigns delivered per annum (June 2026)  |

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





## Operational Plan 2025-26

| Action      |   | Service Area     | Target  |
|-------------|---|------------------|---|
| <b>A.90</b> | Undertake compliance inspections on dangerous and restricted dogs         | Community Safety | 100% of required inspections conducted (Annual)   |
| <b>A.91</b> | 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 2026)<br><br>90% of reported graffiti removed within 5 days if non-offensive or 2 days if offensive (June 2026) |
| <b>A.92</b> | 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 2026)   |







## 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                                      |
| <b>C.10</b>                      | A well informed community active in civic life, local planning and decision making                                | <b>C.10.1</b> | Deliver strategic, relevant communications which facilitate understanding, dialogue and participation                                   | <b>P.41</b>              | Provide clear, targeted, accessible, timely and relevant information to the community  | General Manager's Office                         |
| <b>C.11</b>                      | Effective, innovative and collaborative leadership is underpinned by open, transparent and responsible governance | <b>C.11.1</b> | Conduct Council business with transparency, accountability, compliance and probity that ensures community confidence in decision making | <b>P.42</b>              | 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<br><br>Corporate Services |
|                                  |   | <b>C.11.2</b> | Provide opportunity for engagement with the community to inform Council's decision-making   | <b>P.43</b>              | Undertake community and stakeholder engagement and report decisions back to the community and stakeholders   | General Manager's Office<br><br>Community Life   |

## Operational Plan 2025-26

| Action      |   | Service Area                        | Target   |
|-------------|---|-------------------------------------|--|
| <b>A.93</b> | 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 | 15% increase in online reach (June 2026)<br><br>2 Local Government and Industry award submissions lodged (June 2026)   |
| <b>A.94</b> | Undertake corporate planning and reporting  | People and Performance              | Performance reports completed (December 2025, June 2026)<br><br>Community Strategic Plan reviewed and Delivery Program and Resourcing Strategy adopted (June 2026)<br><br>2026-27 Operational Plan adopted (June 2026)                         |
| <b>A.95</b> | Ensure all public information is accessible and made available in a timely manner   | Governance and Risk                 | Proactive Release Program and Agency Information Guide in place and reviewed once per year (June 2026)<br><br>100% of information access applications determined in accordance with the Government Information (Public Access) Act (June 2026) |
| <b>A.96</b> | 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 2026)<br><br>100% of year 3 actions of Community Engagement Strategy implemented (June 2026)  |
| <b>A.97</b> | Facilitate interagency networks and advisory committees to provide opportunities for collaboration and participation  | Community and Culture               | 4 Council advisory committees<br>1 Interagency (June 2026)   |



| Community Strategic Plan 2022-36 |  |          |                    | Delivery Program 2022-26  |                    |
|----------------------------------|--|----------|--------------------|---|--------------------|
| Community Outcome                |  | Strategy | Principal Activity |   | Directorate        |
|                                  |  |          | P.44               | 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.45               | Implement the Investment Strategy and Policy  | Corporate Services |
|                                  |  |          | P.46               | Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets                                       | Corporate Services |
|                                  |  |          | P.47               | Establish a probity, policy and procedures framework that supports a responsive and compliant Council   | Corporate Services |

## Operational Plan 2025-26

| Action       |   | Service Area        | Target  |
|--------------|---|---------------------|---|
| <b>A.98</b>  | Comply with financial management responsibilities to promote transparency and accountability  | Finance             | Quarterly budget reviews completed (October 2025; December 2025; March 2026; June 2026)<br><br>2025-26 annual budget adopted (June 2026)<br><br>Audited annual financial reports lodged with Office of Local Government (June 2026) |
| <b>A.99</b>  | Implement and monitor appropriate investment strategies and prepare monthly investment reports  | Finance             | Investment returns > 0.25% above Reserve Bank Australia rate (June 2026)  |
| <b>A.100</b> | Manage Council's property portfolio to optimise financial returns from Council owned properties   | Property            | Non residential property portfolio SQM vacancy rate <=10% (June 2026)   |
| <b>A.101</b> | Undertake a Comprehensive Property Portfolio Review & Optimisation Program  | Property            | Rolling Property Portfolio Review and Optimisation Program established (June 2026)  |
| <b>A.102</b> | Sustain the Internal Audit Function and Audit Risk and Improvement Committee (ARIC) to provide assurance and support continuous improvement | Governance and Risk | 100% operating compliance with the Internal Audit Charter including between 2 and 3 internal audits held each year, in addition to regular auditing activities (June 2026)  |
| <b>A.103</b> | Fully embed new internal audit function arrangements as per Internal Audit Charter  | Governance and Risk | 100% operating compliance with the ARIC Charter including 5 ARIC meetings held each year (June 2026)  |
| <b>A.104</b> | Develop a Records Management Strategy based on insights from Records Management Assessment Tool analysis                                    | Records             | Strategy and supporting road map finalised (June 2026)  |
| <b>A.105</b> | Records digitisation program refreshed and continuously improved in conjunction with management of commercial off-site storage arrangements | Records             | Review digitisation program (June 2026)   |

[illegible]

## Operational Plan 2025-26

| Action       |  | Service Area        | Target  |
|--------------|--|---------------------|---|
| <b>A.106</b> | Maintain, enhance and embed Council's governance, risk and compliance frameworks to support compliance and good governance | Governance and Risk | <p>Embed the revised Risk Management Framework including training for key personnel and review of management reporting processes (December 2026)</p> <p>Business Continuity Planning review, training and testing conducted (EAC and Conder Street) (March 2026)</p> <p>Policy program reviewed, new Policy Framework in place and all legacy policies fully accounted for and accessible for relevant stakeholders (June 2026)</p> <p>Implement Governance Risk and Compliance (GRC) software to effectively support the management and control of delegations and authorisations, legislative compliance, policy management, risk management, claims management, and internal audit (June 2026)</p> |
| <b>A.107</b> | Improve the management of insurance risks, including incidents and claims  | Governance and Risk | <p>Claims and incident reporting processes reviewed and outcomes implemented (October 2026)</p> <p>Approach to managing insurance risks reviewed and improvements implemented, with the aim of minimising claims and at-fault incidents (February 2026)</p>   |
| <b>A.108</b> | Undertake internal procurement audits and spot checks to monitor efficiency and compliance                                 | Procurement         | Minimum of 12 audits conducted (June 2026)  |



| Community Strategic Plan 2022-36 |          |               |   | Delivery Program 2022-26 |  |                                      |
|----------------------------------|----------|---------------|---|--------------------------|--|--------------------------------------|
| Community Outcome                | Strategy |               |   | Principal Activity       |  | Directorate                          |
|                                  |          |               |   | <b>P.48</b>              | Ensure transparency and accountability in decision making  | Corporate Services                   |
|                                  |          |               |   |                          |  |                                      |
|                                  |          |               |   |                          |  |                                      |
|                                  |          |               |   |                          |  |                                      |
|                                  |          |               |   | <b>P.49</b>              | Advance Council's Cyber Security capabilities to safeguard customer information and access to services                   | Corporate Services                   |
|                                  |          | <b>C.11.3</b> | Deliver innovation and excellence in customer experience and service delivery | <b>P.50</b>              | Deliver the right mix of services at Council's one-stop shop and high quality customer service for all points of contact | Community Life<br>Corporate Services |
|                                  |          |               |   |                          |  |                                      |
|                                  |          |               |   |                          |  |                                      |

## Operational Plan 2025-26

| Action       |  | Service Area                                 | Target   |
|--------------|--|--|--|
| <b>A.109</b> | Deliver a progressive and accountable framework to support the elected body of Council and individual councillors                      | Governance and Risk                          | <p>Ordinary Council meeting business papers and related statutory registers updated and made public within 5 days of meeting (Ongoing)</p> <p>Minimum of 10 ordinary meetings of Council per annum (June 2026)</p> <p>Facilitation of councillor professional development program in accordance with Councillor Induction and Professional Development Guidelines issued by the NSW Government (Ongoing)</p> |
| <b>A.110</b> | Deliver a progressive and accountable framework to support the Burwood Local Planning Panel  | City Strategy                                | 100% compliance with directions issued by the NSW Minister for Planning for the operation of Planning Panels (Ongoing)   |
| <b>A.111</b> | 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 2026)   |
| <b>A.112</b> | Implement Cyber Security Mitigation  | Information Technology                       | Cyber security mitigation initiatives implemented (June 2026)  |
| <b>A.113</b> | Ensure Council service standards reflect community expectations and customers are attended to in line with service standards           | Customer Experience and Business Improvement | <p>80% of calls answered within 40 seconds (Ongoing)</p> <p>&lt;5% call abandonment rate (Ongoing)</p> <p>80% of customers served at the counter within 5 minutes (Ongoing)</p>  |
| <b>A.114</b> | 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.51                     | Implement a service review program for core Council services and functions to ensure ongoing business excellence  | Community Life     |
|                                  |  |          |                    | P.52                     | Increase efficiencies and streamline business processes through the enhancement of Information Technology systems | Corporate Services |
|                                  |  |          |                    |                          |   |                    |
|                                  |  |          |                    |                          |   |                    |

## Operational Plan 2025-26

| Action       |   | Service Area                                 | Target  |
|--------------|---|--|---|
| <b>A.115</b> | Conduct Mystery Shopping Program across Council   | Customer Experience and Business Improvement | Program completed (March 2026)  |
| <b>A.116</b> | 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 2026)   |
| <b>A.117</b> | Implement digital customer experience enhancements  | Information Technology                       | 100% of digital enhancements delivered aligned with the Council's Customer Experience Strategy (Ongoing)          |
| <b>A.118</b> | 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)        |
| <b>A.119</b> | Implement the Customer Experience Strategy  | Customer Experience and Business Improvement | 100% of year 3 actions implemented (June 2026)  |
| <b>A.120</b> | 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 2026)                                     |
| <b>A.121</b> | Review and streamline procurement business processes, forms and templates   | Procurement                                  | Review conducted and processes streamlined (June 2026)  |
| <b>A.122</b> | 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 (June 2026) |
| <b>A.123</b> | 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   |
|                                  |  |               |  |                          |   |   |
|                                  |  |               |  |                          |   |   |
|                                  |  | <b>C.11.4</b> | Build and maintain strong partnerships and advocate on behalf of the community | <b>P.53</b>              | Develop strategic partnerships with State, peak community agencies, industry and neighbour councils to respond to local needs, growth and emerging issues | City Strategy<br>Community Life<br>General Manager's Office |
|                                  |  |               |  |                          |   |   |
|                                  |  |               |  | <b>P.54</b>              | 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 2025-26

| Action       |  | Service Area                        | Target   |
|--------------|--|-------------------------------------|--|
| <b>A.124</b> | 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)  |
| <b>A.125</b> | 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 2026) |
| <b>A.126</b> | Seek partnership or funding opportunities that address Council and community needs     | Place Management and Communications | Partnerships strengthened and funding applications submitted where appropriate (June 2026)   |
| <b>A.127</b> | 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)                            |
| <b>A.128</b> | Implement year 1 actions of the Workforce Management Plan                              | People and Performance              | 100% of year 1 actions completed (June 2026)   |

# Budget overview 2025–2026

## Delivering for our community

Burwood Council's Budget 2025/26 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 2025 - 2029.

The following major projects have been considered in the budget:

- Cultural House
- Enfield Aquatic Centre upgrade
- WSIG Capital Works projects
- Parks and Playground upgrade
- Ongoing infrastructure and renewal works
- Stormwater drainage upgrade

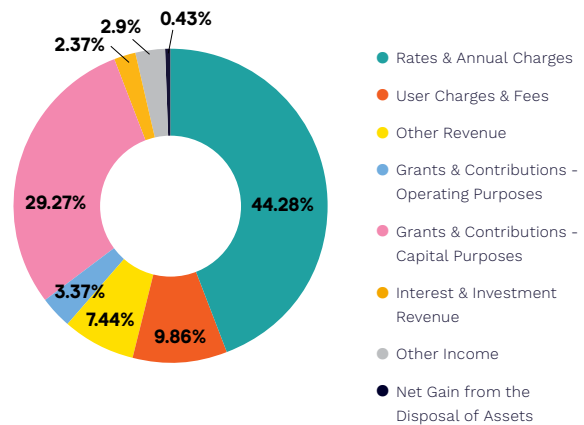
## Funding our future

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.

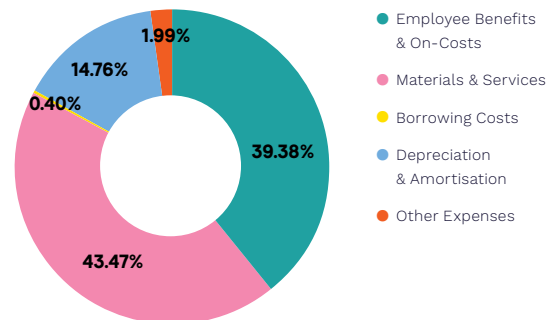
To ensure Council continues to deliver services at its current level, Council has applied the Independent Pricing and Regulatory Tribunal (IPART) Rate Peg of 7.6% for the 2025-26 financial year.

**Revenue**

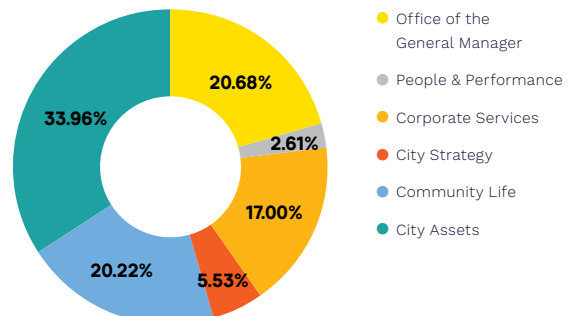
|   | '000          |
|---|---------------|
| Rates & Annual Charges                      | 43,824        |
| User Charges & Fees                         | 9,762         |
| Other Revenues                              | 7,361         |
| Grants & Contributions – Operating Purposes | 3,336         |
| Grants & Contributions – Capital Purposes   | 28,965        |
| Interest & Investment Revenue               | 2,350         |
| Other Income                                | 2,940         |
| Net Gain from the Disposal of Assets        | 430           |
| <b>Total Operating Revenue</b>              | <b>98,968</b> |

**Expenditure**

|                                    | '000          |
|------------------------------------|---------------|
| Employee Benefits & On-Costs       | 27,553        |
| Materials & Services               | 30,412        |
| Borrowing Costs                    | 283           |
| Depreciation & Amortisation        | 10,324        |
| Other Expenses                     | 1,395         |
| <b>Total Operating Expenditure</b> | <b>69,966</b> |

**Operating Expenditure Summary by Directorate**

|                                    | '000          |
|------------------------------------|---------------|
| Office of the General Manager      | 14,467        |
| People & Performance               | 1,827         |
| Corporate Services                 | 11,895        |
| City Strategy                      | 3,872         |
| Community Life                     | 14,144        |
| City Assets                        | 23,762        |
| <b>Total Operating Expenditure</b> | <b>69,966</b> |





# Directorate Summary Operational

| Function                              | Team  | Opex Exp<br>'000 |  |
|---------------------------------------|---|------------------|--|
| <b>Office of the General Manager</b>  |   |                  |  |
| General Manager                       | General Manager   | 12,443           |  |
| General Manager                       | General Manager - Mayor Office                              | 286              |  |
| General Manager                       | General Manager - Place Management & Communications         | 1,738            |  |
| <b>Total General Manager</b>          |   | <b>14,467</b>    |  |
| <b>People &amp; Performance</b>       |   |                  |  |
| People & Performance                  | People & Performance  | 1,861            |  |
| People & Performance                  | People & Performance - Work Health & Safety                 | (35)             |  |
| <b>Total People &amp; Performance</b> |   | <b>1,827</b>     |  |
| <b>Corporate Services</b>             |   |                  |  |
| Corporate Services                    | Corporate Services  | 365              |  |
| Corporate Services                    | Corporate Services - Finance                                | 1,665            |  |
| Corporate Services                    | Corporate Services - Procurement                            | 177              |  |
| Corporate Services                    | Corporate Services - Property                               | 3,077            |  |
| Corporate Services                    | Corporate Services - Governance & Risk                      | 3,135            |  |
| Corporate Services                    | Corporate Services - Information Technology                 | 3,477            |  |
| <b>Total Corporate Services</b>       |   | <b>11,895</b>    |  |
| <b>Community Life</b>                 |   |                  |  |
| Community Life                        | Community Life  | 577              |  |
| Community Life                        | Community Life - Community & Culture                        | 2,883            |  |
| Community Life                        | Community Life - Library & Community Hub                    | 2,713            |  |
| Community Life                        | Community Life - Customer Experience & Business Improvement | 1,124            |  |
| Community Life                        | Community Life - Community Safety                           | 3,317            |  |
| Community Life                        | Community Life - Enfield Aquatic Centre                     | 3,531            |  |
| <b>Total Community Life</b>           |   | <b>14,144</b>    |  |
| <b>City Assets</b>                    |   |                  |  |
| City Assets                           | City Assets   | 600              |  |
| City Assets                           | City Assets - Assets & Design                               | 1,784            |  |
| City Assets                           | City Assets - Traffic & Transport                           | 2,023            |  |
| City Assets                           | City Assets - Operations                                    | 19,356           |  |
| <b>Total City Assets</b>              |   | <b>23,762</b>    |  |
| <b>City Strategy</b>                  |   |                  |  |
| City Strategy                         | City Strategy   | 760              |  |
| City Strategy                         | City Strategy - City Development                            | 1,360            |  |
| City Strategy                         | City Strategy - City Planning                               | 1,752            |  |
| <b>Total City Strategy</b>            |   | <b>3,872</b>     |  |
| <b>Consolidated Result</b>            |   | <b>69,966</b>    |  |

Item Number 28/25 - Attachment 3

Draft Burwood Delivery Program 2025 - 2029 and Operational Plan 2025 - 2026

| Opex Rev<br>'000 | Capital Exp<br>'000 | Dep Write<br>back<br>'000 | Loan<br>Repayment<br>'000 | Transfer to<br>Reserve<br>'000 | Transfer from<br>Reserve<br>'000 | Net Movement<br>in Working Capital<br>'000 |
|------------------|---------------------|---------------------------|---------------------------|--------------------------------|----------------------------------|--|
| (64,511)         | 23,176              | (10,076)                  | 416                       | 7,500                          | (3,500)                          | (34,552)                                   |
| -                | -                   | -                         | -                         | -                              | -                                | 286  |
| (195)            | -                   | -                         | -                         | -                              | -                                | 1,543                                      |
| <b>(64,706)</b>  | <b>23,176</b>       | <b>(10,076)</b>           | <b>416</b>                | <b>7,500</b>                   | <b>(3,500)</b>                   | <b>(32,723)</b>                            |

|             |          |          |          |          |          |              |
|-------------|----------|----------|----------|----------|----------|--------------|
| -           | -        | -        | -        | -        | -        | 1,861        |
| (70)        | -        | -        | -        | -        | -        | (105)        |
| <b>(70)</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>1,757</b> |

|                |            |          |          |            |          |              |
|----------------|------------|----------|----------|------------|----------|--------------|
| -              | -          | -        | -        | -          | -        | 365          |
| (180)          | -          | -        | -        | -          | -        | 1,485        |
| (6)            | -          | -        | -        | -          | -        | 172          |
| (4,272)        | 166        | -        | -        | 120        | -        | (910)        |
| (704)          | -          | -        | -        | 50         | -        | 2,481        |
| -              | 200        | -        | -        | -          | -        | 3,677        |
| <b>(5,162)</b> | <b>366</b> | <b>-</b> | <b>-</b> | <b>170</b> | <b>-</b> | <b>7,269</b> |

|                |            |          |          |           |          |              |
|----------------|------------|----------|----------|-----------|----------|--------------|
| -              | -          | -        | -        | -         | -        | 577          |
| (474)          | -          | -        | -        | -         | -        | 2,409        |
| (199)          | 190        | -        | -        | -         | -        | 2,704        |
| (3)            | -          | -        | -        | -         | -        | 1,121        |
| (5,919)        | -          | -        | -        | -         | -        | (2,602)      |
| (1,915)        | -          | -        | -        | 51        | -        | 1,667        |
| <b>(8,509)</b> | <b>190</b> | <b>-</b> | <b>-</b> | <b>51</b> | <b>-</b> | <b>5,876</b> |

|                 |              |          |          |            |                |               |
|-----------------|--------------|----------|----------|------------|----------------|---------------|
| -               | -            | -        | -        | -          | -              | 600           |
| (720)           | 6,473        | -        | -        | -          | (529)          | 7,008         |
| (4,888)         | 235          | -        | -        | 100        | -              | (2,531)       |
| (13,713)        | 2,758        | -        | -        | 730        | (1,567)        | 7,564         |
| <b>(19,320)</b> | <b>9,466</b> | <b>-</b> | <b>-</b> | <b>830</b> | <b>(2,096)</b> | <b>12,642</b> |

|                 |               |                 |            |              |                |                |
|-----------------|---------------|-----------------|------------|--------------|----------------|----------------|
| -               | -             | -               | -          | -            | -              | 760            |
| (961)           | -             | -               | -          | -            | -              | 399            |
| (240)           | -             | -               | -          | -            | (425)          | 1,087          |
| <b>(1,201)</b>  | <b>-</b>      | <b>-</b>        | <b>-</b>   | <b>-</b>     | <b>(425)</b>   | <b>2,246</b>   |
| <b>(98,968)</b> | <b>33,198</b> | <b>(10,076)</b> | <b>416</b> | <b>8,551</b> | <b>(6,021)</b> | <b>(2,933)</b> |

# Directorate Summary

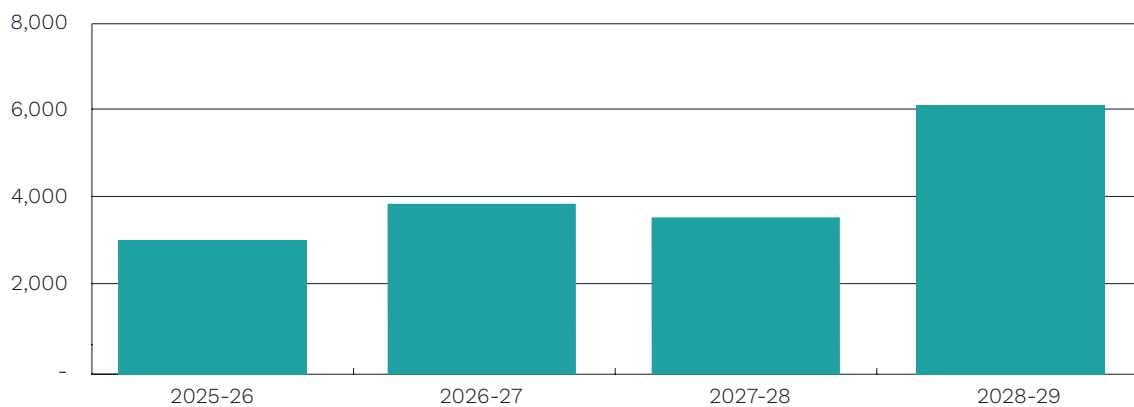
## Capital Works

| Division                 | Project  | Amount (\$) |
|--------------------------|--|-------------|
| City Assets              | Civil Construction & Maintenance - Projects Restorations & Assets Allocation | 1,500,000   |
|                          | Heavy Fleet Acquisitions   | 708,000     |
|                          | Light Fleet Acquisitions   | 550,000     |
|                          | Projects Footpaths Allocation  | 533,743     |
|                          | Projects Kerb & Gutter Allocation  | 457,909     |
|                          | Projects Park Improvements Allocation  | 272,746     |
|                          | Projects Playgrounds Allocation  | 279,833     |
|                          | Projects Roads Allocation  | 1,984,271   |
|                          | Projects Street Furniture Allocation   | 122,910     |
|                          | Projects Town Centre Beautification Allocation                               | 290,788     |
|                          | Projects Traffic Facilities Allocation                                       | 235,000     |
|                          | Roads to Recovery/LRCI Allocation  | 270,669     |
|                          | Stormwater Management Drains   | 1,818,846   |
|                          | Street Footpath Landscaping  | 101,758     |
|                          | Gateway Sign Allocation  | 101,758     |
|                          | Public Art   | 218,000     |
|                          | Burwood Park - Nature Play   | 20,000      |
| City Assets Total        |  | 9,466,231   |
| Community Life           | Library Collection   | 150,000     |
|                          | Library Resources  | 40,000      |
| Community Life Total     |  | 190,000     |
| Corporate Services       | Property Allocation  | 166,000     |
|                          | Information Technology - Technology Device Refresh                           | 200,000     |
| Corporate Services Total |  | 366,000     |
| General Manager          | General Manager - Projects Allocation  | 100,000     |
|                          | WSIG Burwood Main Street   | 631,119     |
|                          | WSIG Deane Streets   | 1,604,057   |
|                          | WSIG Henley Park Sports Field  | 1,493,095   |
|                          | WSIG Burwood Park Inclusive Play Space                                       | 1,402,528   |
|                          | WSIG Strathfield Place Making Project  | 214,450     |
|                          | WSIG Woodstock Park Sensory Garden   | 643,690     |
|                          | WSIG Burwood Library Pods  | 2,143       |
|                          | WSIG Paisley Road  | 440,623     |
|                          | WSIG Enfield Aquatic Centre  | 11,651,401  |
|                          | WSIG Culture House   | 4,993,002   |
| General Manager Total    |  | 23,176,108  |
| Grand Total              |  | 33,198,339  |



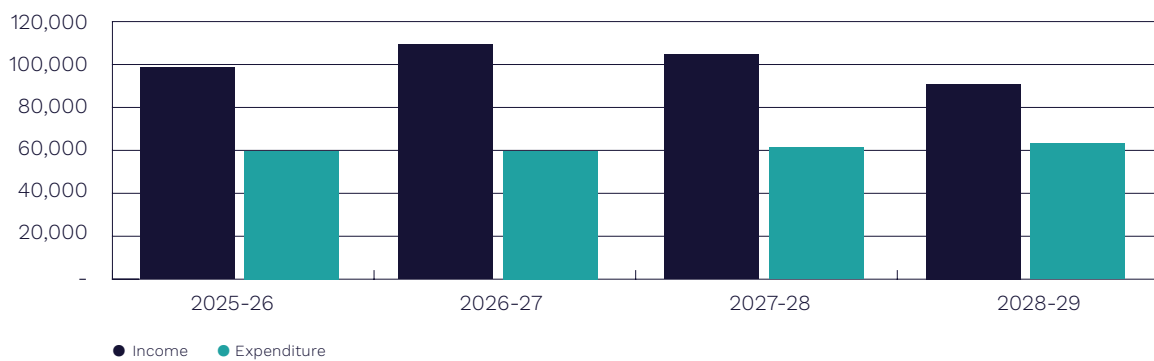
### Forecasted Budget Result 2025-26 to 2028-29

(Result rounded to closest thousand – \$,000)



### Operating – Income v Expenditure (excluding depreciation)

(Result rounded to closest thousand – \$,000)





### Forward Estimates of Income & Expenditure

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| Rates & Annual Charges   | (43,824)                        | (45,139)                        | (46,267)                        | (47,424)                        |
| User Charges & Fees  | (9,762)                         | (9,396)                         | (9,630)                         | (9,871)                         |
| Other Revenues   | (7,361)                         | (6,898)                         | (7,069)                         | (7,246)                         |
| Grants & Contributions - Operating Purposes                                | (3,336)                         | (2,869)                         | (2,923)                         | (2,996)                         |
| Grants & Contributions - Capital Purposes                                  | (28,965)                        | (39,670)                        | (33,530)                        | (13,368)                        |
| Interest & Investment Revenue  | (2,350)                         | (2,421)                         | (2,481)                         | (2,543)                         |
| Other Income   | (2,940)                         | (3,209)                         | (3,289)                         | (3,371)                         |
| Net Gain from the disposal of assets                                       | (430)                           | (430)                           | (530)                           | (530)                           |
| <b>Total income from continuing operations</b>                             | <b>(98,968)</b>                 | <b>(110,030)</b>                | <b>(105,719)</b>                | <b>(87,349)</b>                 |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 27,553                          | 28,031                          | 28,730                          | 29,449                          |
| Materials & Services   | 30,412                          | 29,328                          | 30,086                          | 30,838                          |
| Borrowing Costs  | 283                             | 265                             | 258                             | 252                             |
| Depreciation & Amortisation  | 10,324                          | 10,633                          | 10,899                          | 11,172                          |
| Other Expenses   | 1,395                           | 1,435                           | 1,470                           | 1,507                           |
| <b>Total expenses from continuing operations</b>                           | <b>69,966</b>                   | <b>69,692</b>                   | <b>71,443</b>                   | <b>73,217</b>                   |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>(29,002)</b>                 | <b>(40,338)</b>                 | <b>(34,276)</b>                 | <b>(14,132)</b>                 |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>(37)</b>                     | <b>(669)</b>                    | <b>(746)</b>                    | <b>(764)</b>                    |



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

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| Rates & Annual Charges   | (34,145)                        | (35,169)                        | (36,048)                        | (36,949)                        |
| User Charges & Fees  | -                               | -                               | -                               | -                               |
| Other Revenues   | -                               | -                               | -                               | -                               |
| Grants & Contributions - Operating Purposes                                | (1,332)                         | (1,171)                         | (1,200)                         | (1,230)                         |
| Grants & Contributions - Capital Purposes                                  | (26,880)                        | (37,481)                        | (31,280)                        | (11,062)                        |
| Interest & Investment Revenue  | (2,350)                         | (2,421)                         | (2,481)                         | (2,543)                         |
| Other Income   | -                               | -                               | -                               | -                               |
| Net Gain from the disposal of assets                                       | -                               | -                               | -                               | -                               |
| <b>Total income from continuing operations</b>                             | <b>(64,706)</b>                 | <b>(76,241)</b>                 | <b>(71,009)</b>                 | <b>(51,784)</b>                 |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 1,756                           | 2,010                           | 2,059                           | 2,110                           |
| Materials & Services   | 1,133                           | 966                             | 991                             | 1,015                           |
| Borrowing Costs  | 272                             | 265                             | 258                             | 252                             |
| Depreciation & Amortisation  | 10,076                          | 10,378                          | 10,638                          | 10,904                          |
| Other Expenses   | 1,230                           | 1,267                           | 1,299                           | 1,331                           |
| <b>Total expenses from continuing operations</b>                           | <b>14,467</b>                   | <b>14,886</b>                   | <b>15,244</b>                   | <b>15,612</b>                   |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>(50,239)</b>                 | <b>(61,355)</b>                 | <b>(55,765)</b>                 | <b>(36,171)</b>                 |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>(23,359)</b>                 | <b>(23,874)</b>                 | <b>(24,485)</b>                 | <b>(25,110)</b>                 |



**Forward Estimates of Income & Expenditure:**  
**Corporate Services**

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| Rates & Annual Charges   | (30)                            | (31)                            | (32)                            | (32)                            |
| User Charges & Fees  | (409)                           | (421)                           | (431)                           | (442)                           |
| Other Revenues   | (1,878)                         | (1,249)                         | (1,279)                         | (1,311)                         |
| Grants & Contributions - Operating Purposes                                | (25)                            | (25)                            | (25)                            | (26)                            |
| Grants & Contributions - Capital Purposes                                  | -                               | -                               | -                               | -                               |
| Interest & Investment Revenue  | -                               | -                               | -                               | -                               |
| Other Income   | (2,820)                         | (3,085)                         | (3,162)                         | (3,241)                         |
| Net Gain from the disposal of assets                                       | -                               | -                               | -                               | -                               |
| <b>Total income from continuing operations</b>                             | <b>(5,162)</b>                  | <b>(4,811)</b>                  | <b>(4,930)</b>                  | <b>(5,053)</b>                  |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 4,129                           | 4,253                           | 4,359                           | 4,468                           |
| Materials & Services   | 7,766                           | 7,567                           | 7,659                           | 7,850                           |
| Borrowing Costs  | -                               | -                               | -                               | -                               |
| Depreciation & Amortisation  | -                               | -                               | -                               | -                               |
| Other Expenses   | -                               | -                               | -                               | -                               |
| <b>Total expenses from continuing operations</b>                           | <b>11,895</b>                   | <b>11,820</b>                   | <b>12,018</b>                   | <b>12,319</b>                   |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>6,733</b>                    | <b>7,009</b>                    | <b>7,088</b>                    | <b>7,265</b>                    |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>6,733</b>                    | <b>7,009</b>                    | <b>7,088</b>                    | <b>7,265</b>                    |





**Forward Estimates of Income & Expenditure:**  
**City Assets**

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| Rates & Annual Charges   | (9,649)                         | (9,939)                         | (10,187)                        | (10,442)                        |
| User Charges & Fees  | (5,801)                         | (6,008)                         | (6,158)                         | (6,312)                         |
| Other Revenues   | (17)                            | (18)                            | (18)                            | (18)                            |
| Grants & Contributions - Operating Purposes                                | (1,402)                         | (1,137)                         | (1,164)                         | (1,193)                         |
| Grants & Contributions - Capital Purposes                                  | (2,021)                         | (2,124)                         | (2,186)                         | (2,241)                         |
| Interest & Investment Revenue  | -                               | -                               | -                               | -                               |
| Other Income   | -                               | -                               | -                               | -                               |
| Net Gain from the disposal of assets                                       | (430)                           | (430)                           | (530)                           | (530)                           |
| <b>Total income from continuing operations</b>                             | <b>(19,320)</b>                 | <b>(19,655)</b>                 | <b>(20,243)</b>                 | <b>(20,736)</b>                 |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 8,201                           | 8,447                           | 8,659                           | 8,875                           |
| Materials & Services   | 15,302                          | 15,201                          | 15,597                          | 15,987                          |
| Borrowing Costs  | 11                              | -                               | -                               | -                               |
| Depreciation & Amortisation  | 248                             | 255                             | 262                             | 268                             |
| Other Expenses   | -                               | -                               | -                               | -                               |
| <b>Total expenses from continuing operations</b>                           | <b>23,762</b>                   | <b>23,903</b>                   | <b>24,517</b>                   | <b>25,130</b>                   |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>4,441</b>                    | <b>4,248</b>                    | <b>4,274</b>                    | <b>4,394</b>                    |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>6,462</b>                    | <b>6,372</b>                    | <b>6,460</b>                    | <b>6,635</b>                    |





**Forward Estimates of Income & Expenditure:**  
**City Strategy**

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| Rates & Annual Charges   | -                               | -                               | -                               | -                               |
| User Charges & Fees  | (1,150)                         | (1,185)                         | (1,214)                         | (1,244)                         |
| Other Revenues   | (51)                            | (53)                            | (54)                            | (55)                            |
| Grants & Contributions - Operating Purposes                                | -                               | -                               | -                               | -                               |
| Grants & Contributions - Capital Purposes                                  | -                               | -                               | -                               | -                               |
| Interest & Investment Revenue  | -                               | -                               | -                               | -                               |
| Other Income   | -                               | -                               | -                               | -                               |
| Net Gain from the disposal of assets                                       | -                               | -                               | -                               | -                               |
| <b>Total income from continuing operations</b>                             | <b>(1,201)</b>                  | <b>(1,237)</b>                  | <b>(1,268)</b>                  | <b>(1,300)</b>                  |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 2,490                           | 2,564                           | 2,628                           | 2,694                           |
| Materials & Services   | 1,382                           | 831                             | 852                             | 874                             |
| Borrowing Costs  | -                               | -                               | -                               | -                               |
| Depreciation & Amortisation  | -                               | -                               | -                               | -                               |
| Other Expenses   | -                               | -                               | -                               | -                               |
| <b>Total expenses from continuing operations</b>                           | <b>3,872</b>                    | <b>3,396</b>                    | <b>3,481</b>                    | <b>3,568</b>                    |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>2,671</b>                    | <b>2,159</b>                    | <b>2,213</b>                    | <b>2,268</b>                    |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>2,671</b>                    | <b>2,159</b>                    | <b>2,213</b>                    | <b>2,268</b>                    |



**Forward Estimates of Income & Expenditure:  
Community Life**

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| Rates & Annual Charges   | -                               | -                               | -                               | -                               |
| User Charges & Fees  | (2,402)                         | (1,782)                         | (1,827)                         | (1,872)                         |
| Other Revenues   | (5,345)                         | (5,507)                         | (5,644)                         | (5,785)                         |
| Grants & Contributions - Operating Purposes                                | (578)                           | (536)                           | (534)                           | (547)                           |
| Grants & Contributions - Capital Purposes                                  | (65)                            | (65)                            | (65)                            | (66)                            |
| Interest & Investment Revenue  | -                               | -                               | -                               | -                               |
| Other Income   | (120)                           | (124)                           | (127)                           | (130)                           |
| Net Gain from the disposal of assets                                       | -                               | -                               | -                               | -                               |
| <b>Total income from continuing operations</b>                             | <b>(8,509)</b>                  | <b>(8,014)</b>                  | <b>(8,196)</b>                  | <b>(8,401)</b>                  |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 9,760                           | 9,503                           | 9,740                           | 9,984                           |
| Materials & Services   | 4,219                           | 4,134                           | 4,343                           | 4,452                           |
| Borrowing Costs  | -                               | -                               | -                               | -                               |
| Depreciation & Amortisation  | -                               | -                               | -                               | -                               |
| Other Expenses   | 165                             | 168                             | 171                             | 176                             |
| <b>Total expenses from continuing operations</b>                           | <b>14,144</b>                   | <b>13,805</b>                   | <b>14,255</b>                   | <b>14,612</b>                   |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>5,635</b>                    | <b>5,792</b>                    | <b>6,059</b>                    | <b>6,211</b>                    |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>5,699</b>                    | <b>5,856</b>                    | <b>6,124</b>                    | <b>6,277</b>                    |



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

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Income from continuing operations</b>                                   |                                 |                                 |                                 |                                 |
| 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                                       | -                               | -                               | -                               | -                               |
| <b>Total income from continuing operations</b>                             | <b>(70)</b>                     | <b>(72)</b>                     | <b>(74)</b>                     | <b>(76)</b>                     |
| <b>Expenses from continuing operations</b>                                 |                                 |                                 |                                 |                                 |
| Employee Benefits & On-Costs   | 1,217                           | 1,253                           | 1,285                           | 1,317                           |
| Materials & Services   | 610                             | 628                             | 644                             | 660                             |
| Borrowing Costs  | -                               | -                               | -                               | -                               |
| Depreciation & Amortisation  | -                               | -                               | -                               | -                               |
| Other Expenses   | -                               | -                               | -                               | -                               |
| <b>Total expenses from continuing operations</b>                           | <b>1,827</b>                    | <b>1,881</b>                    | <b>1,928</b>                    | <b>1,977</b>                    |
| <b>(Surplus) deficit from continuing operations</b>                        | <b>1,757</b>                    | <b>1,809</b>                    | <b>1,854</b>                    | <b>1,901</b>                    |
| <b>(Surplus) deficit from continuing operations before capital amounts</b> | <b>1,757</b>                    | <b>1,809</b>                    | <b>1,854</b>                    | <b>1,901</b>                    |





## Balance Sheet

|   | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Assets</b>                               |                                 |                                 |                                 |                                 |
| <b>Current Assets</b>                       |                                 |                                 |                                 |                                 |
| Cash & cash equivalents                     | 8,526                           | 8,889                           | 9,018                           | 11,879                          |
| Investments                                 | 28,550                          | 33,550                          | 38,550                          | 43,550                          |
| Receivables                                 | 4,257                           | 4,257                           | 4,257                           | 4,257                           |
| Contract assets                             | 7                               | 7                               | 7                               | 7                               |
| Other                                       | 344                             | 344                             | 344                             | 344                             |
| <b>Total Current Assets</b>                 | <b>41,684</b>                   | <b>47,047</b>                   | <b>52,176</b>                   | <b>60,037</b>                   |
| <b>Non-Current Assets</b>                   |                                 |                                 |                                 |                                 |
| Investments                                 | 25,000                          | 25,000                          | 25,000                          | 25,000                          |
| Infrastructure, property, plant & equipment | 569,189                         | 602,715                         | 630,665                         | 639,214                         |
| Investment property                         | 23,570                          | 23,570                          | 23,570                          | 23,570                          |
| Intangible assets                           | 224                             | 224                             | 224                             | 224                             |
| Right of use assets                         | 495                             | 495                             | 495                             | 495                             |
| <b>Total Non-Current Assets</b>             | <b>618,478</b>                  | <b>652,004</b>                  | <b>679,954</b>                  | <b>688,503</b>                  |
| <b>Total Assets</b>                         | <b>660,161</b>                  | <b>699,051</b>                  | <b>732,130</b>                  | <b>748,540</b>                  |
| <b>Liabilities</b>                          |                                 |                                 |                                 |                                 |
| <b>Current Liabilities</b>                  |                                 |                                 |                                 |                                 |
| Payables                                    | 11,568                          | 10,818                          | 10,068                          | 9,318                           |
| Contract Liabilities                        | -                               | -                               | -                               | -                               |
| Lease Liabilities                           | 268                             |                                 |                                 |                                 |
| Borrowings                                  | 431                             | 447                             | 314                             | 237                             |
| Provisions                                  | 4,970                           | 4,970                           | 4,970                           | 4,970                           |
| <b>Total Current Liabilities</b>            | <b>17,237</b>                   | <b>16,235</b>                   | <b>15,352</b>                   | <b>14,525</b>                   |
| <b>Non-Current Liabilities</b>              |                                 |                                 |                                 |                                 |
| Lease Liabilities                           |                                 |                                 |                                 |                                 |
| Borrowings                                  | 3,013                           | 2,566                           | 2,252                           | 2,016                           |
| Provisions                                  | 114                             | 114                             | 114                             | 114                             |
| <b>Total Non-Current Liabilities</b>        | <b>3,127</b>                    | <b>2,680</b>                    | <b>2,366</b>                    | <b>2,130</b>                    |
| <b>Total Liabilities</b>                    | <b>20,364</b>                   | <b>18,915</b>                   | <b>17,718</b>                   | <b>16,654</b>                   |
| <b>Net Assets</b>                           | <b>639,798</b>                  | <b>680,136</b>                  | <b>714,412</b>                  | <b>731,886</b>                  |
| <b>Equity</b>                               |                                 |                                 |                                 |                                 |
| Retained earnings                           | 328,218                         | 368,556                         | 402,832                         | 420,306                         |
| Revaluation reserves                        | 311,580                         | 311,580                         | 311,580                         | 311,580                         |
| <b>Total Equity</b>                         | <b>639,798</b>                  | <b>680,136</b>                  | <b>714,412</b>                  | <b>731,886</b>                  |



## Cash Flow Statement

|  | Budget 2025-26<br>Estimate '000 | Budget 2026-27<br>Estimate '000 | Budget 2027-28<br>Estimate '000 | Budget 2028-29<br>Estimate '000 |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Cash Flows from Operating Activities</b>    |                                 |                                 |                                 |                                 |
| Receipts                                       | 99,926                          | 109,600                         | 105,189                         | 90,161                          |
| Payments                                       | (59,548)                        | (59,812)                        | (61,036)                        | (62,543)                        |
| <b>Net Cash Flow from Operating Activities</b> | <b>40,378</b>                   | <b>49,789</b>                   | <b>44,153</b>                   | <b>27,618</b>                   |

|  |                 |                 |                 |                 |
|--|-----------------|-----------------|-----------------|-----------------|
| <b>Cash Flows from Investing Activities</b>    |                 |                 |                 |                 |
| <b>Receipts</b>                                |                 |                 |                 |                 |
| Sale of Investments                            | 30,000          | 30,000          | 30,000          | 30,000          |
| <b>Payments</b>                                |                 |                 |                 |                 |
| Purchase of Investments                        | (35,000)        | (35,000)        | (35,000)        | (35,000)        |
| Purchase of Property Plant & Equipment         | (33,198)        | (43,730)        | (38,319)        | (19,191)        |
| <b>Net Cash Flow from Investing Activities</b> | <b>(38,198)</b> | <b>(48,730)</b> | <b>(43,319)</b> | <b>(24,191)</b> |

|  |               |               |               |               |
|--|---------------|---------------|---------------|---------------|
| <b>Cash Flows from Financing Activities</b>            |               |               |               |               |
| Payments - Borrowings                                  | (688)         | (696)         | (705)         | (566)         |
| Payments - Principal Component of lease payments       | (268)         |               |               |               |
| <b>Net Cash Flow from Financing Activities</b>         | <b>(956)</b>  | <b>(696)</b>  | <b>(705)</b>  | <b>(566)</b>  |
| <b>Net change in Cash and Cash Equivalents</b>         | <b>1,224</b>  | <b>363</b>    | <b>130</b>    | <b>2,861</b>  |
| Plus: Cash & Cash Equivalents at beginning of the year | 7,301         | 8,526         | 8,889         | 9,018         |
| <b>Cash &amp; Cash Equivalents at end of the year</b>  | <b>8,526</b>  | <b>8,889</b>  | <b>9,018</b>  | <b>11,879</b> |
| Plus Investments on hand - end of year                 | 53,550        | 58,550        | 63,550        | 68,550        |
| <b>Total Cash, Cash Equivalents and Investments</b>    | <b>62,076</b> | <b>67,439</b> | <b>72,568</b> | <b>80,429</b> |

|   |               |               |               |               |
|---|---------------|---------------|---------------|---------------|
| <b>Cash and Investments</b>                         |               |               |               |               |
| External Restrictions                               | 23,255        | 31,255        | 39,255        | 47,255        |
| Internal Restrictions                               | 23,658        | 23,658        | 23,658        | 21,658        |
| Unrestricted  | 15,163        | 12,526        | 9,655         | 11,516        |
| <b>Total Cash, Cash Equivalents and Investments</b> | <b>62,076</b> | <b>67,439</b> | <b>72,568</b> | <b>80,429</b> |









## Statement of Revenue Policy 2025–2026

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 reviewed its rating category allocations to ensure charges are shared equitably and reflect the benefits delivered through Council spending. Following the review, business rating categories received a marginally higher share of the increase than residential categories.

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

### 2025/26 Rating Policy

- 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

**Statement of Revenue Policy 2025–2026** cont'd

The Estimated Rate Yield for 2025-2026 with the IPART – Rate Peg increase of 7.6% and proposed rates are shown in the following table:

**2025/2026 RATING STRUCTURE WITH +7.6% IPART Rate Peg and Other Mandatory Adjustments**

| Rate Type    | Category                     | Total<br>Number of<br>Assessments<br>\$ | Rate In The<br>Dollar | Number<br>Min. Rate<br>Assessments | Minimum<br>Rate<br>\$ | Notional<br>Yield<br>\$ |
|--------------|------------------------------|---|-----------------------|------------------------------------|-----------------------|-------------------------|
| Ordinary     | Residential                  | 10,645*                                 | 0.00110837            | 4,771*                             | 1,299.37              | 18,918,087              |
| Ordinary     | Business A                   | 449*                                    | 0.00215846            | 170*                               | 1,420.92              | 1,932,215               |
| Ordinary     | Business B                   | 41                                      | 0.00318608            | 3                                  | 1,420.92              | 724,895                 |
| Ordinary     | Business C                   | 29                                      | 0.00318201            | 2                                  | 1,420.92              | 587,182                 |
| Ordinary     | Business D                   | 42                                      | 0.00723609            | 4                                  | 1,817.72              | 3,249,194               |
| Ordinary     | Residential Town Centre      | 3,850                                   | 0.00075055            | 3,810                              | 1,657.03              | 6,588,638               |
| Ordinary     | Town Centre – Minor Business | 484                                     | 0.00256837            | 302                                | 1,817.72              | 2,250,852               |
| <b>Total</b> |                              | <b>15,540</b>                           |                       | <b>9,062</b>                       |                       | <b>34,251,063</b>       |

\*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.

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

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

Rateable business properties are categorised as Town Centre Minor Business, Business A, Business B, Business C or Business D.

The rates for 2025-2026 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 determined the maximum rate of interest payable on overdue rates and charges for the period 1 July 2025 to 30 June 2026 (inclusive) will be 10.5% per annum.



**Statement of Revenue Policy 2025–2026** 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 was reverted back to: \$125 as per Mayoral Minute 8/21.

In the 2023–24 rating year the additional rebate was \$125.

In the 2024–25 rating year the additional rebate was increased to \$180 due to a one off additional increase of \$55 to help ease the cost of living pressures.

In the 2025–26 rating year the additional rebate will be reverted back to \$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 350m<sup>2</sup> or part thereof by which the parcel of land exceeds 350m<sup>2</sup>
- 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 \$301,370.

**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 2025–2026 it is proposed that the standard Residential Waste Service Charge will be set at \$604.00, representing an increase of \$23.25 compared to the 2024–2025 Residential Waste Service Charge.

The yield of the Residential Waste Service Charges is estimated to be \$9,694,385.

**Section 611 Charges**

The approximate yield for the s611 Charges (Gas Mains Assessment) is estimated to be \$30,000.

**Statement of Revenue Policy 2025–2026** cont'd

**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 2025–2026 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 2025–2026 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.

**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 2025–2026 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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Resourcing Strategy 2025-2035

# 2025 BURWOOD 2035



**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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# Our Resourcing Strategy

**The Burwood Resourcing Strategy 2025-2035 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.

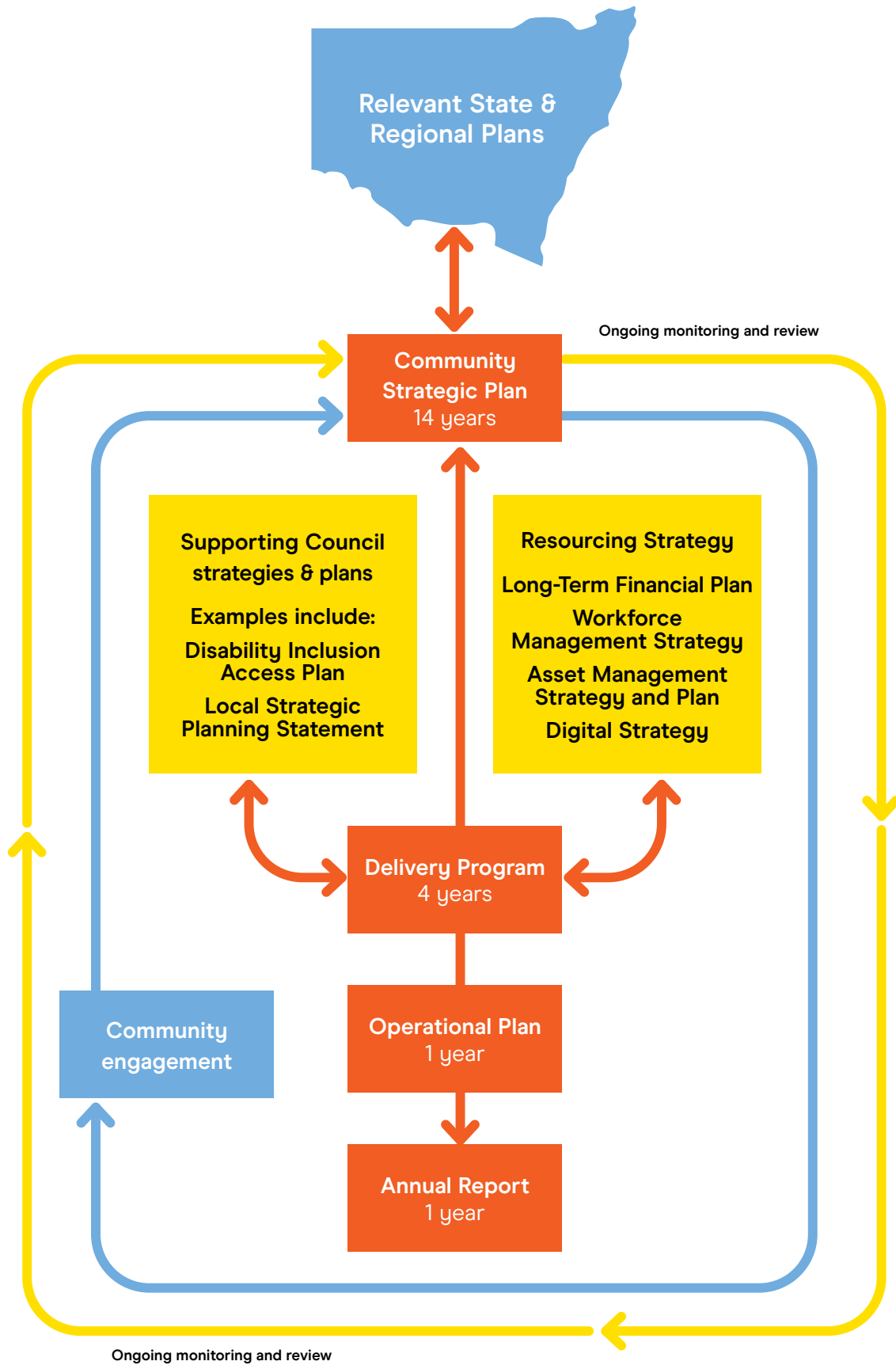
The Resourcing Strategy is made up of four key and integrated plans and strategies. The Burwood:

- 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.





# 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 double.

## Who we are



**Current population: 43,346**

**48.9%** males

**51.1%** females

**0.4%** First Nations People

**63.2%** Australian Citizens



## Languages & ethnicity

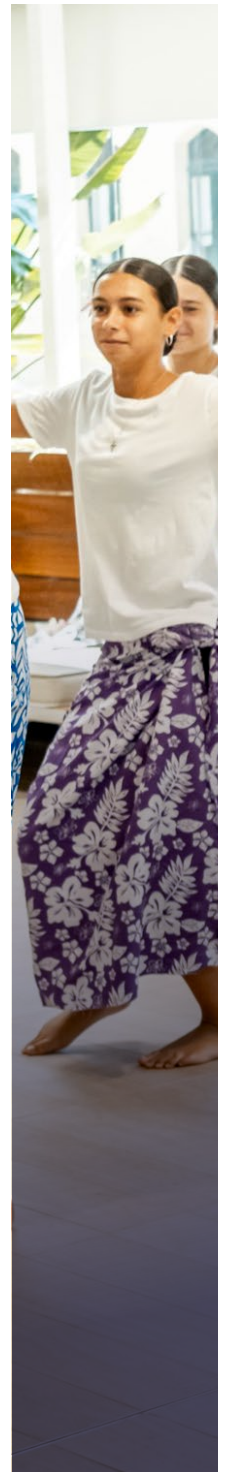
**62%** Over 25,000 residents speak a language other than English at home

**55+** different languages spoken

**57.7%** of residents born overseas

**33%** of residents arrived from overseas since 2016

Source: 2023 Census data





## 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 47,500m<sup>2</sup> 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

## Global spirit. Local heart.

Burwood is a welcoming community – proud of its past, shaped by its diverse people, and connected to the world.



## Strategic directions



### 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.



### Inclusive community and culture

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



### 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.











# Long Term Financial Plan 2025/26 – 2034/35

## Quick links

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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 2025/26 to 2034/35. 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 2023-24 audited Annual Financial Statements reported that all but two of Burwood Council's key ratios are performing better than the Industry Benchmarks. Only the Rates and Annual Charges Outstanding percentage and Infrastructure Backlog ratios are below the benchmark.

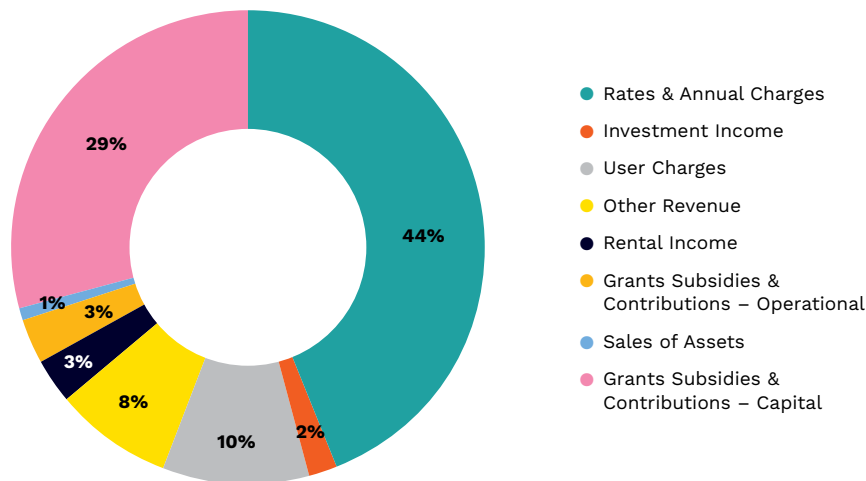
Table 1: Local Government Key Performance Measures

| Indicator   | Quantitative Measure  | Industry Benchmark | 2023/2024   | 2022/2023   | 2021/2022   |
|---|---|--------------------|-------------|-------------|-------------|
| <b>Operating Performance Ratio</b>                        | Measures a Council ability to contain operating expenditure within operating revenue  | >0                 | 2.91%       | -2.56%      | -7.22%      |
| <b>Own Source Operating Revenue Ratio</b>                 | 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%               | 79.52%      | 73.02%      | 85.12%      |
| <b>Unrestricted Current Ratio</b>                         | 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              | 2.56x       | 1.91x       | 2.29x       |
| <b>Debt Service Cover Ratio</b>                           | This ratio measures the availability of operating cash to service debt including interest, principal and lease payments   | >2x                | 9.7x        | 6.51x       | 5.89x       |
| <b>Rates and Annual Charges Outstanding percentage</b>    | This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts  | <5%                | 7.27%       | 6.19%       | 5.64%       |
| <b>Cash Expense Cover Ratio</b>                           | This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow   | >3 months          | 5.56 months | 4.01 months | 6.09 months |
| <b>Building &amp; Infrastructure Asset Renewals Ratio</b> | This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation.<br><br>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%             | 164.80%     | 116.28%     | 81.12%      |
| <b>Infrastructure Backlog Ratio</b>                       | This ratio shows what proportion the backlog is against total value of a Council's infrastructure   | <2%                | 5.14%       | 4.58%       | 6.15%       |

## 2025/26 Budget Estimates

| Income – \$,000                                   | Draft<br>2025/26<br>Budget | 2024-25<br>Approved<br>Budget | 2024-25<br>Revised<br>Budget | \$ change<br>on 2024-25<br>Revised<br>Budget | % change<br>on 2024-25<br>Revised<br>Budget |
|---|----------------------------|-------------------------------|------------------------------|--|---|
| <b>Operating Income</b>                           | <b>69,573</b>              | <b>63,622</b>                 | <b>64,447</b>                | <b>5,126</b>                                 | <b>7.4%</b>                                 |
| Rates & Annual Charges                            | 43,824                     | 40,841                        | 40,841                       | 2,983  | 6.8%  |
| Investment Income                                 | 2,350                      | 2,282                         | 2,356                        | -6   | -0.3%                                       |
| User Charges                                      | 9,762                      | 9,177                         | 9,226                        | 536  | 5.5%  |
| Other Revenue                                     | 7,361                      | 6,452                         | 6,452                        | 909  | 12.3%                                       |
| Rental Income                                     | 2,940                      | 2,196                         | 2,196                        | 744  | 25.3%                                       |
| Grants Subsidies &<br>Contributions – Operational | 3,336                      | 2,674                         | 3,376                        | -40  | -1.2%                                       |
| <b>Capital Income</b>                             | <b>29,395</b>              | <b>32,201</b>                 | <b>32,928</b>                | <b>-2,806</b>                                | <b>-9.5%</b>                                |
| Sale of Assets                                    | 430                        | 360                           | 360                          | 70   | 16.3%                                       |
| Grants Subsidies &<br>Contributions – Capital     | 28,965                     | 31,841                        | 32,568                       | -3,603                                       | -12.4%                                      |
| <b>Total Income</b>                               | <b>98,968</b>              | <b>95,823</b>                 | <b>97,375</b>                | <b>3,145</b>                                 | <b>3.2%</b>                                 |

The following chart shows the major categories of revenue for Council in 2025/26.

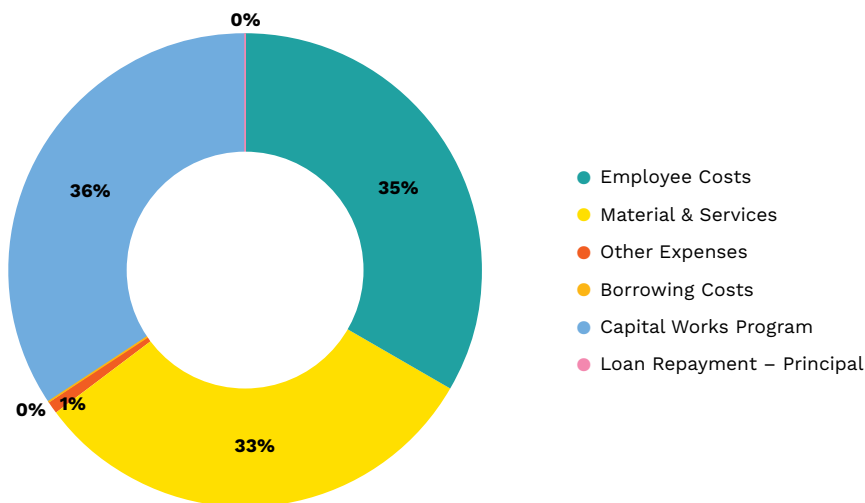


Rates and Annual Charges are 44% of our total revenue, effectively one of the largest category of Council revenue. Each year, the Independent Pricing and Regulatory Tribunal (IPART) sets the maximum allowable increase in rates based on a review of the Local Government Cost Index, which they have developed. The maximum allowable increase for 2025/26 set by IPART is 7.6%.

**Item Number 28/25 - Attachment 4**  
**Draft Burwood Resourcing Strategy - May 2025**

The 2025/26 budget estimates that Council's total expenditure, excluding depreciation expense will be \$93,257 million, including loan repayments, as illustrated in the table below.

| Income – \$,000            | Draft<br>2025/26<br>Budget | 2024-25<br>Approved<br>Budget | 2024-25<br>Revised<br>Budget | \$ change<br>on 2024-25<br>Revised<br>Budget | % change<br>on 2024-25<br>Revised<br>Budget |
|----------------------------|----------------------------|-------------------------------|------------------------------|--|---|
| <b>Operating Expense</b>   | <b>59,643</b>              | <b>54,416</b>                 | <b>56,616</b>                | <b>3,027</b>                                 | <b>5.1%</b>                                 |
| Employee Costs             | 27,553                     | 25,259                        | 25,333                       | 2,220  | 8.1%  |
| Materials & Services       | 30,412                     | 27,470                        | 29,599                       | 813  | 2.7%  |
| Other Expenses             | 1,395                      | 1,389                         | 1,389                        | 6  | 0.4%  |
| Borrowing Costs            | 283                        | 298                           | 295                          | -12  | -4.2%                                       |
| <b>Capital Expense</b>     | <b>33,198</b>              | <b>33,922</b>                 | <b>35,975</b>                | <b>-2,777</b>                                | <b>-8.4%</b>                                |
| Capital Works Program      | 33,198                     | 33,922                        | 35,975                       | -2,777                                       | -8.4%                                       |
| <b>Loan</b>                | <b>416</b>                 | <b>524</b>                    | <b>524</b>                   | <b>-108</b>                                  | <b>-26.0%</b>                               |
| Loan Repayment – Principal | 416                        | 524                           | 524                          | -108   | -26.0%                                      |
| <b>Total Expense</b>       | <b>93,257</b>              | <b>88,862</b>                 | <b>93,115</b>                | <b>142</b>                                   | <b>0.2%</b>                                 |

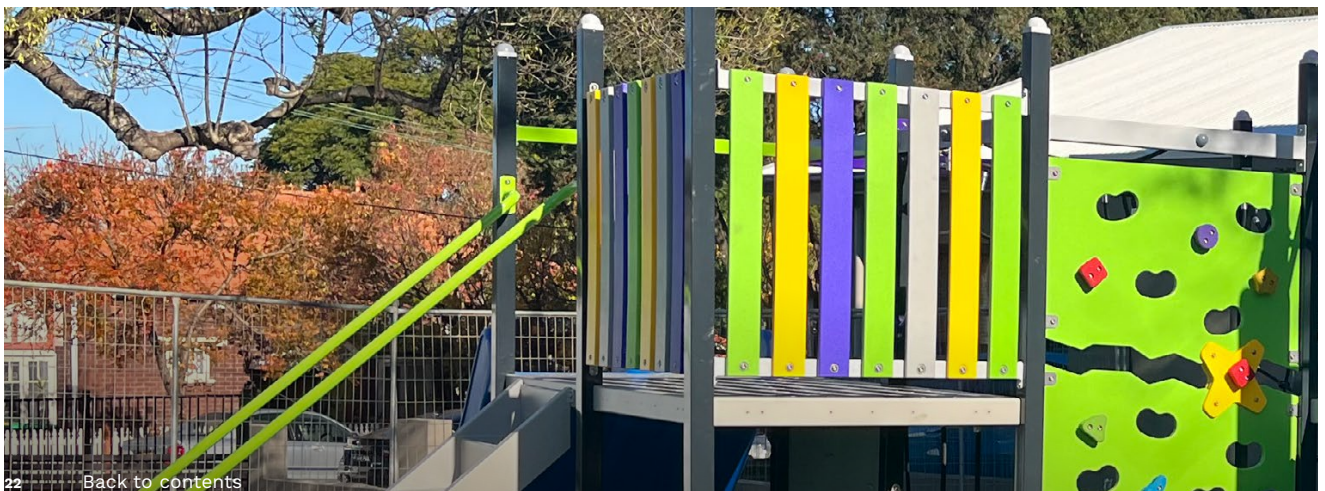




## 6. LTFP assumptions

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

| Category                                    | Commentary  | Assumption  |
|---|---|---|
| <b>Rates</b>                                | Indexed by estimated NSW State Government rate pegging  | 7.6% for 2025/26, 3% for 2026/27 and 2.5% for 2027/28 and beyond  |
| <b>User Charges and Fees</b>                | Estimated annual increases of   | This varies from 0.0% to 5.0% depending on the fee and charge for 2025/26, 3% for 2026/27 and 2.5% for 2026/27 and beyond |
| <b>Interest and Investment Revenue</b>      | Not indexed to CPI, based on average real expected yield of   | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Grants and contributions – Operating</b> | Based on estimated annual increases of  | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Grants and Contributions – Capital</b>   | Based on estimated annual increases of  | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Other Revenue</b>                        | Based on estimated annual increases of  | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Other Income</b>                         | Based on estimated annual increases of  | CPI for 2025/26, 3.0% for 2025/26, 2.5% for 2026/27 and beyond  |
| <b>Employee Benefits and On-Costs</b>       | In line with award entitlements and on-costs including estimated Superannuation levy increases and Workers Compensation costs etc | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Materials and Contracts</b>              | Based on estimated annual increases of  | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Depreciation</b>                         | Based on estimated annual increases of  | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Other Expenses</b>                       | Includes government levies and utilities, based on estimated annual increases of  | 3.0% for 2025/26, 2.5% for 2026/27 and beyond   |
| <b>Asset Renewal Capitalisation</b>         | 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 2025/26 capital works program is \$33.2m. This is mainly attributed to the Western Sydney Infrastructure Grants Program. The LTFP capital works program 2025/26 to 2034/35 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 \$4.385million as at 30 June 2024. 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 employees 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 44% of the total revenue in the draft 2025/26 budget. This income projection is based on the Independent Pricing and Regulatory Tribunal (IPART) Rate Peg increase of 7.6% approved for 2025/26. The rate pegging assumption for the subsequent years are 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 2025-26 Domestic Waste Management Charge will increase from \$580.75 to \$604, 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 have 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

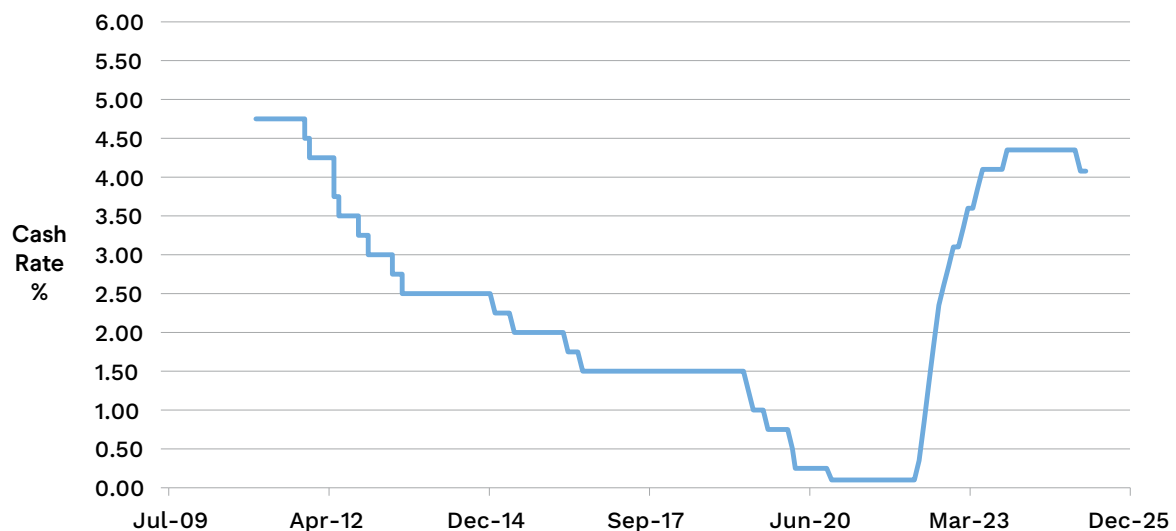
be in accordance with the Council's Investment Policy. Investment reports are submitted to Council on a monthly basis.

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





**Revenue** cont'd**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 & 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 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 35% of Council's operating expenditure excluding depreciation. The LTFP projection includes the Award increase of 3.0% 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 11.5% will be increased by 0.5% from 2025/26 until it reaches 12%. For workers compensation, the budget provision is based on Council's provider insurance company's estimates for 2025/26. 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 stabilize 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 2025/26. 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 2034/35. 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 2025/26 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 2025/26 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 44% of the total revenue.

### Non-rates revenue

The Council is heavily dependent on variable non-rates sources of revenue, these represents over 22% 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 5.96% 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 2025/26 budget year, the workers compensation premium is estimated to be \$0.75 million. Council is undertaking a program of improvements in WH&S in an effort to improve workplace safety. The effects of this improvement program have been seen with a significant reduction in our workers compensation premium. The LTFP assumes that our workers compensation premiums will be increased in the next two years by 2.5% from the 2025/26 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 Leadership 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.







## Scenario – Base Case

## Income Statement

|  | 2025-26<br>Budget | 2026-27<br>Budget | 2027-28<br>Budget | 2028-29<br>Budget |
|--|-------------------|-------------------|-------------------|-------------------|
|  | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   |
| <b>Income from Continuing Operations</b>                                   |                   |                   |                   |                   |
| Rates & Annual Charges   | (43,824)          | (45,139)          | (46,267)          | (47,424)          |
| User Charges & Fees  | (9,762)           | (9,396)           | (9,630)           | (9,871)           |
| Other Revenues   | (7,361)           | (6,898)           | (7,069)           | (7,246)           |
| Grants & Contributions - Operating Purposes                                | (3,336)           | (2,869)           | (2,923)           | (2,996)           |
| Grants & Contributions - Capital Purposes                                  | (28,965)          | (39,670)          | (33,530)          | (16,710)          |
| Interest & Investment Revenue  | (2,350)           | (2,421)           | (2,481)           | (2,543)           |
| Other Income   | (2,940)           | (3,209)           | (3,289)           | (3,371)           |
| Net Gain from the disposal of assets                                       | (430)             | (430)             | (530)             | (530)             |
| <b>Total Income from Continuing Operations</b>                             | <b>(98,968)</b>   | <b>(110,030)</b>  | <b>(105,719)</b>  | <b>(90,691)</b>   |
| <b>Expenses from Continuing Operations</b>                                 |                   |                   |                   |                   |
| Employee Benefits & On-Costs   | 27,553            | 28,031            | 28,730            | 29,449            |
| Materials & Services   | 30,412            | 29,328            | 30,086            | 30,838            |
| Borrowing Costs  | 283               | 265               | 258               | 252               |
| Depreciation & Amortisation  | 10,324            | 10,633            | 10,899            | 11,172            |
| Other Expenses   | 1,395             | 1,435             | 1,470             | 1,507             |
| <b>Total Expenses from Continuing Operations</b>                           | <b>69,966</b>     | <b>69,692</b>     | <b>71,443</b>     | <b>73,217</b>     |
| <b>(Surplus) Deficit from Continuing Operations</b>                        | <b>(29,002)</b>   | <b>(40,338)</b>   | <b>(34,276)</b>   | <b>(17,474)</b>   |
| <b>(Surplus) Deficit from Continuing Operations before Capital Amounts</b> | <b>(37)</b>       | <b>(669)</b>      | <b>(746)</b>      | <b>(764)</b>      |
|  | Surplus           | Surplus           | Surplus           | Surplus           |

## Draft Burwood Resourcing Strategy - May 2025



| 2029-30<br>Budget | 2030-31<br>Budget | 2031-32<br>Budget | 2032-33<br>Budget | 2033-34<br>Budget | 2034-35<br>Budget |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   |
| (48,609)          | (49,825)          | (51,070)          | (52,347)          | (53,656)          | (54,997)          |
| (10,118)          | (10,371)          | (10,630)          | (10,896)          | (11,168)          | (11,447)          |
| (7,427)           | (7,613)           | (7,803)           | (7,998)           | (8,198)           | (8,403)           |
| (3,071)           | (3,148)           | (3,226)           | (3,307)           | (3,390)           | (3,474)           |
| (7,924)           | (8,122)           | (8,325)           | (8,533)           | (8,747)           | (8,965)           |
| (2,607)           | (2,672)           | (2,739)           | (2,807)           | (2,877)           | (2,949)           |
| (3,455)           | (3,542)           | (3,630)           | (3,721)           | (3,814)           | (3,909)           |
| (530)             | (530)             | (530)             | (530)             | (530)             | (530)             |
| <b>(83,741)</b>   | <b>(85,821)</b>   | <b>(87,954)</b>   | <b>(90,139)</b>   | <b>(92,380)</b>   | <b>(94,676)</b>   |
| 30,185            | 30,939            | 31,713            | 32,506            | 33,318            | 34,151            |
| 31,609            | 32,399            | 33,209            | 34,039            | 34,890            | 35,763            |
| 251               | 251               | 250               | 251               | 255               | 260               |
| 11,451            | 11,737            | 12,031            | 12,332            | 12,640            | 12,956            |
| 1,544             | 1,583             | 1,623             | 1,663             | 1,705             | 1,747             |
| <b>75,040</b>     | <b>76,909</b>     | <b>78,826</b>     | <b>80,791</b>     | <b>82,809</b>     | <b>84,877</b>     |
| <b>(8,701)</b>    | <b>(8,912)</b>    | <b>(9,128)</b>    | <b>(9,348)</b>    | <b>(9,571)</b>    | <b>(9,799)</b>    |
| <b>(777)</b>      | <b>(790)</b>      | <b>(803)</b>      | <b>(815)</b>      | <b>(824)</b>      | <b>(834)</b>      |
| Surplus           | Surplus           | Surplus           | Surplus           | Surplus           | Surplus           |



## Scenario – Base Case

## Balance Sheet

|   | 2025-26<br>Budget<br>Estimate \$,000 | 2026-27<br>Budget<br>Estimate \$,000 | 2027-28<br>Budget<br>Estimate \$,000 | 2028-29<br>Budget<br>Estimate \$,000 |
|---|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>ASSETS</b>                               |                                      |                                      |                                      |                                      |
| <b>Current Assets</b>                       |                                      |                                      |                                      |                                      |
| Cash & cash equivalents                     | 8,526                                | 8,889                                | 9,018                                | 11,879                               |
| Investments                                 | 28,550                               | 33,550                               | 38,550                               | 43,550                               |
| Receivables                                 | 4,257                                | 4,257                                | 4,257                                | 4,257                                |
| Inventories                                 | 7                                    | 7                                    | 7                                    | 7                                    |
| Other                                       | 344                                  | 344                                  | 344                                  | 344                                  |
| <b>Total Current Assets</b>                 | <b>41,684</b>                        | <b>47,047</b>                        | <b>52,176</b>                        | <b>60,037</b>                        |
| <b>Non Current Assets</b>                   |                                      |                                      |                                      |                                      |
| Investments                                 | 25,000                               | 25,000                               | 25,000                               | 25,000                               |
| Infrastructure, property, plant & equipment | 569,189                              | 602,715                              | 630,665                              | 639,214                              |
| Investment property                         | 23,570                               | 23,570                               | 23,570                               | 23,570                               |
| Intangible assets                           | 224                                  | 224                                  | 224                                  | 224                                  |
| Right of use assets                         | 495                                  | 495                                  | 495                                  | 495                                  |
| <b>Total Non-Current Assets</b>             | <b>618,478</b>                       | <b>652,004</b>                       | <b>679,954</b>                       | <b>688,503</b>                       |
| <b>TOTAL ASSETS</b>                         | <b>660,161</b>                       | <b>699,051</b>                       | <b>732,130</b>                       | <b>748,540</b>                       |
| <b>LIABILITIES</b>                          |                                      |                                      |                                      |                                      |
| <b>Current Liabilities</b>                  |                                      |                                      |                                      |                                      |
| Payables                                    | 11,568                               | 10,818                               | 10,068                               | 9,318                                |
| Lease Liabilities                           | 268                                  |                                      |                                      |                                      |
| Borrowings                                  | 431                                  | 447                                  | 314                                  | 237                                  |
| Provisions                                  | 4,970                                | 4,970                                | 4,970                                | 4,970                                |
| <b>Total Current Liabilities</b>            | <b>17,237</b>                        | <b>16,235</b>                        | <b>15,352</b>                        | <b>14,525</b>                        |
| <b>Non Current Liabilities</b>              |                                      |                                      |                                      |                                      |
| Lease Liabilities                           | 3,013                                | 2,566                                | 2,252                                | 2,016                                |
| Borrowings                                  | 114                                  | 114                                  | 114                                  | 114                                  |
| Provisions                                  | 3,127                                | 2,680                                | 2,366                                | 2,130                                |
| <b>Total Non-Current Liabilities</b>        | <b>20,364</b>                        | <b>18,915</b>                        | <b>17,718</b>                        | <b>16,654</b>                        |
| <b>TOTAL LIABILITIES</b>                    | <b>639,798</b>                       | <b>680,136</b>                       | <b>714,412</b>                       | <b>731,886</b>                       |
| <b>NET ASSETS</b>                           |                                      |                                      |                                      |                                      |
| <b>EQUITY</b>                               |                                      |                                      |                                      |                                      |
| Retained earnings                           | 328,218                              | 368,556                              | 402,832                              | 420,306                              |
| Revaluation reserves                        | 311,580                              | 311,580                              | 311,580                              | 311,580                              |
| <b>TOTAL EQUITY</b>                         | <b>639,798</b>                       | <b>680,136</b>                       | <b>714,412</b>                       | <b>731,886</b>                       |

## Draft Burwood Resourcing Strategy - May 2025

| 2029-30<br>Budget<br>Estimate \$,000 | 2030-31<br>Budget<br>Estimate \$,000 | 2031-32<br>Budget<br>Estimate \$,000 | 2032-33<br>Budget<br>Estimate \$,000 | 2033-34<br>Budget<br>Estimate \$,000 | 2034-35<br>Budget<br>Estimate \$,000 |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
|                                      |                                      |                                      |                                      |                                      |                                      |
| 15,386                               | 19,399                               | 23,067                               | 27,410                               | 33,355                               | 38,136                               |
| 48,550                               | 53,550                               | 58,550                               | 63,550                               | 68,550                               | 73,550                               |
| 4,257                                | 4,257                                | 4,257                                | 4,257                                | 4,257                                | 4,257                                |
| 7                                    | 7                                    | 7                                    | 7                                    | 7                                    | 7                                    |
| 344                                  | 344                                  | 344                                  | 344                                  | 344                                  | 344                                  |
| <b>68,544</b>                        | <b>77,557</b>                        | <b>86,225</b>                        | <b>95,568</b>                        | <b>106,513</b>                       | <b>116,294</b>                       |
|                                      |                                      |                                      |                                      |                                      |                                      |
| 25,000                               | 25,000                               | 25,000                               | 25,000                               | 25,000                               | 25,000                               |
| 638,422                              | 638,075                              | 638,280                              | 638,141                              | 636,617                              | 636,480                              |
| 23,570                               | 23,570                               | 23,570                               | 23,570                               | 23,570                               | 23,570                               |
| 224                                  | 224                                  | 224                                  | 224                                  | 224                                  | 224                                  |
| 495                                  | 495                                  | 495                                  | 495                                  | 495                                  | 495                                  |
| <b>687,711</b>                       | <b>687,364</b>                       | <b>687,569</b>                       | <b>687,430</b>                       | <b>685,906</b>                       | <b>685,769</b>                       |
| <b>756,255</b>                       | <b>764,921</b>                       | <b>773,793</b>                       | <b>782,998</b>                       | <b>792,419</b>                       | <b>802,063</b>                       |
|                                      |                                      |                                      |                                      |                                      |                                      |
| 8,568                                | 8,568                                | 8,568                                | 8,568                                | 8,568                                | 8,568                                |
|                                      |                                      |                                      |                                      |                                      |                                      |
| 246                                  | 256                                  | 144                                  | 149                                  | 156                                  | 149                                  |
| 4,970                                | 4,970                                | 4,970                                | 4,970                                | 4,970                                | 4,970                                |
| <b>13,784</b>                        | <b>13,794</b>                        | <b>13,682</b>                        | <b>13,687</b>                        | <b>13,694</b>                        | <b>13,687</b>                        |
|                                      |                                      |                                      |                                      |                                      |                                      |
| 1,770                                | 1,514                                | 1,370                                | 1,221                                | 1,065                                | 916                                  |
| 114                                  | 114                                  | 114                                  | 114                                  | 114                                  | 114                                  |
| 1,884                                | 1,628                                | 1,484                                | 1,335                                | 1,179                                | 1,030                                |
| <b>15,668</b>                        | <b>15,422</b>                        | <b>15,166</b>                        | <b>15,022</b>                        | <b>14,873</b>                        | <b>14,717</b>                        |
| <b>740,587</b>                       | <b>749,499</b>                       | <b>758,628</b>                       | <b>767,976</b>                       | <b>777,547</b>                       | <b>787,346</b>                       |
|                                      |                                      |                                      |                                      |                                      |                                      |
|                                      |                                      |                                      |                                      |                                      |                                      |
| 429,007                              | 437,919                              | 447,048                              | 456,396                              | 465,967                              | 475,766                              |
| 311,580                              | 311,580                              | 311,580                              | 311,580                              | 311,580                              | 311,580                              |
| <b>740,587</b>                       | <b>749,499</b>                       | <b>758,628</b>                       | <b>767,976</b>                       | <b>777,547</b>                       | <b>787,346</b>                       |

## Scenario – Base Case

# Cashflow

|  | 2025-26<br>Budget<br>Estimate \$,000 | 2026-27<br>Budget<br>Estimate \$,000 | 2027-28<br>Budget<br>Estimate \$,000 | 2028-29<br>Budget<br>Estimate \$,000 |
|--|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>Cash Flow from Operating Activities</b>             |                                      |                                      |                                      |                                      |
| Receipts   | 99,926                               | 109,600                              | 105,189                              | 90,161                               |
| Payments   | (59,548)                             | (59,812)                             | (61,036)                             | (62,543)                             |
| <b>Net Cash Flow from Operating Activities</b>         | <b>40,378</b>                        | <b>49,789</b>                        | <b>44,153</b>                        | <b>27,618</b>                        |
| <b>Cash Flow from Investing Activities</b>             |                                      |                                      |                                      |                                      |
| <b>Receipts</b>  |                                      |                                      |                                      |                                      |
| Sale of Investments                                    | 30,000                               | 30,000                               | 30,000                               | 30,000                               |
| <b>Payments</b>  |                                      |                                      |                                      |                                      |
| Purchase of Investments                                | (35,000)                             | (35,000)                             | (35,000)                             | (35,000)                             |
| Purchase of Property Plant & Equipment                 | (33,198)                             | (43,730)                             | (38,319)                             | (19,191)                             |
| <b>Net Cash Flow from Investing Activities</b>         | <b>(38,198)</b>                      | <b>(48,730)</b>                      | <b>(43,319)</b>                      | <b>(24,191)</b>                      |
| <b>Cash Flow from Financing Activities</b>             |                                      |                                      |                                      |                                      |
| Payments – Borrowings                                  | (688)                                | (696)                                | (705)                                | (566)                                |
| Payments – Principal Component of lease payments       | (268)                                |                                      |                                      |                                      |
| <b>Net Cash Flow from Financing Activities</b>         | <b>(956)</b>                         | <b>(696)</b>                         | <b>(705)</b>                         | <b>(566)</b>                         |
| <b>Net change in Cash and Cash Equivalents</b>         | <b>1,224</b>                         | <b>363</b>                           | <b>130</b>                           | <b>2,861</b>                         |
| Plus: Cash & Cash Equivalents at beginning of the year | 7,301                                | 8,526                                | 8,889                                | 9,018                                |
| <b>Cash &amp; Cash Equivalents at end of the year</b>  | <b>8,526</b>                         | <b>8,889</b>                         | <b>9,018</b>                         | <b>11,879</b>                        |
| Plus Investments on hand – end of year                 | 53,550                               | 58,550                               | 63,550                               | 68,550                               |
| <b>Total Cash, Cash Equivalents and Investments</b>    | <b>62,076</b>                        | <b>67,439</b>                        | <b>72,568</b>                        | <b>80,429</b>                        |
| <b>Cash and Investments</b>                            |                                      |                                      |                                      |                                      |
| External Restrictions                                  | 23,255                               | 31,255                               | 39,255                               | 47,255                               |
| Internal Restrictions                                  | 23,658                               | 23,658                               | 23,658                               | 21,658                               |
| Unrestricted   | 15,163                               | 12,526                               | 9,655                                | 11,516                               |
| <b>Total Cash, Cash Equivalents and Investments</b>    | <b>62,076</b>                        | <b>67,439</b>                        | <b>72,568</b>                        | <b>80,429</b>                        |

## Draft Burwood Resourcing Strategy - May 2025

| 2029-30<br>Budget<br>Estimate \$,000 | 2030-31<br>Budget<br>Estimate \$,000 | 2031-32<br>Budget<br>Estimate \$,000 | 2032-33<br>Budget<br>Estimate \$,000 | 2033-34<br>Budget<br>Estimate \$,000 | 2034-35<br>Budget<br>Estimate \$,000 |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| 83,211                               | 85,291                               | 87,424                               | 89,609                               | 91,850                               | 94,146                               |
| (64,088)                             | (64,922)                             | (66,545)                             | (68,208)                             | (69,913)                             | (71,661)                             |
| <b>19,123</b>                        | <b>20,370</b>                        | <b>20,879</b>                        | <b>21,401</b>                        | <b>21,936</b>                        | <b>22,485</b>                        |
| 30,000                               | 30,000                               | 30,000                               | 30,000                               | 30,000                               | 30,000                               |
| (35,000)                             | (35,000)                             | (35,000)                             | (35,000)                             | (35,000)                             | (35,000)                             |
| (10,128)                             | (10,861)                             | (11,706)                             | (11,663)                             | (10,586)                             | (12,289)                             |
| <b>(15,128)</b>                      | <b>(15,861)</b>                      | <b>(16,706)</b>                      | <b>(16,663)</b>                      | <b>(15,586)</b>                      | <b>(17,289)</b>                      |
| (487)                                | (497)                                | (506)                                | (395)                                | (405)                                | (415)                                |
| <b>(487)</b>                         | <b>(497)</b>                         | <b>(506)</b>                         | <b>(395)</b>                         | <b>(405)</b>                         | <b>(415)</b>                         |
| <b>3,507</b>                         | <b>4,012</b>                         | <b>3,668</b>                         | <b>4,343</b>                         | <b>5,946</b>                         | <b>4,781</b>                         |
| 11,879                               | 15,386                               | 19,399                               | 23,067                               | 27,410                               | 33,355                               |
| <b>15,386</b>                        | <b>19,399</b>                        | <b>23,067</b>                        | <b>27,410</b>                        | <b>33,355</b>                        | <b>38,136</b>                        |
| 73,550                               | 78,550                               | 83,550                               | 88,550                               | 93,550                               | 98,550                               |
| <b>88,936</b>                        | <b>97,949</b>                        | <b>106,617</b>                       | <b>115,960</b>                       | <b>126,905</b>                       | <b>136,686</b>                       |
| 52,255                               | 57,255                               | 62,255                               | 67,255                               | 72,255                               | 77,255                               |
| 22,658                               | 23,658                               | 24,658                               | 25,658                               | 26,658                               | 27,658                               |
| 14,023                               | 17,036                               | 19,704                               | 23,047                               | 27,992                               | 31,773                               |
| <b>88,936</b>                        | <b>97,949</b>                        | <b>106,617</b>                       | <b>115,960</b>                       | <b>126,905</b>                       | <b>136,686</b>                       |



## Scenario – Base Case

## Performance Indicators

|  | Target    | 2025-26<br>Budget<br>Estimate \$,000 | 2026-27<br>Budget<br>Estimate \$,000 | 2027-28<br>Budget<br>Estimate \$,000 | 2028-29<br>Budget<br>Estimate \$,000 |
|--|-----------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Operating Performance Ratio                      | >0%       | 0.1%                                 | 1.0%                                 | 1.0%                                 | 1.0%                                 |
| Own Source Operating Revenue                     | >60%      | 67.4%                                | 61.3%                                | 65.5%                                | 78.3%                                |
| Unrestricted current ratio                       | >1.5%     | 3.25                                 | 3.30                                 | 3.31                                 | 3.55                                 |
| Debt service ratio                               | >2.00x    | 14.88                                | 16.18                                | 16.45                                | 20.98                                |
| Rates & annual charges<br>outstanding percentage | <5%       | 3.8%                                 | 3.7%                                 | 3.6%                                 | 3.5%                                 |
| Cash Expense Cover Ratio                         | >3 Months | 12.1                                 | 13.1                                 | 13.8                                 | 15.0                                 |
| Building and infrastructure<br>renewals ratio    | >100%     | 335%                                 | 469%                                 | 283%                                 | 133%                                 |

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%.**

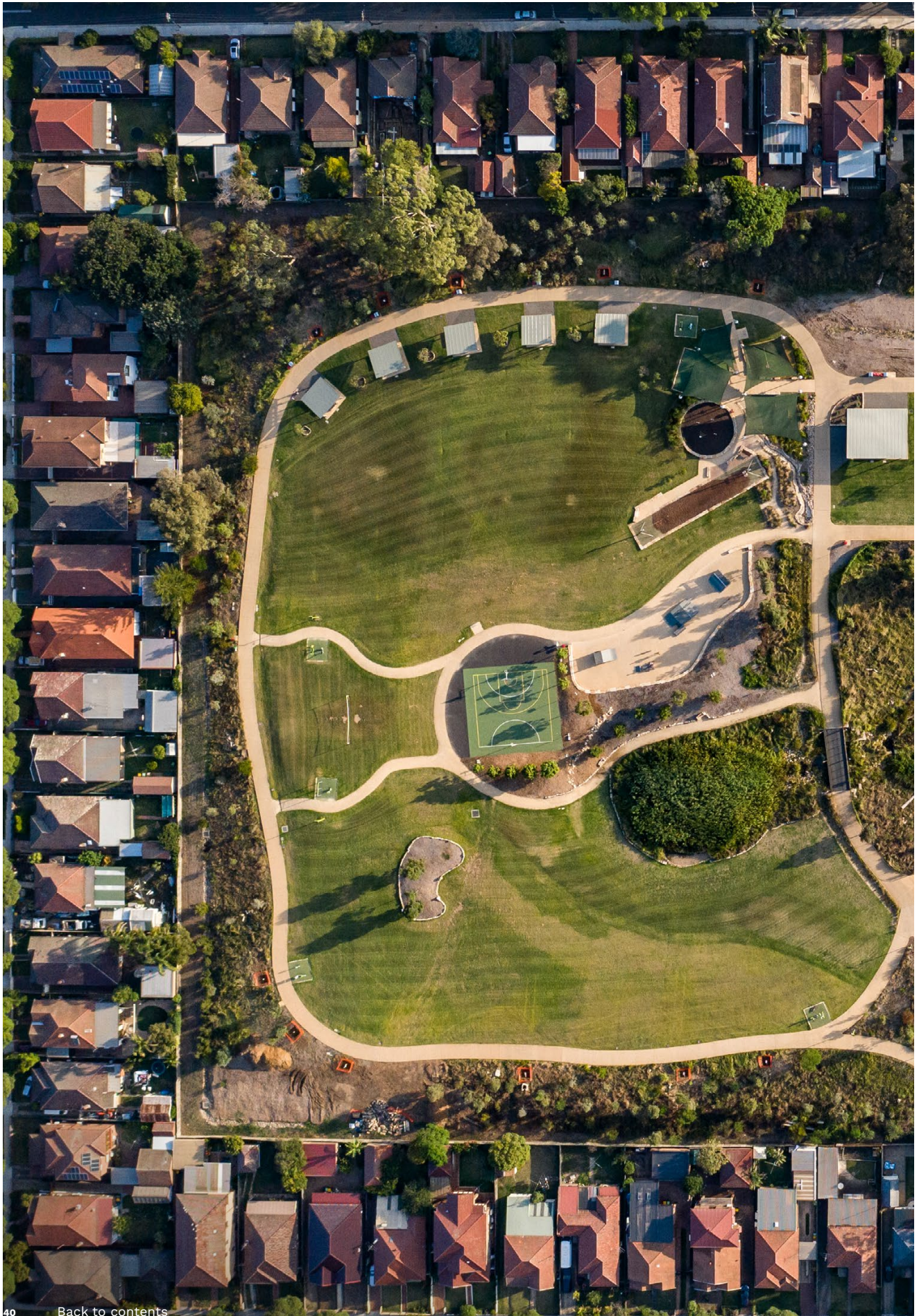




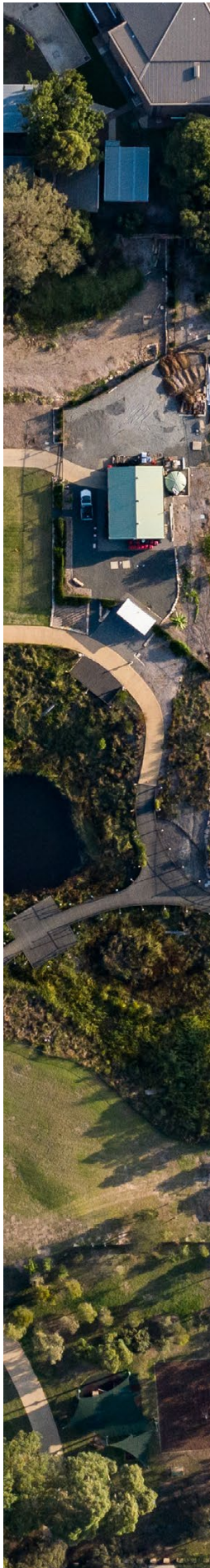
|  | 2029-30<br>Budget | 2030-31<br>Budget | 2031-32<br>Budget | 2032-33<br>Budget | 2033-34<br>Budget | 2034-35<br>Budget |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   | Estimate \$,000   |
|  | 1.0%              | 1.0%              | 1.0%              | 1.0%              | 1.0%              | 1.0%              |
|  | 86.9%             | 86.9%             | 86.9%             | 86.9%             | 86.9%             | 86.9%             |
|  | 4.17              | 4.57              | 5.00              | 5.44              | 6.04              | 6.53              |
|  | 24.93             | 25.06             | 25.18             | 33.02             | 32.98             | 32.95             |
|  | 3.5%              | 3.4%              | 3.3%              | 3.2%              | 3.1%              | 3.1%              |
|  | 16.3              | 17.7              | 18.8              | 20.0              | 21.4              | 22.5              |
|  | 82%               | 84%               | 85%               | 82%               | 80%               | 86%               |











# Our assets



# Asset Management Strategy 2024 – 2034

## Quick links

|  |    |
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| 2. Asset Management Planning           | 45 |
| 3. Monitoring our performance          | 54 |
| Appendix A:<br>Asset Management Policy | 55 |

# 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.

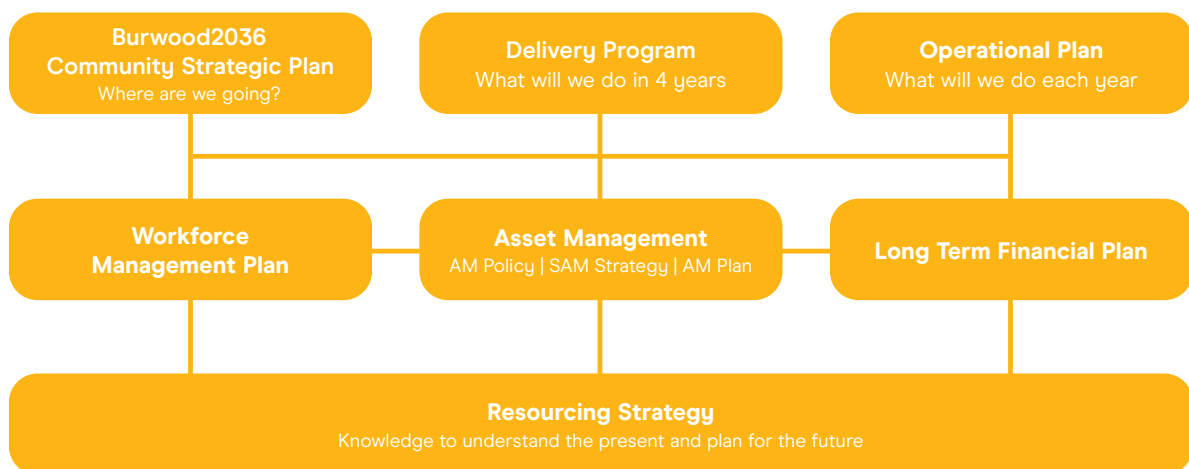




## 2. Asset Management Planning

### 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

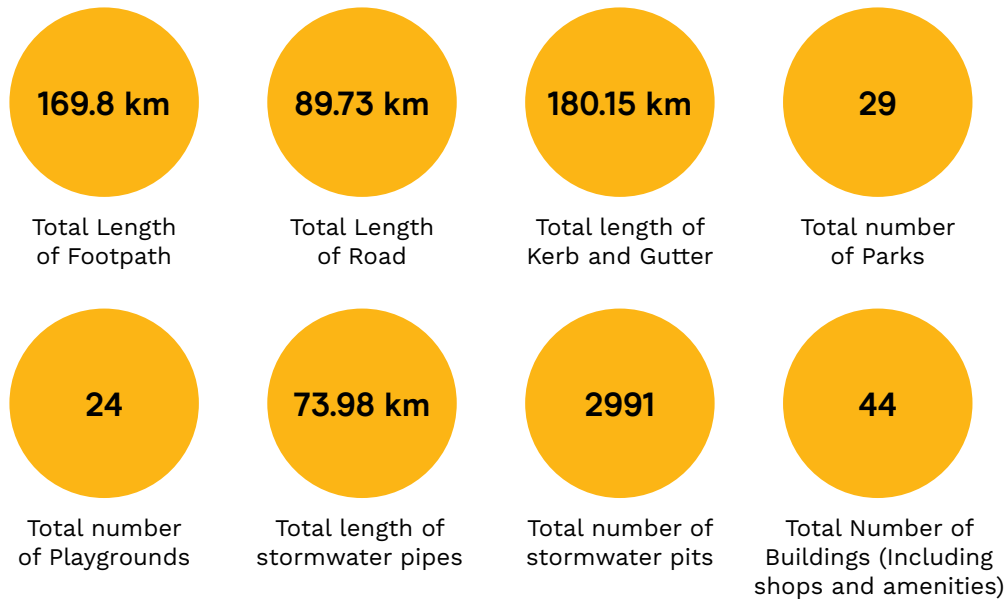
consideration the realisation of the long term Vision and Strategic Directions as established by Burwood2036, our Community Strategic Plan.

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.

<sup>1</sup> 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 objectives<sup>2</sup>. 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 2024.

**Table 1: Asset values covered by this Strategy**

| Burwood LGA - Note 9a |                          | As at 30 June 2024 |                      |
|-----------------------|--------------------------|--------------------|----------------------|
| \$'000                | Current Replacement Cost | Carrying Value     | Depreciation Expense |
| Transport             | \$251,188                | \$151,030          | -\$1,752             |
| Stormwater            | \$82,024                 | \$44,592           | -\$548               |
| Buildings             | \$123,323                | \$89,482           | -\$3,595             |
| Parks & Reserves      | \$27,433                 | \$23,547           | -\$853               |
| <b>TOTAL</b>          | <b>\$483,968</b>         | <b>\$308,651</b>   | <b>-\$6,748</b>      |

<sup>2</sup> 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)

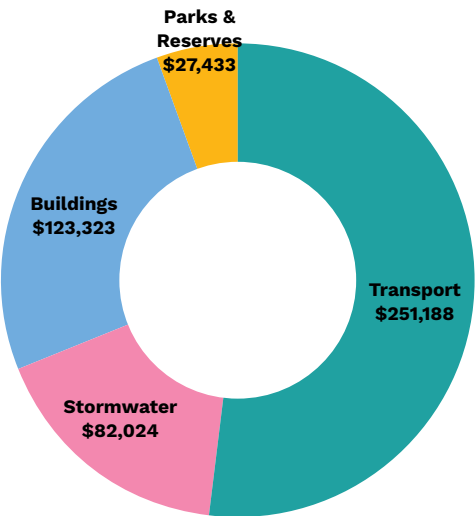
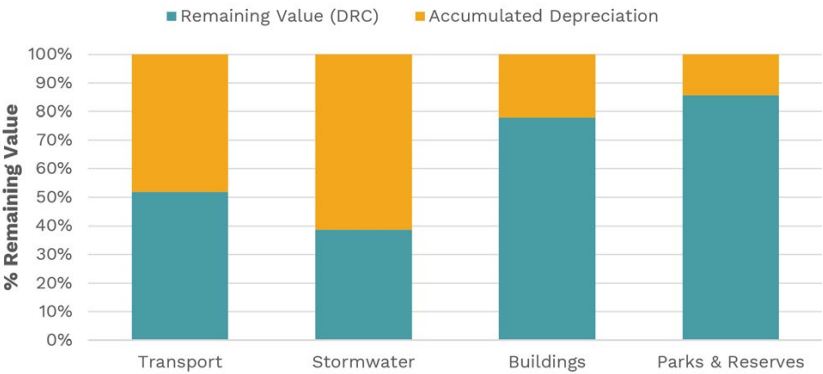


Figure 2 shows the asset consumption ratios of Council's assets (average proportion of 'as new' condition left in assets).

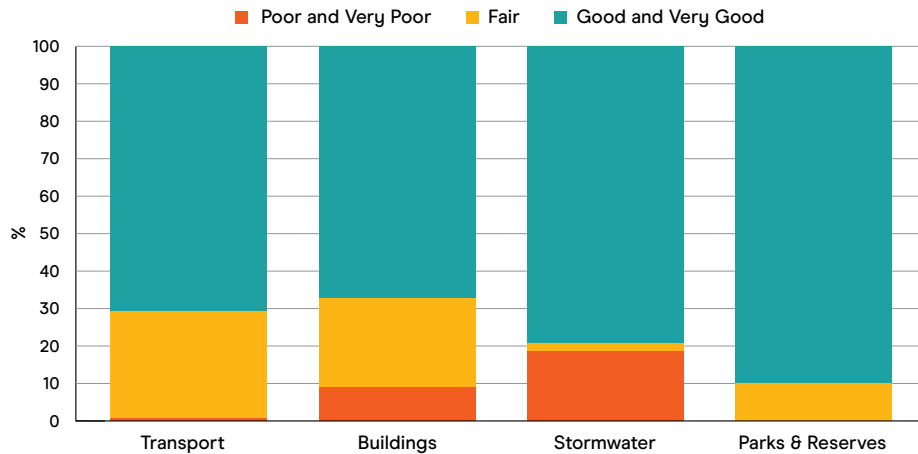
Figure 2: Asset Remaining Value (\$)



### Asset Condition

Asset physical condition is measured using a 1 – 5 grading system<sup>3</sup> as summarised in the table below with an overview of current state presented in Figure 3 which follow.

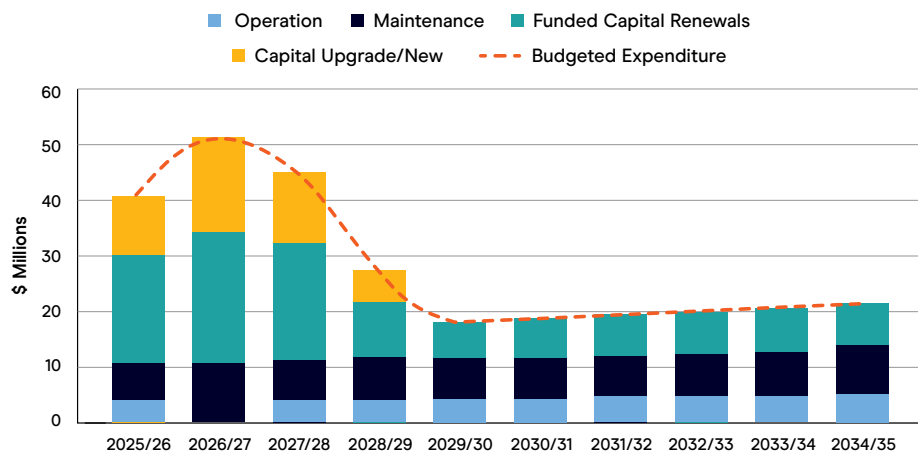
Figure 3: Condition of Assets (%)



### 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 4 shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure compared with financial outlays in the LTFP.

Figure 4: LTFP MoRUN Budgets



Based on our LTFP and available budget, the quantum of assets in poor and very poor state is likely to \$33.6M By 2035. The spikes in Renewal during the first four years are mainly due to the Enfield Aquatic Centre (EAC).

<sup>3</sup> IPWEA, 2011, IIMM, Sec 2.5.4, p 2|79.

Table 2: Current 2025 and 2035 poor state %, asset health % and \$\$ in poor state

| Asset                       | Initial Health 2025 | Final Health 2035 | Initial \$\$ PVP 2025 | Final \$\$ PVP 2035 | Initial % PVP 2025 | Final Class % PVP 2035 |
|-----------------------------|---------------------|-------------------|-----------------------|---------------------|--------------------|------------------------|
| <b>Transport</b>            | 55.56%              | 50.59%            | \$2,424,192           | \$16,291,641        | 1.16%              | 7.80%                  |
| <b>Stormwater</b>           | 55.93%              | 65.52%            | \$13,812,896          | \$6,373,290         | 16.84%             | 7.77%                  |
| <b>Buildings</b>            | 70.00%              | 58.60%            | \$11,396,983          | \$10,316,235        | 11.60%             | 10.50%                 |
| <b>Parks &amp; Reserves</b> | 85.80%              | 65.42%            | \$185,194             | \$643,472           | 0.59%              | 2.05%                  |

**Portfolio Health** = Remaining life left in assets expressed as a % based on IPWEA

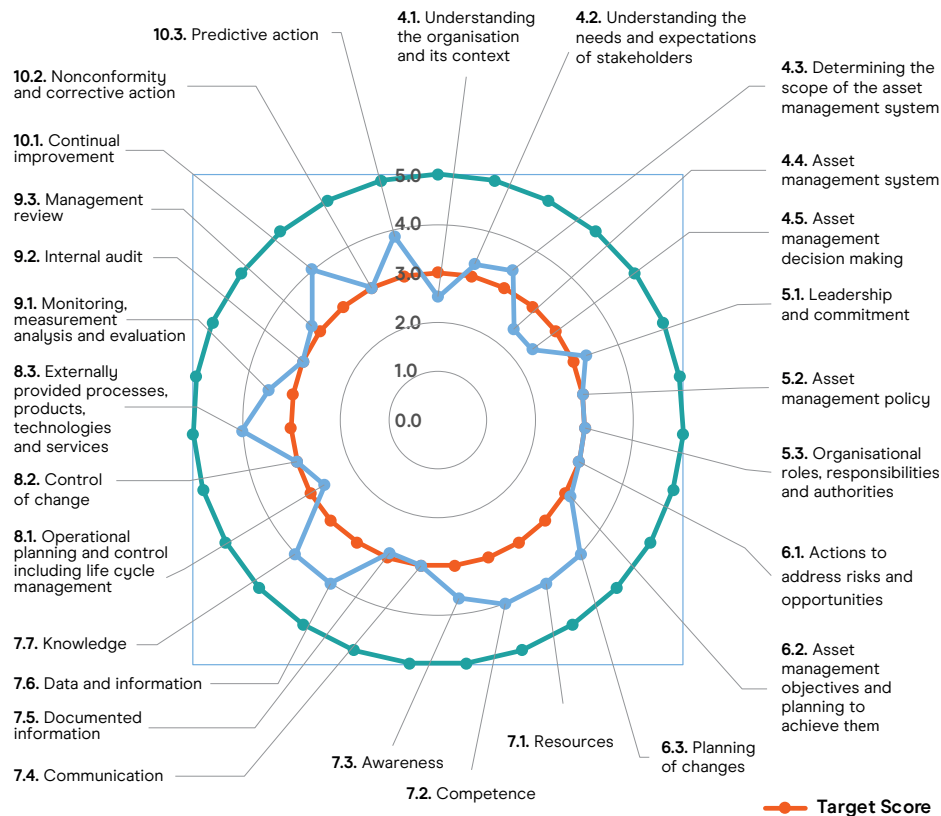
**% PVP** = % of asset portfolio in Poor and very poor state – IPWEA practice notes 3-12

**\$\$ PVP** = replacement cost of all assets in Poor and very poor state

### 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 using the principles and framework of ISO55000. A summary of Council's maturity assessment is presented in Figure 6 below. 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 5: 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  |
|-------------------------------------|--|---------|
| <b>Infrastructure Renewal Ratio</b> | To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.  | > 85%   |
| <b>Capital Expenditure Ratio</b>    | 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 |
| <b>Asset Maintenance Ratio</b>      | 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 |
| <b>% in PVP</b>                     | This ratio shows the assets in Poor and Very Poor condition.   | < 10%   |

# 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.

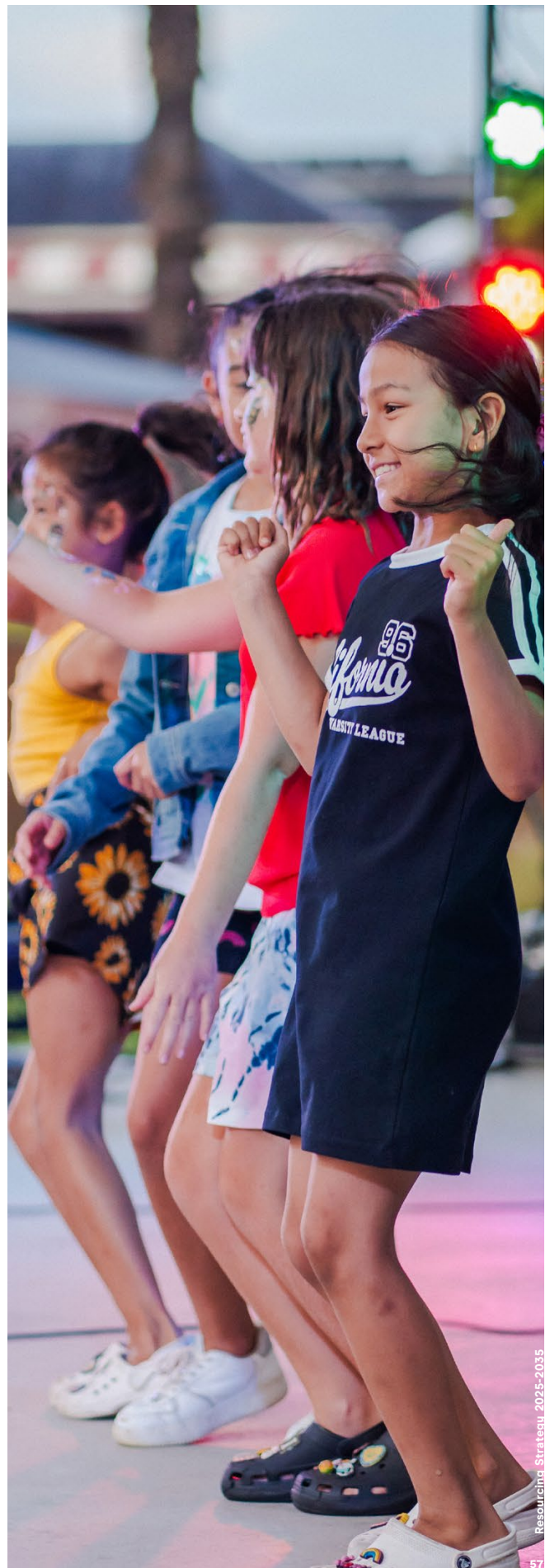
ISO, 2014, ISO 55001, *Asset management – Management systems - Requirements*, International Organization for Standardization, Geneva.

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IPWEA, 2014, 'NAMS.PLUS3 Asset Management', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus).

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# Strategic Asset Management Plan

## Council Infrastructure

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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 \$483.97 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

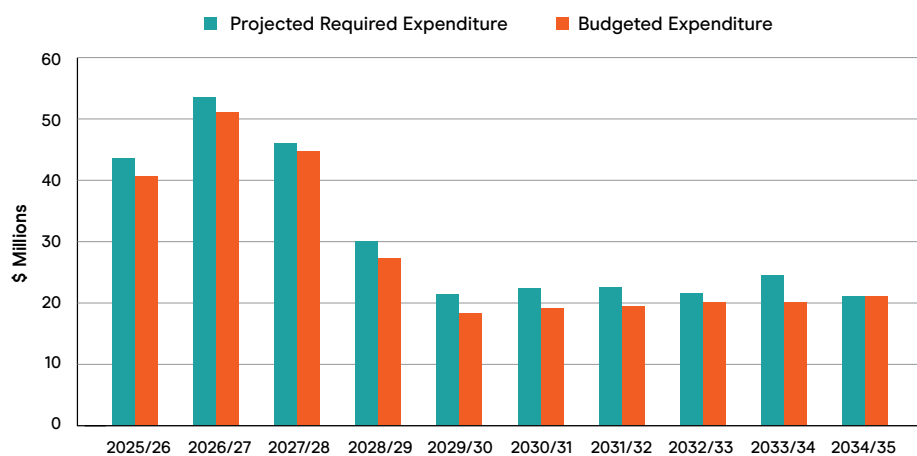
### What does it Cost?

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 \$305.6M or \$30.5M on average per year.

Estimated available funding for this period is \$280.1M or \$28.0M on average per year which is 92% of the cost to provide the service. This is a funding deficit of \$2.5M 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.

Figure 1: 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
- Upgrade of the Enfield Aquatic Centre
- Burwood Urban Park
- Burwood Cultural House (Theatre)
- Henley Sports Field
- Woodstock Sensory Garden

### 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.<sup>1</sup> 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 June 2024 |                      |
|-----------------------|--------------------------|--------------------|----------------------|
| \$'000                | Current Replacement Cost | Carrying Value     | Depreciation Expense |
| Transport             | \$251,188                | \$151,030          | -\$1,752             |
| Stormwater            | \$82,024                 | \$44,592           | -\$548               |
| Buildings             | \$123,323                | \$89,482           | -\$3,595             |
| Parks & Reserves      | \$27,433                 | \$23,547           | -\$853               |
| <b>TOTAL</b>          | <b>\$483,968</b>         | <b>\$308,651</b>   | <b>-\$6,748</b>      |

### 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.

<sup>1</sup> ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

<sup>2</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2] 13.

<sup>3</sup> ISO 55000 Overview, principles and terminology.

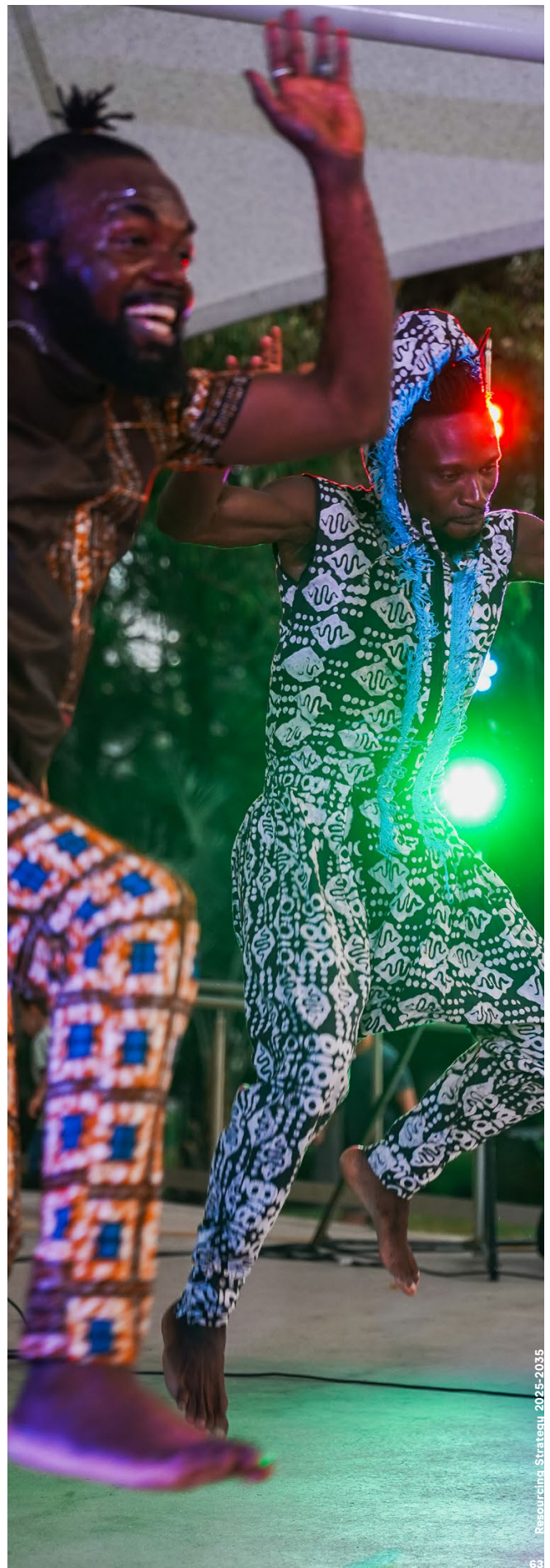
## Plan Framework

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

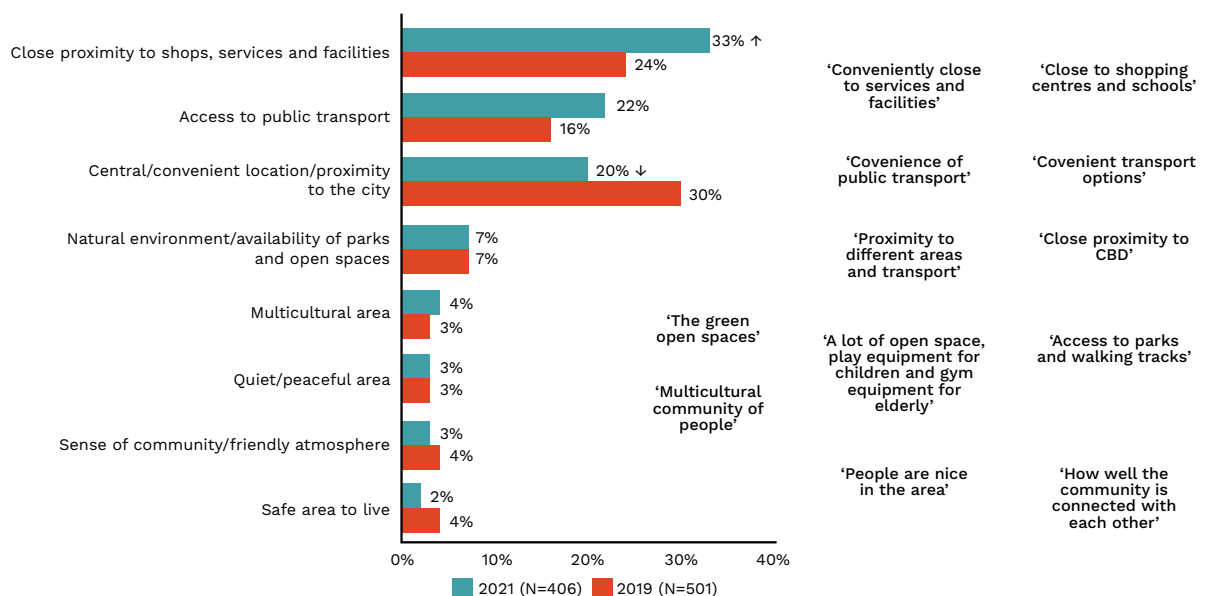


Table 2: Legislative requirements

| Legislation   | Requirement  |
|---|--|
| <b>Local Government Act 1993</b>                                    | <p>Sets out role, purpose, responsibilities and powers of local governments.</p> <p>The purposes of this Act are as follows:</p> <ul style="list-style-type: none"> <li>to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales,</li> <li>to regulate the relationships between the people and bodies comprising the system of local government in New South Wales,</li> <li>to encourage and assist the effective participation of local communities in the affairs of local government,</li> <li>to give councils 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</li> <li>to require councils, councillors and employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities</li> </ul> <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> |
| <b>Local Government Amendment (Planning and Reporting) Act 2009</b> | 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.  |
| <b>Disability Discriminations Act 1992</b>                          | <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> <ol style="list-style-type: none"> <li>Work, accommodation, education, access to premises, clubs and sport; and</li> <li>The provision of goods, facilities, services and land and</li> <li>existing laws and</li> <li>The administration of Commonwealth laws and programs and</li> </ol> <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>  |
| <b>Work Health and Safety Act 2011</b>                              | 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.   |
| <b>Environmental Planning and Assessment Act 1979</b>               | 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.   |
| <b>Plant Protection Act 1989</b>                                    | This Act sets out requirements in respect to Flora Protection.   |
| <b>Environmental Protection Act 1994</b>                            | This Act sets out requirements in respect to environmental protection.   |
| <b>Threatened Species Conservation Act 1995</b>                     | <p>An Act to conserve threatened species, populations and ecological communities of animals and plants.</p> <p>Under the terms of this Act Council is required to ensure the long-term survival of the species identified.</p>   |



Table 2: Legislative Requirements cont'd

| Legislation  | Requirement  |
|--|--|
| <b>Rivers and Foreshores Improvements Act 1948</b>             | 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   |
| <b>Protection of the Environment Operations Act 1997</b>       | 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.   |
| <b>National Parks and Wildlife Act (1974)</b>                  | 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.   |
| <b>Native Vegetation Act 2003</b>                              | 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.   |
| <b>Public Works Act 1912</b>                                   | Sets out the role of Council in the planning and construction of new assets.   |
| <b>Road Transport (General) Act 2005</b>                       | 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.  |
| <b>Road Transport (Safety and Traffic Management) Act 1999</b> | 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.  |
| <b>Roads Act 1993</b>  | 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. |
| <b>Local Government (Highways) Act 1982</b>                    | 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.   |
| <b>NSW Road Rules 2008</b>                                     | 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.  |
| <b>Valuation of Land Act 1916</b>                              | This Act sets out requirements in respect Land Valuation.  |
| <b>Crown Lands Act, 1989</b>                                   | 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.  |
| <b>Heritage Act, 1977</b>                                      | An Act to conserve the environmental heritage of the State.<br><br>Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approval and monitoring.<br><br>Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approval and monitoring.  |
| <b>Building Code of Australia</b>                              | 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.  |
| <b>Building Fire and Safety Regulation 1991</b>                | 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.   |

| Legislation                                       | Requirement   |
|---|---|
| <b>Electrical Safety Act 2002</b>                 | This Act sets out the installation, reporting and safe use with electricity.  |
| <b>Building Regulation 2003</b>                   | This Act sets out requirements in respect to Building Requirements.   |
| <b>Plumbing and Drainage Act 2002</b>             | This Act sets out requirements in respect to Plumbing Requirements.   |
| <b>Rural Fires Act 1997</b>                       | 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.<br><br>Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.   |
| <b>Dangerous Goods Safety Management Act 2001</b> | This Act sets out the safe use, storage and disposal of dangerous goods.  |
| <b>Fire and Rescue Service Act 1990</b>           | This Act sets out requirements in respect to Emergency Services for Fire and Rescue.  |
| <b>Public Records Act 2002</b>                    | This Act sets out requirements in respect maintaining Public Records.   |
| <b>Surveillance Devices Act</b>                   | This Act sets out requirements in respect use of Surveillance Devices.  |
| <b>Civil Liability Act, 2002</b>                  | An Act to make provision in relation to the recovery of damages for death or personal injury caused by the fault of a person  |
| <b>Companion Animals Act 1998</b>                 | An Act to provide for the identification and registration of companion animals and for the duties and responsibilities of their owners.<br><br>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. |
| <b>Rural Fires Act 1997</b>                       | 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.<br><br>Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.   |



## 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 an 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.<sup>2</sup>

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.

<sup>2</sup> IPWEA, 2011, IIMM, p 2.22



Table 3: Community Levels of Service

| Key Performance Measure  | Level of Service Objective   | Performance Measure Process                                      | Current Level of Service   | 10 Year Projection<br>Current LTFF Funding  |
|--|--|--|--|---|
| <b>Community Levels of Service – Transport and Stormwater Drainage</b> |  |  |  |   |
| <b>Quality</b>   | Well maintained roads, footpaths and Kerb and Gutter   | Customer surveys<br>Customer requests                            | Access to public transport – 97% Satisfaction<br><br>Traffic management and road safety – 85% satisfaction<br><br>Maintaining Footpaths – 83% satisfaction<br><br>Access to cycleways – 58% satisfaction<br><br>Has not been fully assessed at this time | It is anticipated that customer requests and community satisfaction would remain the same if not improve over the next 10 years |
|  | Roads, footpaths and Kerb and Gutter that do not cause water ponding   |  |  |   |
|  | Look well maintained   |  |  |   |
|  | Transport infrastructure condition meets hierarchy requirements for condition measures                                 | Roads State of the Assets Report<br>Condition Profiles           | Confidence Level: High   | Confidence Level: Medium  |
|  |  | Footpaths State of the Assets Report<br>Condition Profiles       | Confidence Level: High   | Confidence Level: Medium  |
|  |  | Kerb and Gutter State of the Assets Report<br>Condition Profiles | Confidence Level: High   | Confidence Level: Medium  |
|  | Provide efficient method of collection and disposal stormwater   | Customer surveys<br>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<br>Condition Profile                  | Confidence Level: Low  | Confidence Level: Low   |
| <b>Function</b>  | Ensure access to facilities and services is provided that is suited to the use   | Customer requests<br>Function Profile                            | Has not been fully assessed at this time<br>Confidence Level: Low  | Requests received should not increase annually<br>Confidence Level: Low   |
|  | Transport Infrastructure meets hierarchy requirements for traffic volumes, design speed, width, alignment, access etc. |  |  |   |
|  | Ensure stormwater system meets community expectations  | Customer requests<br>Function Profile                            | Has not been fully assessed at this time<br>Confidence Level: Low  | Requests received should not increase annually.<br>Confidence Level: Low  |
|  | Removal of gross pollutants  |  |  |   |
| <b>Capacity/<br/>Utilisation</b>                                       | Transport network meets the capacity requirements appropriate to hierarchy   | Customer requests<br>Capacity Profile                            | Has not been fully assessed at this time<br>Confidence Level: Low  | Requests received should not increase annually.<br>Confidence Level: Low  |



Table 3: Community Levels of Service cont'd

| Key Performance Measure                                   | Level of Service Objective  | Performance Measure Process   | Current Level of Service   | 10 Year Projection Current LTFP Funding   |
|---|---|---|--|---|
| <b>Community Levels of Service – Buildings</b>            |   |   |  |   |
| <b>Quality</b>  | Service the needs of the community and Council to an appropriate standard<br><br>Buildings and facilities to be safe and suitable to users<br><br>At a quality or standard suitable for their use | Customer surveys<br><br>Customer requests                                 | Protection of heritage buildings and items – 76% satisfaction<br><br>Community centres and facilities – 92% satisfaction<br><br>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<br><br>Condition Profiles            | Confidence Level: High   | Confidence Level: Medium  |
| <b>Function</b>   | Buildings and facilities to be suitable for customer activities<br><br>Easy to access<br><br>Fit for their purpose<br><br>Create a pleasant experience  | Customer requests<br><br>Function Profile                                 | Has not been fully assessed at this time<br><br>Confidence Level: Low  | Requests are likely to slowly increase annually<br><br>Confidence Level: Low  |
| <b>Capacity/ Utilisation</b>                              | Building facilities meet program delivery needs<br><br>Available<br><br>Sufficient facilities for the number of users<br><br>Not overused   | Customer requests<br><br>Capacity Profile                                 | Has not been fully assessed at this time<br><br>Confidence Level: Low  | Requests are likely to increase slowly annually<br><br>Confidence Level: Low  |
| <b>Community Levels of Service – Parks and Recreation</b> |   |   |  |   |
| <b>Quality</b>  | Look well maintained and clean<br><br>Fields have playable surface<br><br>At a quality or standard suitable for their purpose   | Customer surveys<br><br>Customer requests                                 | Enough opportunities to participate in sporting or recreational activities – 16% disagree<br><br>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<br><br>Condition Profiles | Confidence Level: High   | Confidence Level: Medium  |
| <b>Function</b>   | Easy to access<br><br>Fit for their use<br><br>Create a pleasant experience   | Customer requests<br><br>Function Profile                                 | Has not been fully assessed at this time<br><br>Confidence Level: Low  | Requests received should not increase annually<br><br>Confidence Level: Low   |
| <b>Capacity/ Utilisation</b>                              | Available<br><br>Sufficient facilities for the number of users  | Customer requests<br><br>Capacity Profile                                 | Has not been fully assessed at this time<br><br>Confidence Level: Low  | Requests received should not increase annually<br><br>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

| Demand drivers                        | Present position  | Projection   | Impact on services   |
|---------------------------------------|---|--|--|
| <b>Development</b>                    | 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   |
| <b>Community Expectations</b>         | 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  |
| <b>Increasing Costs</b>               | 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 |
| <b>Environment and Climate Change</b> | It is widely accepted that climate is changing  | Future is uncertain but is likely that climate change will impact on the delivery of the services provided by infrastructure.<br><br>Weather extremes will have significant impact on infrastructure | Some services such as the Transport and stormwater drainage may be impacted directly by climate/rainfall and severe events.<br><br>Higher frequency and larger flood events            |



## 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 failures<sup>3</sup>. 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   | Link asset management planning to LTFPs and community strategic plans.<br>Continue to seek grant funding for projects identified in Burwood's Community and Strategic Asset Management Plans    |
| 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  |

## 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.

<sup>3</sup> IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.



## 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  |
|---|--|---------------------|--|
| <b>Roads</b>  |  |                     |  |
| <b>Increasing financial pressure to adequately maintain the roads portfolio</b> | 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   |
| <b>Road Maintenance</b>   | Increasing maintenance requirements  | High                | Continue to improve data<br>Documented service level risks and utilisation for establishing future maintenance priorities  |
| <b>Road Damage</b>  | 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  |
| <b>Stormwater Drainage</b>  |  |                     |  |
| <b>Stormwater Network</b>   | General deterioration of the network resulting in structural and capacity failures | High                | Assess adequacy of inspections, particularly in aged network areas<br>Keep data up to date so that renewals can be planned   |
| <b>Stormwater Network</b>   | Flooding due to blockages  | High                | Assess adequacy of programs and monitor frequency of problems due to inadequate cleaning or maintenance  |
| <b>Stormwater Network</b>   | Flooding caused by inadequate or lack of stormwater systems                        | High                | Review stormwater management program   |
| <b>Footpaths</b>  |  |                     |  |
| <b>Footpaths</b>  | 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 |
| <b>Buildings</b>  |  |                     |  |
| <b>Building Renewal</b>   | 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  |
| <b>Utilisation</b>  | 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   |
| <b>Park and Recreation</b>  |  |                     |  |
| <b>Playgrounds</b>  | 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

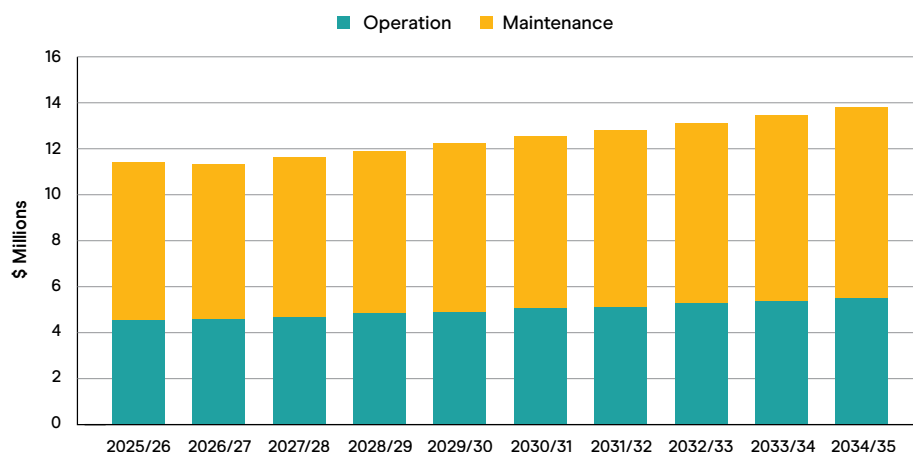
We will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- 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 (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.

## 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
  - 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 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).<sup>4</sup>

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

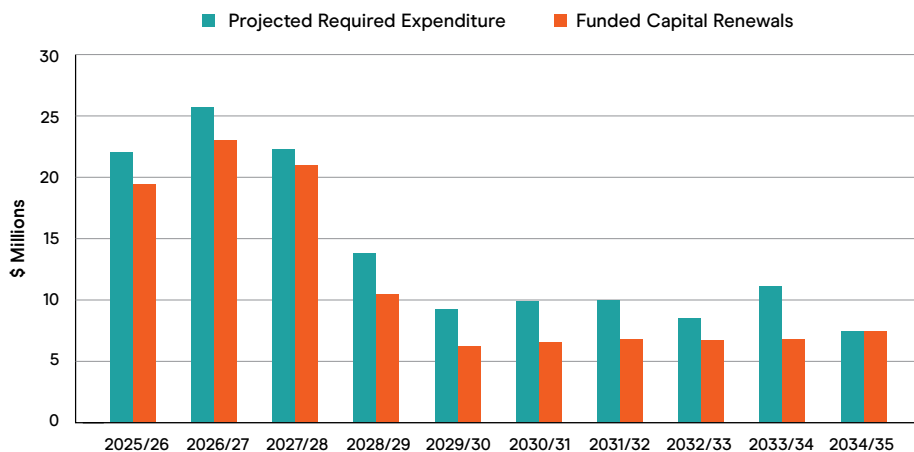
- Have the highest average age relative to their expected lives
- Are identified in this Plan as key cost factors
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.<sup>5</sup>

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 Required and LTEP Budgeted Renewals



## 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.

<sup>4</sup> IPWEA, 2011, IIMM, Sec 3.4.4, p 3|60.

<sup>5</sup> Based on IPWEA, 2011, IIMM, Sec 3.4.5, p 3|66.



### 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

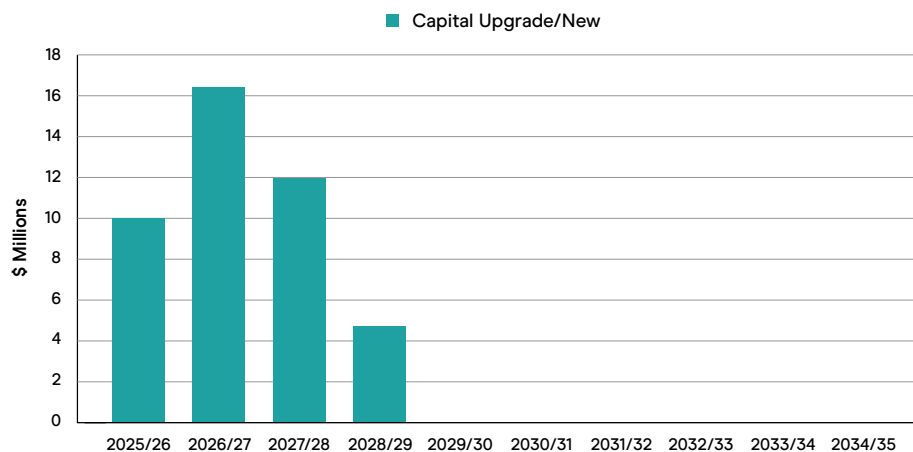
- Review current and required skills base and implement training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure we are obtaining best value for resources used.

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 \$43.4M to improve services by upgrading or building new infrastructure to service the Burwood community. This is predominately made up of 10.5M Transport and 27.3M New Cultural House (Theatre). 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   | LTFP (\$,000) |
|--|---------------|
| 10 Year Renewal Projected Expenditure  | \$138,276.00  |
| 10 Year Renewal Planned (Budget) Expenditure   | \$112,808.00  |
| Asset Renewal Funding Ratio  | <b>82%</b>    |
| <b>Medium Term (10 yrs) Sustainability</b>   |               |
| 10 year Operations, Maintenance & Renewal Projected Expenditure                              | \$262,143.00  |
| 10 year Operations, Maintenance & Renewal Planned (Budget) Expenditures                      | \$236,676.00  |
| 10 year Funding Shortfall (10 year projected. expenditures. - Planned (Budget) Expenditures) | \$25,468.00   |
| 10 year Sustainability Indicator (10 year planned exp. / projected. Expenditure)             | <b>90%</b>    |
| <b>Short Term (5 years) Sustainability</b>   |               |
| 5 year Operations, Maintenance & Renewal Projected Expenditure                               | \$150,409.00  |
| 5 year Operations, Maintenance & Renewal Planned (Budget) Expenditure                        | \$137,537.00  |
| 5 year Funding Shortfall (5 year projected expenditures. – planned (budget) expenditures)    | \$12,872.00   |
| 5 year Sustainability Indicator (5 year planned expenditures. / projected expenditures)      | <b>91%</b>    |

The table above shows that under the current LTFP Council can fund 82% of the projected asset renewals 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.



Figure 5: LTFP AMP Scenario

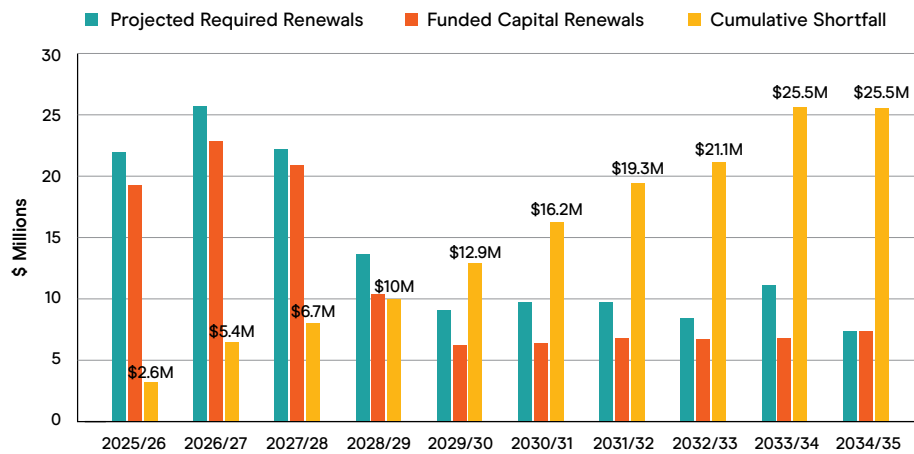


Table 8: Summary of Projected and Planned (LTFP) Renewal Expenditure including Cumulative Shortfall

| Year    | Projected Renewals | Planned/Funded Renewals | Annual Shortfall | Cumulative Shortfall |
|---------|--------------------|-------------------------|------------------|----------------------|
| 2025/26 | \$21,863,983       | \$19,215,856            | \$2,648,127      | \$2,648,127          |
| 2026/27 | \$25,553,326       | \$22,846,504            | \$2,706,822      | \$5,354,949          |
| 2027/28 | \$22,133,355       | \$20,813,045            | \$1,320,310      | \$6,675,259          |
| 2028/29 | \$13,603,687       | \$10,313,602            | \$3,290,085      | \$9,965,344          |
| 2029/30 | \$8,978,388        | \$6,071,947             | \$2,906,441      | \$12,871,785         |
| 2030/31 | \$9,722,908        | \$6,393,074             | \$3,329,834      | \$16,201,619         |
| 2031/32 | \$9,751,141        | \$6,629,931             | \$3,121,209      | \$19,322,829         |
| 2032/33 | \$8,363,942        | \$6,591,285             | \$1,772,657      | \$21,095,485         |
| 2033/34 | \$11,011,165       | \$6,622,122             | \$4,389,043      | \$25,484,528         |
| 2034/35 | \$7,293,662        | \$7,310,339             | -\$16,678        | \$25,467,850         |

## Funding strategy

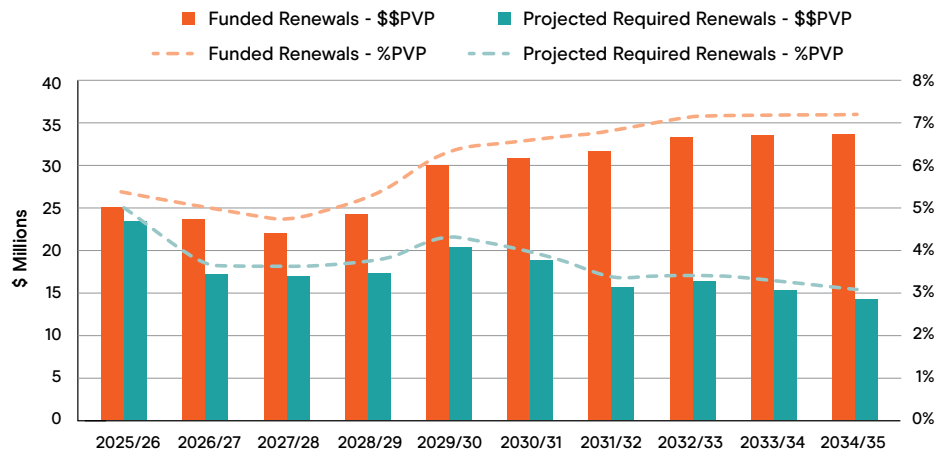
The funding strategy to provide the services covered by this Plan is contained within the Council's LTFP.

## 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 6: Costs and % of Poor/Very Poor (PVP) Assets:  
Funded vs. Projected Required Renewals



### 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: Summary of Replacement Costs and Percentage of Assets in Poor and Very Poor (PVP) – Funded (LTFP) vs. Projected Required Renewals

| Year           | Funded Renewals<br>\$\$PVP | Projected<br>Renewals \$\$PVP | Funded Renewals<br>%PVP | Projected<br>Renewals %PVP |
|----------------|----------------------------|-------------------------------|-------------------------|----------------------------|
| <b>2025/26</b> | \$25,032,431               | \$23,350,565                  | 5.4%                    | 5.0%                       |
| <b>2026/27</b> | \$23,550,335               | \$17,157,702                  | 5.0%                    | 3.7%                       |
| <b>2027/28</b> | \$22,026,169               | \$17,003,157                  | 4.7%                    | 3.6%                       |
| <b>2028/29</b> | \$24,161,149               | \$17,294,263                  | 5.2%                    | 3.7%                       |
| <b>2029/30</b> | \$29,872,397               | \$20,340,788                  | 6.4%                    | 4.4%                       |
| <b>2030/31</b> | \$30,830,203               | \$18,888,801                  | 6.6%                    | 4.0%                       |
| <b>2031/32</b> | \$31,668,645               | \$15,617,247                  | 6.8%                    | 3.3%                       |
| <b>2032/33</b> | \$33,363,041               | \$16,266,401                  | 7.1%                    | 3.5%                       |
| <b>2033/34</b> | \$33,432,676               | \$15,343,549                  | 7.2%                    | 3.3%                       |
| <b>2034/35</b> | \$33,624,638               | \$14,366,690                  | 7.2%                    | 3.1%                       |

Table 10: 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<br>Parks - Low<br>Stormwater Drainage - Medium/High<br>Transport - Low |
| Use of existing valuations, useful lives and remaining lives determined from the condition rating                            | Buildings - Medium<br>Parks - Low<br>Stormwater Drainage - Medium<br>Transport - Low      |
| Use of current expenditure information as best as this can be determined   | Capital Forecasts - Low<br>Operations and Maintenance Forecasts - Medium                  |
| Current levels of service will remain constant over the life of the AMP  | Buildings - Medium<br>Parks - Low<br>Stormwater Drainage - Medium<br>Transport - Low      |
| Continued use of current construction techniques and materials in alignment with current standards                           | Buildings - Medium<br>Parks - Low<br>Stormwater Drainage - Low<br>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 11: 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<br>Parks - High Confidence<br>Stormwater Drainage - Low Confidence<br>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<br>Parks - High Confidence<br>Stormwater Drainage - Low Confidence<br>Transport - High Confidence             |
| Asset Values            | B - Reliable          | 2023-24 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 12: Strategic Initiatives 2025

| ISO Element   | Task/Action  | Responsibility   | Timeline |
|---|--|--|----------|
| AM Policy<br>5.1 Leadership   | Ensure that the AM Policy is continuously implemented and communicated to key stakeholders.<br><br>Ensure each new Council is briefed on their roles and governance responsibilities under the reviewed AM Policy  | • Governance and Risk  | Ongoing  |
| Decision Framework<br>4.5 Asset Management Decision Making  | Develop an Asset Management Framework Business Process Manual that documents key framework elements – How and What:<br>• Condition and Performance<br>• Criticality<br>• Capital and Reactive Maintenance Rule Base<br>• Planned Maintenance<br>• Reporting and National IPWEA and NSOA metrics and measurement                                      | • Infrastructure and Assets<br>• Finance<br>• Property                             | Dec 2026 |
| AM Plans<br>6.2.3 Planning to achieve AM Objectives   | Continue to develop and update Strategic Asset Management Plans for the major asset groups   | • Infrastructure and Assets<br>• Property<br>• Finance                             | Ongoing  |
| Annual Budget<br>9. Performance Evaluation  | Identify infrastructure expenditure by both:<br>• Expenditure Category i.e. the Asset Group it is associated with; for example, road pavement<br>• Expenditure Type – operating, maintenance, capital renewal, capital upgrade or capital expansion  | • Infrastructure and Assets<br>• Property<br>• Finance                             | Ongoing  |
| Life Cycle costing and future LoS scenarios<br>8. Operational Planning and Life Cycle Costing<br>9. Measuring performance | Fine-tune the life cycle costing in proposals for budget deliberations. This is achieved by identifying the renewal and capital upgrade/expansion of all asset types, and providing for the ongoing operational and maintenance requirements and then deliberating these what if scenarios with elected members as annual asset management reporting | • Infrastructure and Assets<br>• Property  | Ongoing  |
| Skills and Processes<br>7.2 Competence  | Review skills and processes to ensure Asset Management objectives are met  | • Infrastructure and Assets<br>• Property<br>• Finance<br>• Information Technology | Ongoing  |

| ISO Element                             | Task/Action  | Responsibility  | Timeline  |
|---|--|---|---|
| 7.6 Data and Information                | <p>Special attention to Buildings data in particular to shift from basic accounting based structure to modern facility management structure:</p> <ul style="list-style-type: none"> <li>• Component and space level</li> <li>• Complex vs Simple buildings</li> <li>• P&amp;E – preventive maintenance framework</li> <li>• Total life cycle cost based renewal planning</li> </ul>  | <ul style="list-style-type: none"> <li>• Infrastructure and Assets</li> <li>• Property</li> <li>• Information Technology</li> </ul>                       | June 2026 to also coincide with buildings revaluations timeline |
| 6.2.3 Planning to achieve AM Objectives | 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"> <li>• Finance</li> </ul>   | On going  |
| 6.2 Asset Management Objectives         | 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"> <li>• Finance</li> </ul>   | On going  |
| 6.2.3 Planning to achieve AM Objectives | <p>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.</p> <p>Special attention to:</p> <ul style="list-style-type: none"> <li>• Civil Maintenance – additional information to be collected and framework developed for maintenance budget prediction</li> <li>• Buildings – preventative maintenance framework to be developed and asset register structure enhanced to meet facility management and prediction needs</li> </ul> | <ul style="list-style-type: none"> <li>• Infrastructure and Assets</li> <li>• Property</li> <li>• Customer Experience and Business Improvement</li> </ul> | Dec 2026  |

## 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](http://www.ipwea.org/namsplus).

IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org/AIFMG](http://www.ipwea.org/AIFMG).

IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)

## 9. Appendices

**Appendix A:**  
**Technical Levels of Service**

**Appendix B: Glossary**

## Appendix A: Technical levels of service

### Technical Levels of Service – Transport and Drainage

| Budget Area             | Activities   | Measure   | Current LTFP Funded Level of Service Scenario 1   |
|-------------------------|--|---|---|
| <b>Operations</b>       | Number of prompted Inspections<br>Number of stormwater service requests received | Number of prompted Inspections<br>Number of requests received   | Decreasing trend<br>Not expected to increase<br>Passive reporting   |
| <b>Operational Cost</b> |  |   | <b>\$11.6M over the next 10 years</b>   |
| <b>Maintenance</b>      | Remove hazards<br>Roads Defect Completion Rate<br>Number of defects outstanding  | Respond to complaints<br>Defects completed during the year as a percentage of defects identified during the year<br>Number of defects outstanding | Reactive maintenance to limit of budget allocation.<br>Not increasing<br>Declining trend  |
| <b>Maintenance Cost</b> |  |   | <b>\$17.4M over the next 10 years</b>   |
| <b>Renewal</b>          | Renewal of assets  | Replacement Cycle   | Further assessment required to inform future revisions of this Asset Management Plan.   |
| <b>Renewal Cost</b>     |  |   | <b>\$58M over the next 10 years</b>   |
| <b>Upgrade/New</b>      | 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 |
| <b>Upgrade/New Cost</b> |  |   | <b>\$14M over the next 10 years</b>   |



## Technical Levels of Service – Buildings

| Budget Area             | Activities   | Measure   | Current LTFP Funded Level of Service Scenario 1   |
|-------------------------|--|---|---|
| <b>Operations</b>       | Number of prompted Inspections                               | Number of prompted Inspections  | Decreasing trend<br>100%  |
|                         | Percentage of Buildings inspected as per inspection calendar | Percentage of Buildings inspected as per inspection calendar                            | Expected to remain the same   |
|                         | Number of Building service requests received                 | Number of requests received   |   |
| <b>Operational Cost</b> |  |   | <b>\$16.8M over the next 10 years</b>   |
| <b>Maintenance</b>      | Remove hazards   | Respond to complaints   | Reactive maintenance to limit of budget allocation  |
|                         | Building Defect Completion Rate                              | Defects completed during the year as a percentage of defects identified during the year | Trend to remain steady  |
|                         | Unresolved Building defects                                  | Number of open Building defects at the end of the year                                  | Trend to remain steady  |
| <b>Maintenance Cost</b> |  |   | <b>\$25.2M over the next 10 years</b>   |
| <b>Renewal</b>          | Renewal of assets  | Replacement cycle   | Building renewals funded in the current LTFP<br><br>Projected building renewals to start to increase over the next 10-15 years    |
| <b>Renewal Cost</b>     |  |   | <b>\$49.9M over the next 10 years</b>   |
| <b>Upgrade/New</b>      | Provide services in a cost-effective manner                  | Cost, meet corporate strategy   | Achieved by a combination of Council and Contract works.<br>New or planned building upgrades have been funded in the current LTFP |
| <b>Upgrade/New Cost</b> |  |   | <b>\$27.3M over the next 10 years</b>   |



## Technical Levels of Service – Parks

| Budget Area             | Activities   | Measure  | Current LTFP Funded Level of Service Scenario 1  |
|-------------------------|--|--|--|
| <b>Operations</b>       | Number of prompted Inspections<br><br>Parks and gardens effectiveness and risk management. | Number of prompted inspections<br><br>Percentage of scheduled playground inspections completed | Decreasing trend<br><br>100%   |
| <b>Operational Cost</b> |  |  | <b>\$21.1M over the next 10 years</b>  |
| <b>Maintenance</b>      | Parks defects identified<br><br>Defects outstanding for the reporting period               | Number of requests received<br><br>Number of defects outstanding                               | Expected to Decrease<br><br>Expected to decrease   |
| <b>Maintenance Cost</b> |  |  | <b>\$31.7M over the next 10 years</b>  |
| <b>Renewal</b>          | Renewal of assets  | Replacement cycle  | Parks renewals funded in the current LTFP<br><br>Projected Parks renewals to remain constant over the next 10 years              |
| <b>Renewal Cost</b>     |  |  | <b>\$4.9M over the next 10 years</b>   |
| <b>Upgrade/New</b>      | 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 |
| <b>Upgrade/New Cost</b> |  |  | <b>\$2.1M over the next 10 years</b>   |





## Appendix B. 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 \*













# Workforce Management Plan 2025–2029

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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 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 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 and Asset Management Plans, the Workforce Management Plan is about ensuring that there are sufficient resources available in the right place, at the right time, with the right skills and capabilities to deliver on the community's vision (Community Strategic

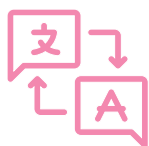
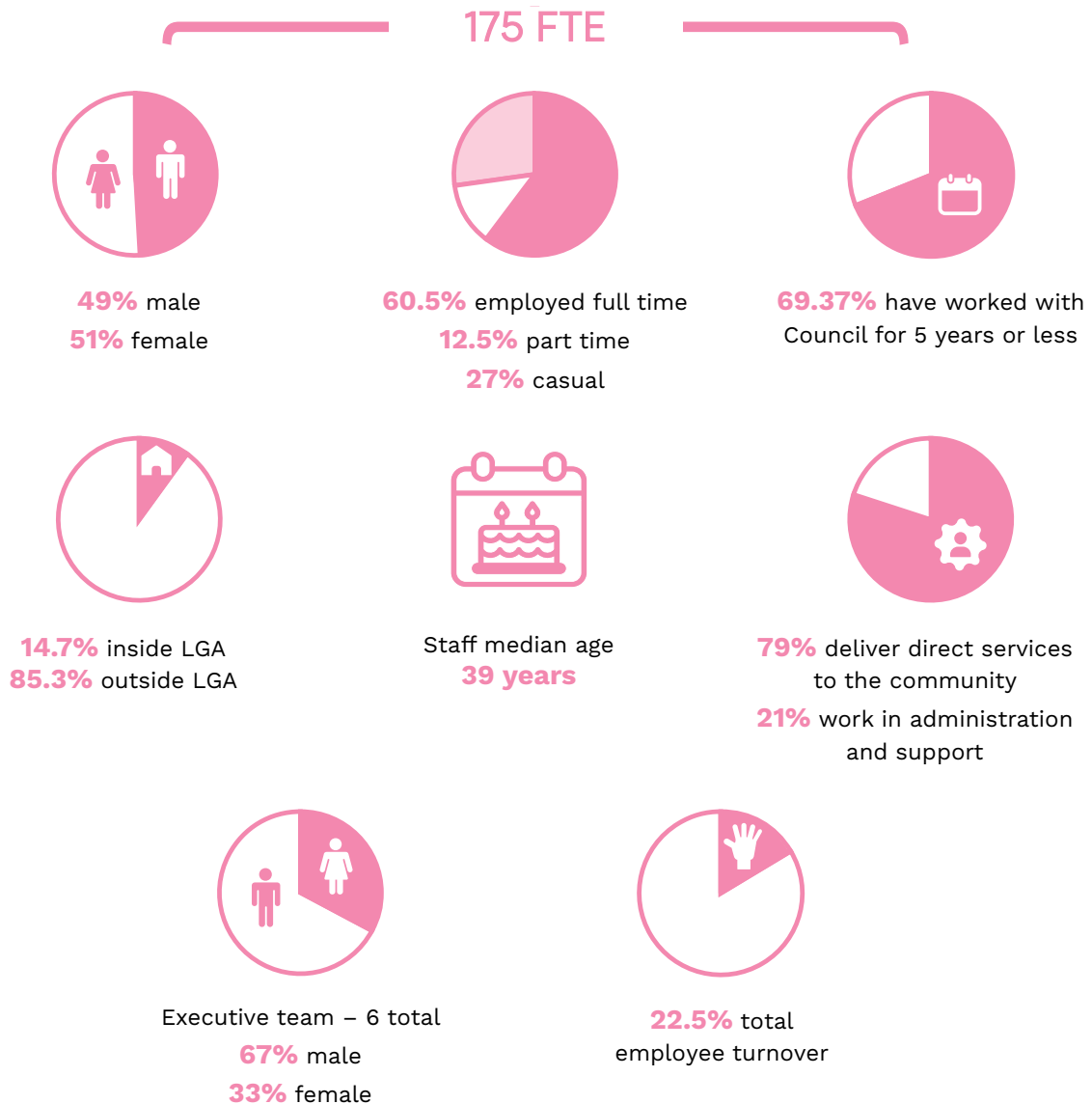
Plan 2036) and aspirations for the Burwood community. The Workforce Management Plan helps Council plan its workforce requirements for the next four years and beyond, and plan what needs to occur to ensure the necessary people are in place when they are needed. The right workforce is a critical element to delivering each of Council's plans. This requires having systems in place to attract, develop and support staff to allow Council to deliver services and infrastructure to our community.

The purpose of the Workforce Management Plan is to identify and respond to workforce challenges and opportunities. The workforce planning process considers workforce analysis, review of forecast demand and supply, gap analysis, operational risk assessments and strategy development.



## Our workforce

Our organisational structure is made up of five Divisions, led by the General Manager. Across the organisation, we employ 175 Full-Time Equivalent (FTE) staff, including casual team members. Together, our workforce plays a vital role in delivering high-quality services to the Burwood community.



### Languages spoken

Arabic, Chinese, Cantonese, Chaozhou, Croatian, English, Hindi, Italian, Mandarin, Malayalam, Marathi, Nepalese, Russian, Samoan, Tamil, Ukrainian

## Shaping a future-ready workforce

Burwood Council's 2025–26 Workforce Management Plan responds to a rapidly evolving landscape, one shaped by digital transformation, community expectations, and the need for greater organisational agility.

Local Government is uniquely positioned to lead through change. For Burwood, this means embracing flexible workforce models, fostering innovation, and building the skills and capabilities needed to thrive in a customer-centric, technology-enabled environment. The lessons of recent years continue to drive new ways of working, where adaptability, collaboration, and purpose-led leadership are essential.

Our Workforce Management Plan puts people at the centre of our strategy. It prioritises investment in talent, leadership development, digital skills, and a high-performing, inclusive culture. By aligning our people, systems and structure with our long-term strategic goals, we are positioning the organisation, and our community, for sustained success.



## Key factors considered

A range of internal and external drivers continue to shape the way we plan, develop, and support our workforce. The following considerations have informed the 2025–26 Workforce Management Plan and reflect both ongoing challenges and emerging opportunities:

### 1. Financial Sustainability and Service Expectations

Delivering high-value services in a constrained funding environment requires a continued focus on modernising operations, improving efficiency, and maximising community outcomes within existing resources.

### 2. Digital Transformation and Future Skills

Accelerating demand for digital services and customer-centric delivery models is reshaping skills requirements across local government. Supporting staff to adapt, upskill and transition into future-focused roles is a key priority.

### 3. Revenue Pressures and Strategic Innovation

Inflationary impacts, post-pandemic recovery, and funding constraints are increasing the need for ethical, commercially aware approaches to revenue generation, alongside a strong focus on governance and long-term sustainability.

### 4. Workforce Competition and Capability Retention

A highly competitive labour market continues to make it difficult to attract and retain critical skills. Knowledge loss through retirement or turnover, and the challenges of early-stage employee retention, remain ongoing risks.

### 5. Employee Experience and Leadership

The shift towards purpose-led, people-centred organisations places increased importance on flexible work, inclusive leadership, development pathways, and meaningful engagement as key enablers of performance and retention.

### 6. Major Project Delivery and Workforce Capacity

The scale and ambition of projects like the \$110 million Western Sydney Infrastructure Grants Program bring both opportunity and pressure. Resourcing challenges exist across planning, delivery, and operational phases, requiring agile workforce strategies to meet evolving service demands.

## Skills in demand

Like many councils, Burwood is navigating ongoing challenges in attracting and retaining talent across several specialised and operational areas. Key skill shortage areas currently impacting service delivery include:

- Civil Engineer
- Building Surveyor
- Environmental Health
- Trade occupations
- Parking Rangers
- Labourer/drivers (especially with MR licence)
- Governance/Risk roles
- Work Health and Safety
- Events
- Librarian
- Records Management
- Project Managers

There is also increasing demand for capabilities in financial management, data and digital literacy, and information technology, along with a strategic focus on growing internal capability to reduce reliance on external providers.

To address these shortages, Council is working in partnership with the Office of Local Government to expand access to cadetships, apprenticeships, and traineeship pathways. These initiatives are helping to future-proof our workforce by supporting succession planning, creating local employment opportunities, and developing a pipeline of emerging talent.

## Workplace culture

Our Purpose, Vision, and Values shape how we serve the community and how we work with one another. These guiding principles influence our decision-making, behaviour, and interactions, forming the foundation of a respectful, inclusive, and high-performing workplace.

We actively listen to our people, through feedback, engagement surveys, and everyday conversations, to understand how we can continue to support their growth, wellbeing, and connection to our shared purpose. Our focus remains on cultivating a culture where people feel valued, heard, and empowered to do their best work.

To build and sustain this culture, we are prioritising initiatives that help us attract, grow, and retain skilled and motivated individuals who align with our values and are committed to delivering exceptional outcomes for the Burwood community.

## Purpose



Connect.  
Inspire.  
Create.

## Vision



The City of  
transformation,  
where the fearless  
and creative turn  
imagination  
into reality.

## Values



**One Team**  
We foster connections  
and collaborate to  
achieve shared goals.



**Curiosity**  
We are innovative,  
forward-thinking and  
embrace possibilities.



**Courage**  
We act boldly and  
rise to a challenge.



**Excellence**  
We are exceptional  
and deliver memorable  
experiences.









## Our Action Plan

**We are entering a period of bold transformation, reimagining how we work to build a more agile, resilient, and customer-focused organisation that can meet the evolving needs of our growing and diverse community.**

Over the next four years (2025–2029), our Workforce Management Plan will prioritise:

- Strengthening leadership capability and collaboration
- Modernising systems, structures, and workforce practices
- Fostering a high-performance culture driven by engagement, accountability, and continuous improvement
- Embedding our Purpose, Vision, and Values in everything we do
- Ensuring the safety, health, and wellbeing of our people
- This transformation will be delivered in close partnership with our staff, who are central to shaping how we improve services and outcomes for the community.

The following pages outline the strategic goals and key actions we will take under each pillar of our Workforce Management Plan 2025–2029.

## Strategic Pillar 1:

## Our workforce systems support attraction, development and retention of talent

| Goals  | Key actions  | Responsible                                   | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--|--|---|---------|---------|---------|---------|
| <b>We attract, retain and develop suitably qualified and experienced staff</b> | Develop and strengthen our Employee Value Proposition to attract and retain a diverse and skilled workforce  | People and Performance                        | X       |         |         |         |
|  | Review recruitment and retention practices   | People and Performance                        | X       |         |         |         |
|  | Support professional development including an annual training plan   | People and Performance                        | X       | X       | X       | X       |
|  | Review Council's flexible working arrangements   | People and Performance                        |         | X       |         |         |
|  | Review on-boarding and induction process   | People and Performance                        | X       |         |         |         |
|  | Support a formal apprentice/trainee program  | People and Performance                        | X       | X       | X       | X       |
| <b>We ensure our staff feel heard and valued for their contribution</b>        | Develop and implement a reward and recognition program   | People and Performance                        | X       | X       |         |         |
| <b>Transform and modernise systems and service delivery models</b>             | Expand technology designed to enhance workflows and improve responsiveness and service delivery  | City Assets/ Information Technology           | X       | X       | X       | X       |
|  | Implement an online system to modernise our time and attendance and leave management processes   | People and Performance                        | X       |         |         |         |
|  | Undertake service reviews of core Council functions to deliver improved services and efficiencies  | Customer Experience and Business Improvement  | X       |         | X       |         |
| <b>Our working arrangements deliver upon community expectations</b>            | 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. Western Sydney Infrastructure Grants program funding) | All   | X       | X       | X       | X       |
|  | Deliver actions from the Burwood Youth Action Plan and Multicultural Burwood Plan.   | People and Performance/ Community and Culture | X       |         |         |         |

## Strategic Pillar 2:

## Our workforce is customer-centred (customer experience)

| Goals  | Key actions  | Responsible   | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--|--|---|---------|---------|---------|---------|
| <b>Staff have the skills and capabilities to deliver quality outcomes for our community</b>                    | Develop and implement a regulatory compliance training framework   | People and Performance                                | X       | X       | X       | X       |
|  | Develop online learning modules to support our training programs   | People and Performance                                | X       | X       | X       | X       |
| <b>We are planning for our current and future workforce</b>  | Develop and implement a talent management framework and succession plans for critical roles and key services   | People and Performance                                |         | X       |         |         |
|  | Develop and implement organisational cross-skilling and up-skilling program  | People and Performance                                |         | X       |         |         |
|  | Support a formal work experience and work placement program  | People and Performance                                | X       | X       | X       | X       |
| <b>Our workforce reflects our community</b>  | Deliver disability awareness training for all Council staff, Councillors and volunteers, including face-to-face and online learning  | People and Performance/<br>Community Life and Culture | X       |         |         |         |
|  | In collaboration with disability employment services, investigate opportunities to increase access to employment opportunities at Council for people with disability           | People and Performance                                | X       | X       |         |         |
|  | Provide people with a disability with work experience through volunteering, apprenticeship, or internship opportunities across different Council services, programs and events | People and Performance                                |         |         |         | X       |
|  | Deliver training to enhance cultural awareness and improve customer experience   | People and Performance/<br>Community Life and Culture |         | X       |         |         |
|  | Deliver First Nations Cultural Awareness training for all staff  | People and Performance/<br>Community Life and Culture |         |         | X       |         |
|  | Review and update our Equal Employment Opportunity (EEO) Policy and Management Plan  | People and Performance                                | X       |         |         |         |
|  | Roll-out EEO training for all staff  | People and Performance                                |         | X       |         | X       |
| <b>Our staff understand the needs of our customers and we champion change that adds value to our community</b> | Introduce information for staff on the Community Strategic Plan, Delivery Program and Operational Plan as part of Council's induction program                                  | People and Performance                                | X       | X       | X       | X       |
|  | Deliver call centre sessions for new starters  | Customer Service and Business Improvement             | X       | X       | X       | X       |
|  | Community and customer feedback is provided to our workforce in a timely manner in order to respond effectively and efficiently  | All   | X       | X       | X       | X       |
|  | 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                                | X       | X       | X       | X       |

## Strategic Pillar 3:

## Our leaders are building a culture of high performance and engagement

| Goals   | Key actions  | Responsible                                 | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|---|--|---|---------|---------|---------|---------|
| <b>Our leaders are supported to deliver upon the expectations of their role</b>   | Develop and deliver a comprehensive and rolling leadership development program designed to enhance leadership capability and drive performance | People and Performance                      | X       | X       | X       | X       |
|   | Implement an online performance review and development tool to enhance the quality of our performance review and development process           | People and Performance                      | X       |         |         |         |
|   | Improve corporate reporting to empower our leaders to drive and continuously improve organisational performance                                | All   | X       | X       | X       | X       |
| <b>We ensure our staff have the capability to make values based decisions in line with our purpose, vision and values</b> | Continue to implement Council's values into all relevant People and Performance and Council processes  | People and Performance                      |         | X       | X       | X       |
| <b>Our leaders are fiscally responsible; demonstrate good governance and have a commercial mindset</b>                    | Deliver training for leaders in financial management including developing and managing budgets   | Finance/ People and Performance             | X       |         |         |         |
|   | New income streams identified and new partnerships established to improve value for the community  | Governance and Risk/ People and Performance | X       | X       | X       | X       |
|   | Our financial position is sustainable  | All   | X       | X       | X       | X       |





## Strategic Pillar 4:

## Our workforce is safe, healthy and well

| Goals  | Key actions   | Responsible                                    | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--|---|--|---------|---------|---------|---------|
| <b>Improve reporting and visibility of safety, health and wellbeing in our workplace</b>               | Implement an online Work Health and Safety system to encourage reporting and improve our safety culture                                     | People and Performance                         | X       | X       |         |         |
|  | Implementation of the new Work Health and Safety Management System  | People and Performance                         | X       | X       |         |         |
| <b>We support our staff by providing safe systems of work and promote health and wellbeing at work</b> | Develop and implement a formal framework for the delivery of safety related training  | People and Performance                         | X       | X       | X       | X       |
|  | Conduct annual audits of our WHS Management System to ensure best practice  | People and Performance                         | X       | X       | X       | X       |
|  | Develop and implement a four-year Health and Wellbeing Strategy that addresses physical, mental, general and financial health and wellbeing | People and Performance/<br>WHS Committee       | X       | X       | X       | X       |
| <b>All staff understand and demonstrate a commitment to the principles of a safe workplace</b>         | Deliver Work Health and Safety Responsibilities and Risk Management training for Managers and Supervisors training                          | People and Performance                         | X       |         | X       |         |
|  | Deliver Code of Conduct training for all staff  | Governance and Risk/<br>People and Performance |         | X       |         | X       |
|  | Deliver Bullying and Harassment training for all staff  | People and Performance                         | X       |         | X       |         |
|  | Deliver customised manual handling training to relevant staff   | People and Performance                         | X       |         | X       |         |
|  | Implement the procedure for managing Psychosocial Hazards in the workplace  | People and Performance                         | X       |         |         |         |

## Monitoring and reporting

The Workforce Management Plan provides a clear framework for how we will manage, support, and grow our workforce to meet the needs of our community, now and into the future. It aligns closely with our Community Strategic Plan, Delivery Program, and Operational Plan, ensuring our workforce efforts are strategically focused and outcomes-driven.

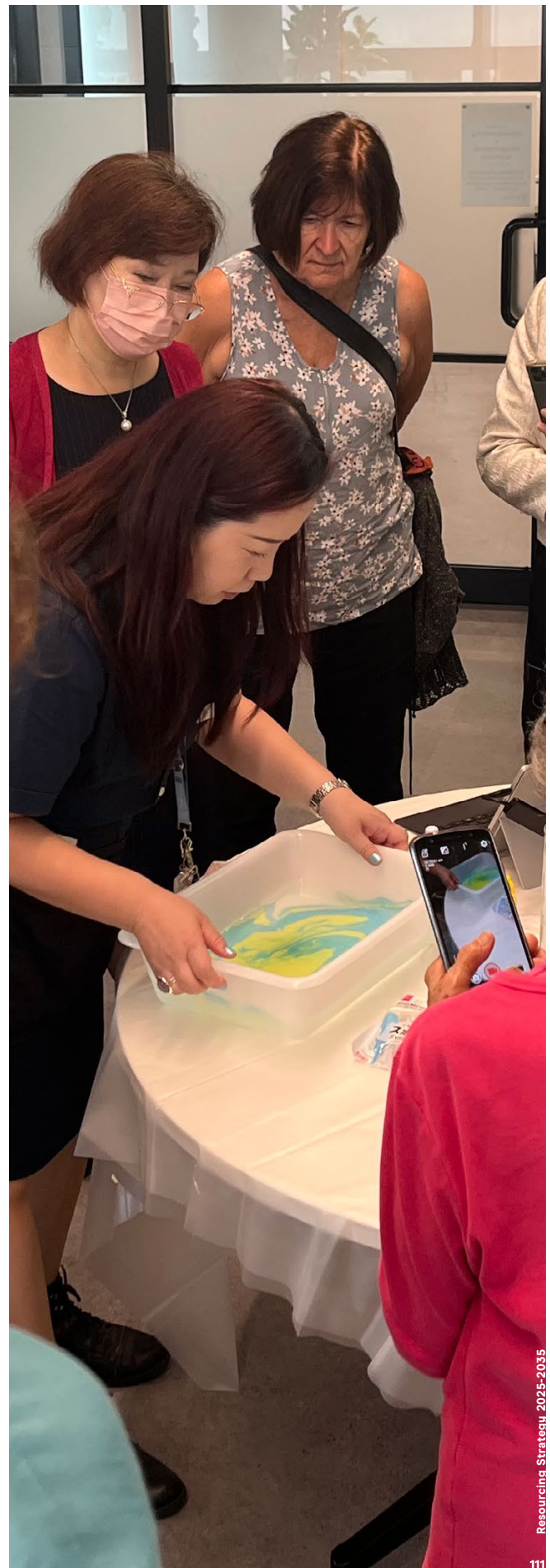
Actions outlined in the Plan are aligned to its strategic pillars and are designed to build a capable, motivated, and future-ready workforce committed to delivering high-quality services for the Burwood community.

Progress will be tracked and reported through our six-monthly Operational Plan reporting process, providing transparency on how we are advancing key workforce priorities. This includes building an agile, customer-focused, and safe workplace culture that is underpinned by ethical leadership and accountability.

Our overall performance will also be reflected in Council's Annual Report and End of Term Report, demonstrating our commitment to continuous improvement and the delivery of meaningful outcomes for staff and community alike.

## 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













# Digital Strategy 2022 – 2026

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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

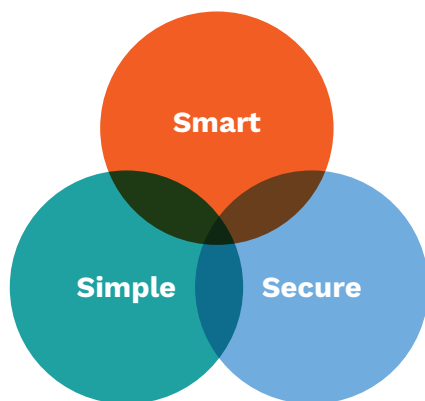
The technological landscape is continuing to change and develop rapidly. Council's reliance on technology for the delivery of its services requires highly available Information Technology (IT) systems and a broad skillset to support their successful operation and administration. Cyber security threats 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 better 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

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: Innovation and AI

Council will expand its use of SmartCities technologies and AI solutions 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, artificial intelligence (AI) and so on. Use of data analytics will be expanded to support decision making.

### Priority Area 4: Strengthen cyber security

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 2022-26  | Key action  | Responsible  | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--|---|--|---------|---------|---------|---------|
| <b>Increase efficiencies and streamline business processes through the enhancement of Information Technology systems</b> | Rationalise and integrate the Information systems used in the delivery of Council services                        | All  | X       | X       | X       | X       |
|  | Maintain Council's IT Hardware to support the effective delivery of Council services                              | Information Technology                               | X       | X       | X       | X       |
|  | Adoption of Software-as-a-Service platforms to provide seamless services with better disaster recovery objectives | Information Technology                               | X       |         |         | X       |
|  | Upgrade systems and applications to support the effective delivery of Council services                            | Information Technology                               | X       | X       | X       | X       |
|  | Introduce systems and processes to maintain compliance with legislative requirements                              | Information Technology, Finance, Governance and Risk | X       | X       | X       | X       |



## Priority Area 2: Customer experience

| Delivery Program principal activity 2022-26   | Key action  | Responsible  | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|---|---|--|---------|---------|---------|---------|
| <b>Enhance online platforms to improve customer experience and community engagement</b> | Implement digital customer experience enhancements to our online platforms            | Information Technology, Customer Experience and Business Improvement                   | X       | X       | X       | X       |
|   | Introduce automation and AI to improve customer response times and reduce human error | Information Technology, Place Management and Communications, Library and Community Hub | X       | X       | X       | X       |

## Priority Area 3: Innovation and AI

| Delivery Program principal activity 2022-26  | Key action   | Responsible  | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--|--|--|---------|---------|---------|---------|
| <b>Expand the use of Smart Cities technologies to enhance the delivery of Council services</b> | Evaluate and adopt emerging technologies and AI solutions 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 | X       | X       | X       | X       |
|  | Enhance traffic management capabilities through the implementation of innovative technological solutions | Information Technology, Infrastructure and Assets, Community Safety  | X       | X       | X       | X       |

## Priority Area 4: Strengthen cyber security

| Delivery Program principal activity 2022-26   | Key action   | Responsible                                 | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|---|--|---|---------|---------|---------|---------|
| <b>Advance Council's cyber security capabilities to safeguard customer information and access to services</b> | Maintain a cyber security framework in compliance with New South Wales Government's Cyber Security Policy, including the adoption of an Incident Response Plan | Information Technology, Governance and Risk | X       | X       | X       |         |
|   | Implement cyber security mitigation initiatives  | Information Technology                      | X       | X       | X       | X       |



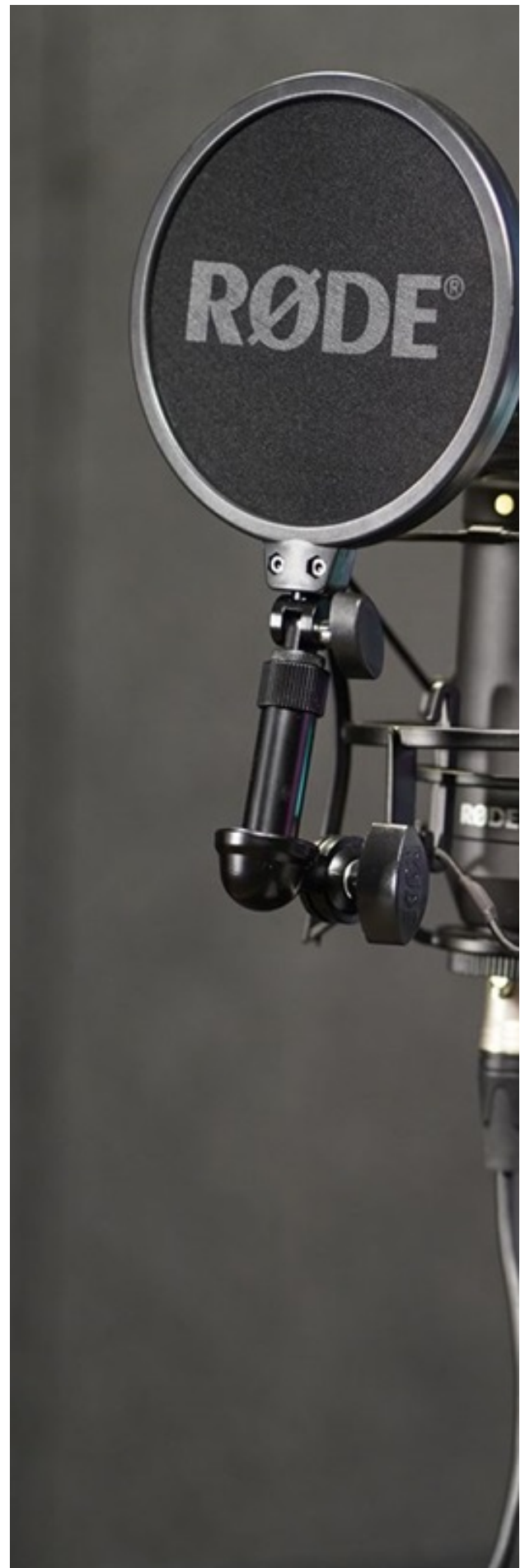
## Monitoring and reporting

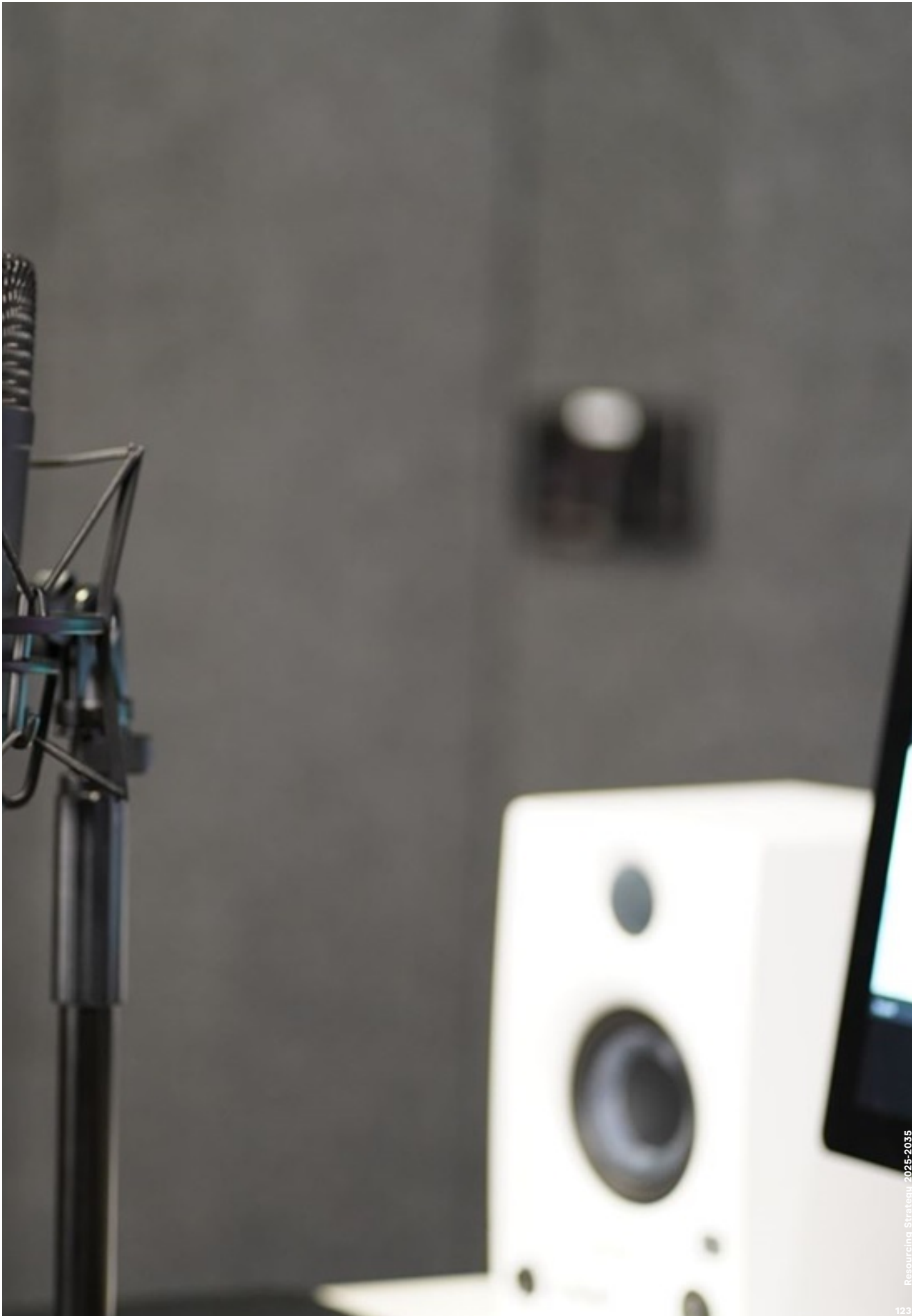
This Strategy outlines our organisational commitment to incorporate new technologies and transform our services to align with our approach of enhancing service delivery. Council has identified Priority Areas and developed separate actions and strategies for implementation which will become a part of 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







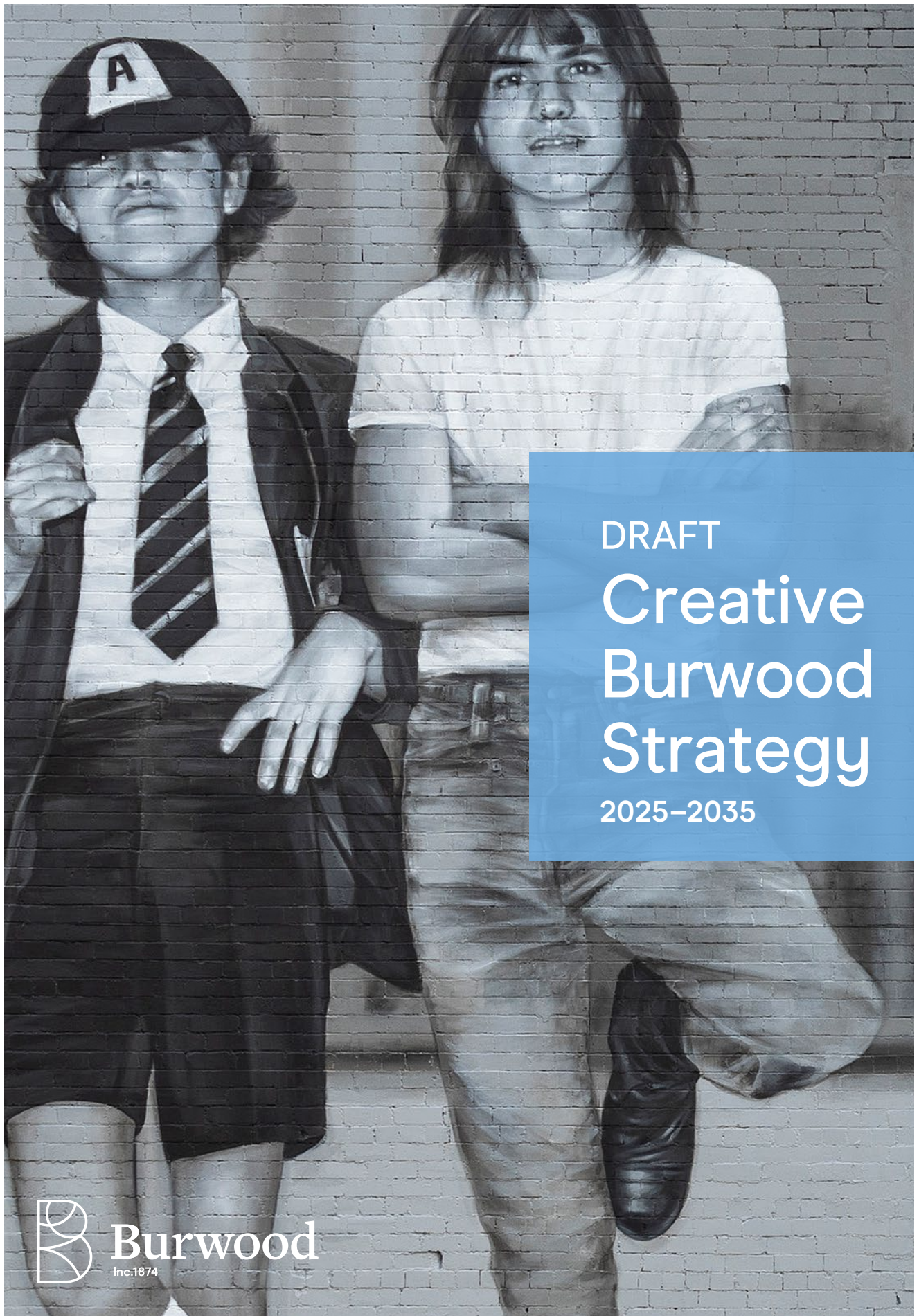
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DRAFT

# Creative Burwood Strategy

2025-2035



**Burwood**  
Inc.1874





## Acknowledgement of Country

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

We pay our respect to Elders past and present, and extend this respect to all Aboriginal and Torres Strait Islander peoples who live, work, create and visit here.



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# Message from the Mayor



Welcome to Burwood – Sydney’s Cultural Playground, a place where creativity is unleashed, curiosity ignites, and arts and culture is a catalyst for meaningful connection.

As Burwood undergoes dynamic transformation, with our population set to almost double by 2041, we embrace the central role of arts and culture in shaping our evolving city. We recognise the importance of proactively strengthening our cultural life and understand that purposeful investment in arts and culture unlocks countless benefits – bringing people together, driving economic growth, and enriching our city’s identity.

We acknowledge the transformative power of arts and culture to inspire and unite our community. We also see arts and culture at the heart of Burwood’s social, cultural, and economic identity, fostering a deep sense of belonging and shared experience. By nurturing creativity, we set out to cultivate a city that is vibrant, inclusive and full of possibility – where everyone has the opportunity to participate and contribute.

Burwood is a place where innovation and tradition meet, as we embrace global trends while preserving our rich history. Already known for its cultural diversity, Burwood is increasingly energised by its emerging creative economy. Crucial to this evolution is the development of the Burwood Culture House, our new home for arts and culture in Burwood. This distinctive cultural destination will provide dedicated spaces for artistic expression, collaboration and creative experiences, attracting diverse audiences from both the local community and around the world.

At this pivotal moment, our city calls for a bold, forward-thinking approach to sustain momentum, ensure long-term viability, and encourage universal participation in arts and culture. It is with excitement that I present our arts and cultural strategy, **Creative Burwood 2025 - 2035**, which outlines our vision for the next decade and our commitment to positioning Burwood as a leading destination for arts and culture. It focuses on three key areas:

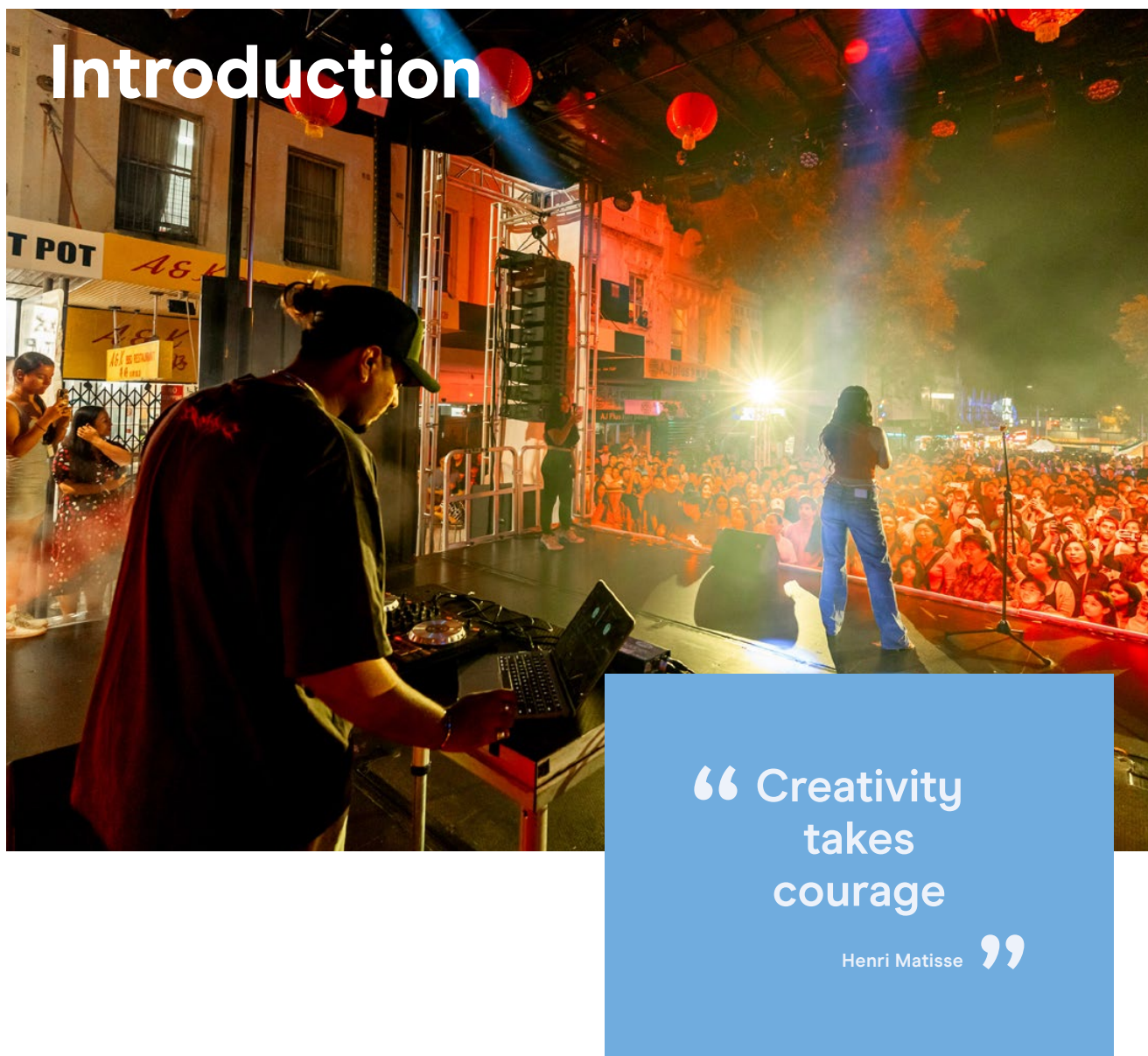
- **Cultural Infrastructure:**  
Ensuring our city has the necessary spaces and facilities to support diverse artistic and cultural activities.
- **Creative Economy and Practice:**  
Supporting artists, cultural workers, and creative industries to thrive and contribute to our economic and social life.
- **Creative Experiences and Stories:**  
Enriching our community by sharing our stories, celebrating our diverse cultural narratives and providing opportunities for participation in the arts.

This strategy is the result of extensive research, community engagement, and a thoughtful examination of emerging trends and opportunities. It is a roadmap for embracing the transformative power of arts and culture, ensuring Burwood remains an energetic, inclusive, and a forward-thinking city for generations to come.

I look forward to collaborating with our community, artists, and cultural partners to bring this vision to life. Together, we will shape an inspiring future for Burwood through the power of creativity.

**Cr John Faker**  
Mayor of Burwood





“ Creativity  
takes  
courage

Henri Matisse

”

Burwood is a city where culture and creativity thrive. As Sydney’s Cultural Playground, Burwood is more than just a place - it is an experience. It is where artistic expression, cultural heritage, and contemporary creativity intersect, making Burwood an inspiring destination for everyone to engage with arts and culture.

As our city prepares for rapid growth and change, we are committed to unlocking the full potential of arts and culture. *Creative Burwood 2025 – 2035*, sets out our vision for the next decade, ensuring that creativity remains a driving force in shaping Burwood’s identity. With our population set to grow significantly, we recognise the importance

of investing in cultural infrastructure, fostering creative industries, and expanding opportunities for meaningful artistic expression and participation. By doing so, we aim to strengthen social connections, drive economic growth, and create a city that is vibrant, inclusive, and full of possibility.

Grounded in extensive research and community engagement, *Creative Burwood 2025 – 2035* is our roadmap for the next ten years. It is our commitment to sustaining Burwood’s evolution as a dynamic cultural destination - one where creativity is embraced, and everyone has the opportunity to contribute to and participate in the arts.

ABOVE: That Gurl Bella, Lunar New Year Street Party 2025





## Arts and culture in Burwood

Arts and culture are integral to Burwood's identity, community connection, economic prosperity, and long-term growth. Arts and culture help shape a lively, inclusive, and forward-thinking community that benefits everyone.

We have adopted a broad definition of arts and culture in Burwood to reflect the diversity of perspectives in our community and the unique cultural ecosystem of Burwood.

### When we talk about 'arts and culture' in Burwood we mean...

- A diverse range of creative expressions, traditions and community activities that celebrate the identity and vibrancy of Burwood
- Traditional art forms e.g. visual arts, music, performance, literature, events and festivals, public art, heritage and collections
- Our unique food culture, creative businesses, places and spaces, and cultural programs that create shared experiences that reflect the rich multicultural makeup of the area.



## How we support arts and culture

Council supports arts and culture in a number of ways:

### Community spaces

Community facilities, parks and public spaces are available for hire and use by community groups and practitioners, supporting arts and cultural activities that bring people together to create, learn, and celebrate.

### Library and Community Hub

Burwood Library is one of the only NSW public libraries with a dedicated creative team, delivering arts programs, exhibitions, spaces and innovative cultural experiences. These provide opportunities for our community to engage, connect and be inspired.

ABOVE: Lion Dance Kids, Lunar New Year Street Party 2025



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## Events and festivals

Council delivers and supports a dynamic program of award-winning events and festivals that celebrate our diverse community and showcase local talent. These range from major street festivals like Lunar New Year and the Greek Street Fair to music, arts, and intimate cultural experiences.

---

## Art prize

The Burwood Art Prize showcases Sydney's best emerging and established artists through an annual exhibition and creative public programs.

---

## Public art and placemaking

Council transforms our public places through placemaking and public art that reflect Burwood's unique identity.

We also provide opportunities for artists to create works for display in the public domain through artwork on construction site hoardings and our Banner Art Program.

---

## Heritage sites

With over 280 heritage sites, 14 memorials and monuments and a local history collection, Council maintains key heritage assets and promotes opportunities to learn more about our local history through walks, talks, exhibits and civic events.

---

## Grants and subsidies

Council's Community Grants and facility subsidy programs support a variety of cultural activities led by local community groups.

---

## Business support

Council strengthens Burwood's creative economy through networking, learning, promotion and event opportunities.

---

# Our vision

## By 2035,

Burwood is renowned as Sydney's Cultural Playground - a leading destination for distinct and dynamic arts and cultural experiences with global reach.

We celebrate diverse stories, nurture local talent, and create pathways that fuel our city's cultural life and grow our creative economy.

As we evolve, we remain committed to pushing creative boundaries, fostering meaningful connections, and embracing unconventional opportunities to engage new audiences and ensure everyone can participate.





This Strategy aligns with various Council and other government plans and policies.

#### National Cultural Policy

- Revive: a place for every story, a story for every place (2023-2028)

#### State (NSW) Policies and Plans

- Creative Communities: Arts, Culture and Creative Industries (2024-2033)
- NSW 24-hour Economy Strategy
- NSW Contemporary Music Strategy
- NSW Public Art Toolkit 2023
- Cultural Infrastructure Plan 2025+
- NSW Visitor Economy Strategy 2030

#### Burwood Council Plans

- Burwood 2036 (Community Strategic Plan)
- Delivery Program and Operational Plans
- Community Facilities and Open Space Strategy
- Burwood After Dark
- Disability Inclusion Action Plan
- Safer Burwood
- Burwood Youth Action Plan
- Library Strategic Plan
- Multicultural Burwood
- Burwood Reconciliation Action Plan
- Property Strategy

#### Burwood Council Policies and Frameworks

- Public Art Policy
- Hoarding Policy
- Library Collection Development Policy
- Licence to Play Activation Policy
- Planning Agreements Policy
- Public Art Guidelines for Developers
- Contributions Plan
- Development Control Plan
- Local Environment Plan

# Issues and trends



## Our Growing and Changing City:

Burwood's population is expected to nearly double by 2041, increasing demand for arts and cultural activities and facilities.

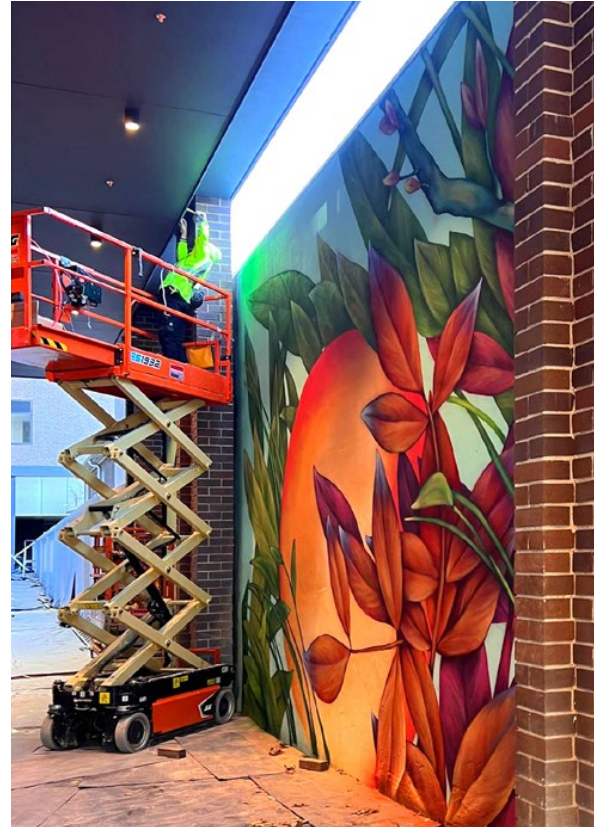
The new Burwood North Metro Station will enhance connectivity, driving more visitors to the area. The Burwood North Masterplan and Croydon Transport-Oriented Development Precinct will also transform these areas, creating new opportunities for public art, creative industries and attracting new audiences.

Our growing young, culturally diverse, highly-educated population will continue to drive demand for innovative arts and cultural activities, creative experiences and need for services and programs into the late evening.

## Cultural Infrastructure Needs:

As demand on our creative spaces grows, innovative solutions and partnerships between government, private, and creative sectors will be essential to increase access to cultural facilities and more creative floor space. Key challenges include ensuring flexibility, affordability and access. Council is already actively reimagining and enhancing the use of non-traditional spaces, such as laneways, streets, carparks, and parks, for cultural activities and events, with ongoing opportunities to expand this work.





### Emerging Night-Time Economy:

Burwood is expanding its after-dark identity, with businesses and Council facilities staying open later to meet community demand for extended access to services, spaces and programs. There is increasing recognition of the key role the creative sector can play in driving our visitor and night-time economies. The establishment of a Special Entertainment Precinct in the Burwood Town Centre and development of a thriving live music scene will be central to enhancing the vibrancy of our city.

### Evolving Arts and Cultural Destination:

Burwood has a growing reputation as Sydney's 'Cultural Playground', offering unique cultural places and experiences. The Burwood Culture House will create our first arts and cultural precinct, and play a pivotal role in shaping and strengthening this identity. Continued investment in public art, innovative placemaking strategies, and new arts and cultural programs will help to draw new audiences.

### Growing Creative Industries:

The creative economy is one of the fastest growing sectors in Australia, creating new jobs and enhancing our local economy. Burwood is home to many small-to-medium creative and cultural businesses. Supporting and promoting our local creative industries will strengthen their role in driving future economic growth and attracting visitors and investment.

### Supporting our Creative Workforce:

Financial instability, casual and freelance work, and low-income levels in the arts industry make it difficult for local artists to establish a career in the creative field. More support is needed for career development, skill-building, and ensuring fair pay in the creative sector. There is also increased focus on supporting the next generation of creatives, especially young, multicultural and multidisciplinary artists.

Research demonstrates that arts and cultural policies often prioritise economic development and placemaking to the detriment of local artists and cultural workers' needs and experiences. Building our local creative sector and prioritising the needs of local artists and cultural workers will be key to ensuring a thriving cultural sector.

ABOVE RIGHT: The Botanist, Sophi Odling



### Diverse Storytelling:

There is a growing focus on ensuring the arts reflect and celebrate everyone's story. This includes sharing and promoting Aboriginal narratives, local history, diverse cultures and voices that are underrepresented. This approach is in line with state and national cultural policies that emphasise the preservation and promotion of First Nations culture, and diverse storytelling.

### Cultural Participation:

There is a growing desire for more opportunities to create, not just consume, arts and culture. Arts and cultural activity are increasingly recognised for supporting health, well-being, and social cohesion. Key challenges include ensuring access and inclusion to programs and meeting the needs of diverse audiences.

### Funding Support:

There is a need for more funding, creative partnerships and continued investment to sustain and expand Burwood's growing arts and cultural sector. Investment is crucial for the success of new cultural infrastructure, the creation, production and presentation of new work and development of audiences.



### Evolving technology and Artificial Intelligence (AI):

AI and new technologies are rapidly evolving and changing the way art is created and experienced. Keeping pace with these changes is challenging as we balance supporting innovation with protecting artists' rights and jobs.

### Audience Development:

As Burwood's arts and culture scene grows, attracting and engaging diverse audiences will be essential to sustaining a vibrant arts and cultural sector. With a changing population, targeted strategies are needed to ensure access, inclusivity, and participation across all demographics.

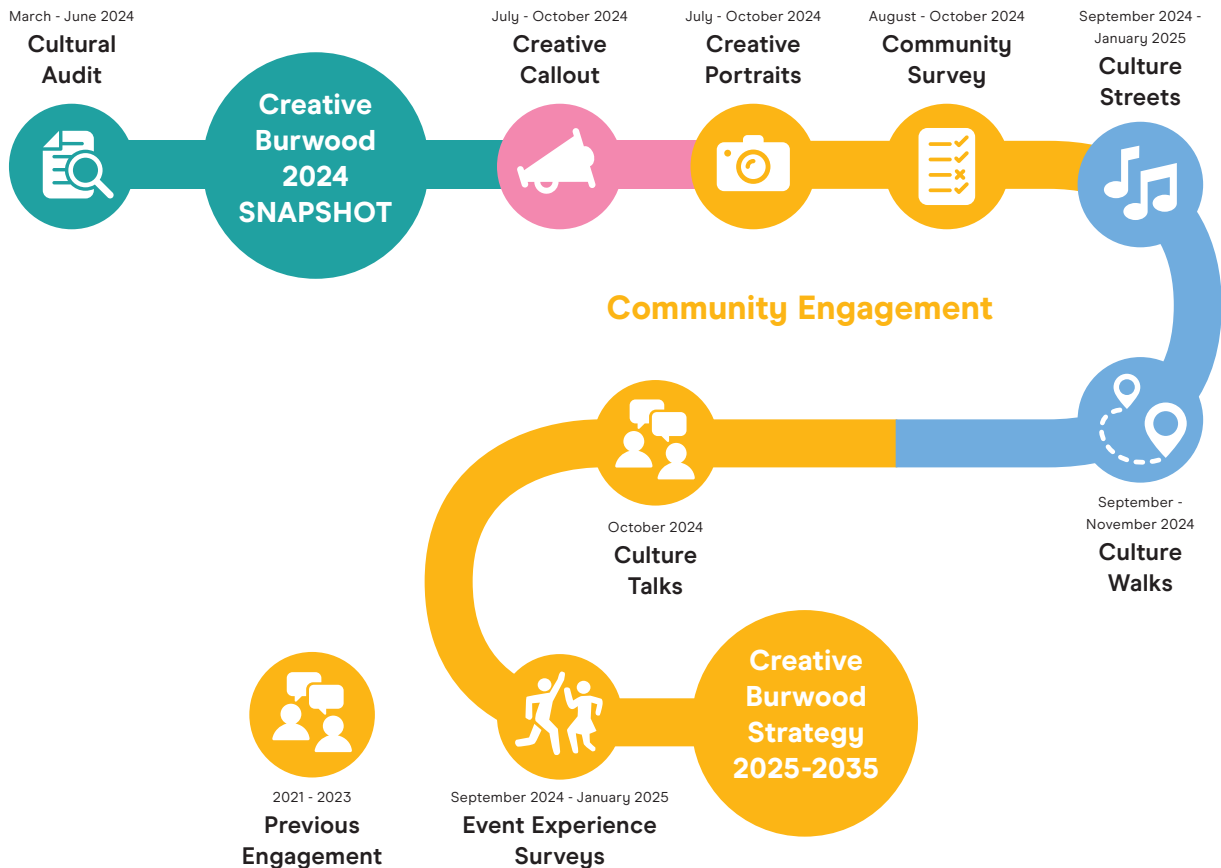
Audience development goes beyond marketing - it requires investment in community engagement and programming that reflects the diverse interests and experiences of our community. Proper resourcing will be critical to fostering long-term participation, growing new audiences, and ensuring Burwood's cultural offerings remain relevant and accessible to all.

ABOVE LEFT: Happy Nest, Burwood Nest with Studio ARTES and Jeff McCann  
ABOVE RIGHT: A woman's work is never done, Jackie Streit



# How we developed this strategy

## What we did



## Who we heard from

**1,021**  
contributions



**226**

Arts and Culture Surveys  
(2024)

**75**

Burwood Culture Talks  
(2024)

**25**

Creative Portrait Interviews  
(2024)

**20**

Licence to Play:  
Burwood Event-Ready Streets  
(2024)

**127**

Culture Streets Visitor and  
Business Surveys  
(2024 and 2025)

### *Previous engagement activities:*

**24**

Burwood Arts and  
Cultural Forum  
(2022)

**210**

'Have Your Say'  
on the Proposed  
Burwood Urban Park  
and Cultural Centre  
(2021 and 2022)

**301**

Community Satisfaction Surveys  
(2023)

**13**

Arts and Cultural  
Organisation Survey  
(2022)

# Key findings

## Our creative heritage

### BUILT HERITAGE

#### Heritage Listed Items



260

Heritage  
Items



21

Heritage  
Conservation  
Areas

## Our creative community

### COMMUNITY AND CREATIVE SECTOR

300+ Community Groups

430+ Cultural and Creative Workers

### Top 3 Occupations



#1

Architects  
(51)



#2

Graphic  
Designers  
(40)



#3

Music  
Teacher  
(38)



The Snapshot provides further details of Burwood's cultural assets identified through an extensive cultural audit mapping process undertaken in 2024.



## Our creative economy

### FOOD CULTURE



**370**

food businesses  
79% located in  
Burwood



**1,090+**

workers in the  
**Food and Beverage  
Industry**



**30+**

cultural  
cuisines



**\$75.8m**

value added to  
Burwood economy

### COMMUNITY INDUSTRIES

**890+** Creative Businesses

**235** Creative Artists, Musicians,  
Writers and Performers

**85** Film and Sound Businesses

**28** Printing and Publishing Businesses



**10**

Art  
schools



**15**

Music  
schools



**10**

Dance  
schools



**5**

Karaoke  
bars



**4**

Media  
broadcasters

## Our places and spaces

**26%** of cultural facilities are  
Council owned



**3**

Gallery or  
Exhibition  
Spaces



**11**

Studio,  
Recording or  
Production  
Spaces



**20**

Theatres,  
Rehearsal &  
Performance  
Venues



**20+**

Community  
Halls &  
Participation  
Spaces



**16**

Pubs, Clubs  
& Function  
Venues



**1**

Cinema



**41**

Places of  
worship



**12**

Libraries

- 1 public
- 11 school-based



**10**

Cultural  
precincts



**35**

Outdoor  
Event Spaces

- parks
- streets
- laneways
- car parks

Note: these include public, private and community owned cultural spaces and facilities located within the Burwood LGA.



**30+** public artworks

# What we heard

## Our strengths

### Local Talent:

Burwood has a high level of artistic and creative talent, from emerging to internationally recognised artists.

### Cultural events and festivals:

Our dynamic, colourful festivals and events bring our community together with music, performance and food, celebrating our diverse cultures, people and places.

### Community Connections:

Our community is well-connected, with strong local and global networks.

### Food and Creative Destination:

Residents and visitors are drawn to Burwood's diverse and authentic food cuisines, cultural experiences and distinctive public art.

### Community-Driven Activity:

Burwood hosts a significant amount of community-led cultural initiatives, driven by small grassroots groups.

### Creative Businesses:

Burwood has many creative and cultural industries, including a focus on new technologies and a growing vibrant arts scene made up of art, music, dance and drama schools, programs and businesses.

### Cultural Diversity:

Burwood is known for its vibrant multiculturalism. This is reflected in unique art forms, skills and techniques from around the world and the vibrant cultural activity practiced in informal spaces such as parks, churches and community spaces. Our unique food culture, creative businesses and cultural programs also reflect the rich multicultural makeup of the area.

### History and Heritage:

We have a significant number of heritage items and places that reflect the stories of our past.

## Our challenges and gaps

### Cultural infrastructure

#### Live Music and Performance Venues:

There is a lack of local live music venues and performance spaces.

#### Access to Creative Spaces:

There is a strong demand for greater access to creative facilities, including spaces for:

- Workshops and cultural activities, including low-cost or free options for community participation
- Dance, music, dramatic art, cultural maintenance and rehearsal
- Creating including affordable artists' studio and residencies
- Exhibition and performance
- Networking and collaborating

Incentives or facility subsidies to support local artists and community groups were also identified as an ongoing need.

### Creative sector

#### Emerging and Local Talent:

There is a need for development opportunities and career pathways to support young creatives, and promotion of local artistic talent.

#### Sustainability:

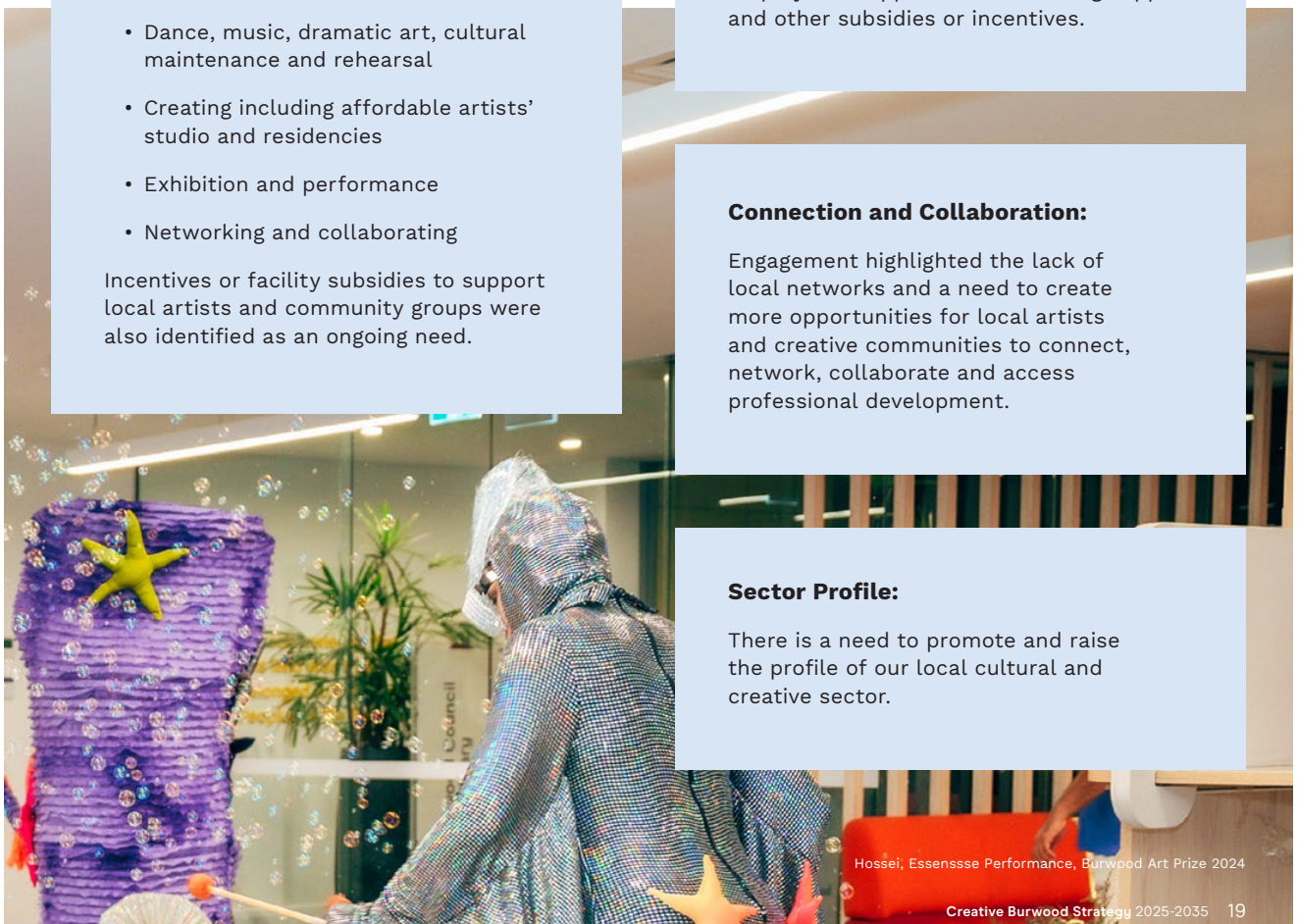
There is a lack of recognition of the financial instability that many artists face when establishing a career in the creative field and the importance of paid employment opportunities, funding support and other subsidies or incentives.

#### Connection and Collaboration:

Engagement highlighted the lack of local networks and a need to create more opportunities for local artists and creative communities to connect, network, collaborate and access professional development.

#### Sector Profile:

There is a need to promote and raise the profile of our local cultural and creative sector.



Hossei, Essensse Performance, Burwood Art Prize 2024



## Our key opportunities

### Share Our Stories:

There is a strong desire to capture and showcase the unique stories of our past, people, places, and creative industries, highlighting diverse cultural expressions that create connections both locally and globally.

### Cultural Exchange:

Increasing recognition of Aboriginal culture and fostering cross-cultural connections can ensure all community stories are represented.

### Youthful Energy:

With a high youth population eager for new experiences, there is an opportunity to engage with young audiences by creating dynamic experiences that inspire creativity, foster connections, and encourage cultural participation.

### Access to Cultural Infrastructure:

Partnerships with education, community, and business sectors could unlock access to high-quality, privately held cultural facilities within Burwood.

### Cultural Experiences:

There is an opportunity to create distinctive art and cultural experiences that celebrate our diverse food, festivals, built heritage, and rich multicultural identity.

### Public Space Innovation:

Continuing to use non-traditional spaces for cultural expression can further strengthen community identity through public art and placemaking.

### Promotion and Audience Development:

Showcasing our cultural assets can attract new audiences and highlight our people, places, events, and creative industries.



## Our vision for the future of arts and culture

### Cultural Powerhouse:

Burwood is a leading home for arts and culture, with accessible spaces, quality facilities and programs, and vibrant cultural experiences for all.

### Creative Pathways:

We are an incubator of local talent and creativity. We provide opportunities for emerging talent to grow, create pathways to develop their careers, and strengthen our creative economy.

### Diversity:

Burwood celebrates all cultures, including those underrepresented, becoming a centre for cross-cultural artistic innovation and excellence, offering distinctive and authentic arts and cultural experiences and events.

### Connection:

Burwood is a welcoming place to connect, collaborate and have shared experiences and engage in cross-cultural exchange.

### Storytelling:

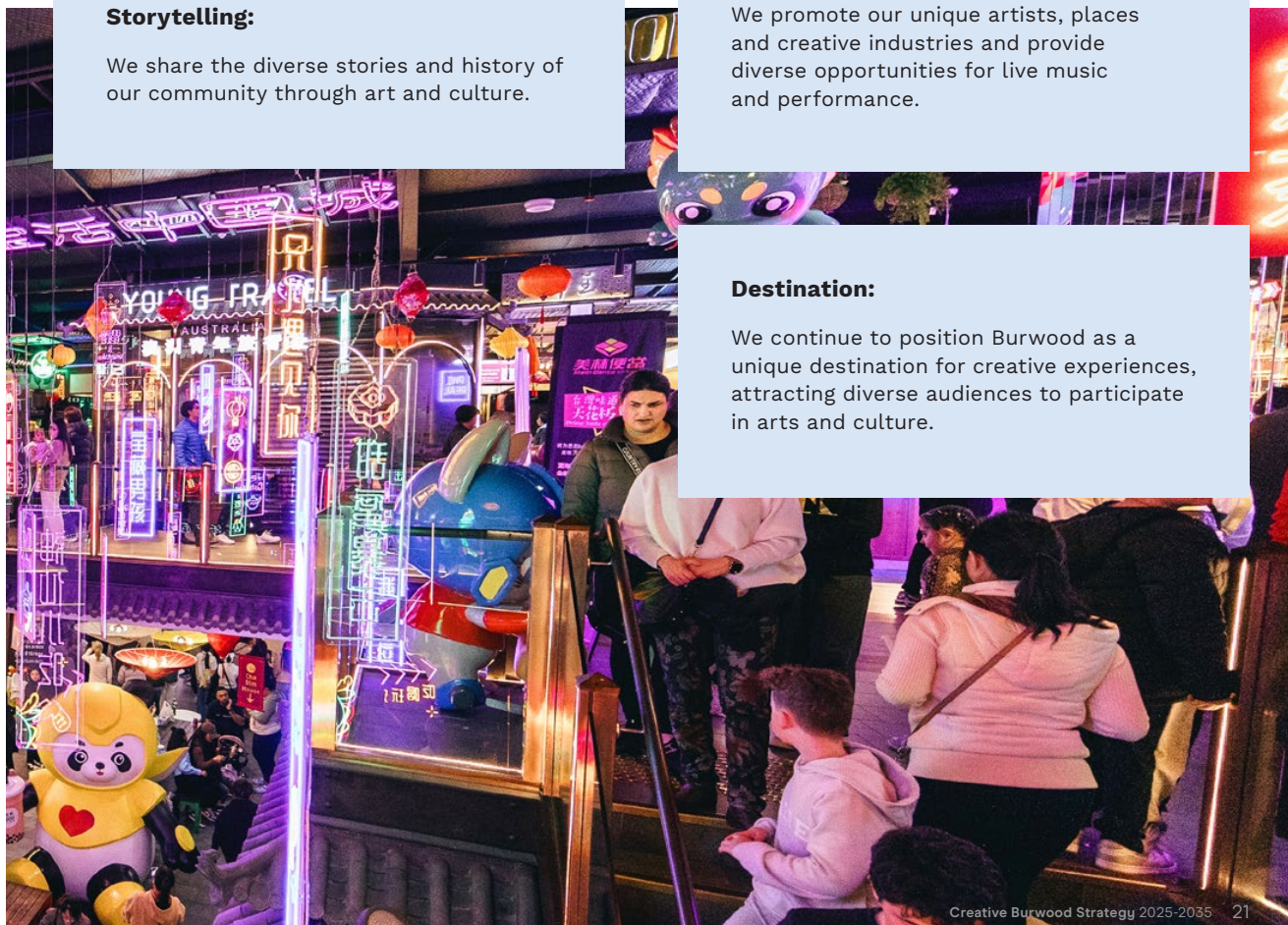
We share the diverse stories and history of our community through art and culture.

### Showcase:

We promote our unique artists, places and creative industries and provide diverse opportunities for live music and performance.

### Destination:

We continue to position Burwood as a unique destination for creative experiences, attracting diverse audiences to participate in arts and culture.

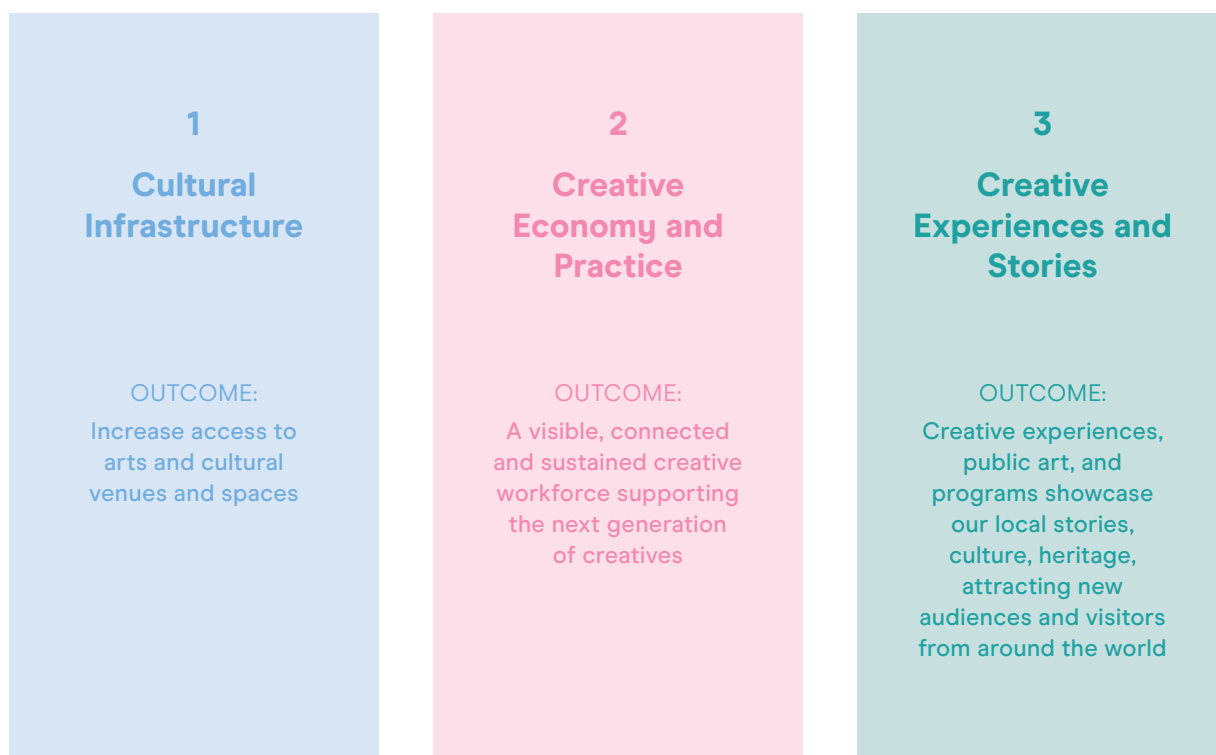




# Our Strategic Action Plan

This Plan outlines the strategic actions we will take to achieve our vision for arts and culture in Burwood over the next ten years. Our actions focus on three priority areas.

## Focus Areas



### Delivery Timeframe:

**Short term:**  
Immediate to 3 years

**Medium term:**  
4 to 7 years

**Long term:**  
8 to 10 years

ABOVE: Burwood Art Prize 2024 Winner – Ali Tahayori, *Self-portrait (Inverted Pink Triangle)*



# Focus Area 1:

## Cultural Infrastructure

### Outcome:

Increased access to arts and cultural venues and spaces

#### Key challenges and needs

- Lack of live music venues
- Limited access to purpose built spaces for creating, rehearsal and presentation
- Affordable spaces for creatives and community groups - despite venue hire subsidies:
  - It is hard for community groups to sustain costs for regular hire of venues for cultural maintenance, creation and rehearsal
  - Professional creatives are unable to access subsidised access to venues
- Spaces for networking and collaboration
- Lack of awareness of what's available and how to access venues and spaces
- Protection, preservation and promotion of local heritage assets

#### Cultural facility gaps

Spaces for creative arts including:

- Large, purpose-built performance spaces
- Improved outdoor spaces for events and activations
- Artist studio and residency space
- Dedicated exhibition space
- Community maker spaces
- Affordable spaces for creative industries, particularly for new and emerging ventures

Library facilities - current 279m<sup>2</sup> shortfall (2025), increasing to 1,466 m<sup>2</sup> (by 2036)<sup>1</sup>

#### Key opportunities

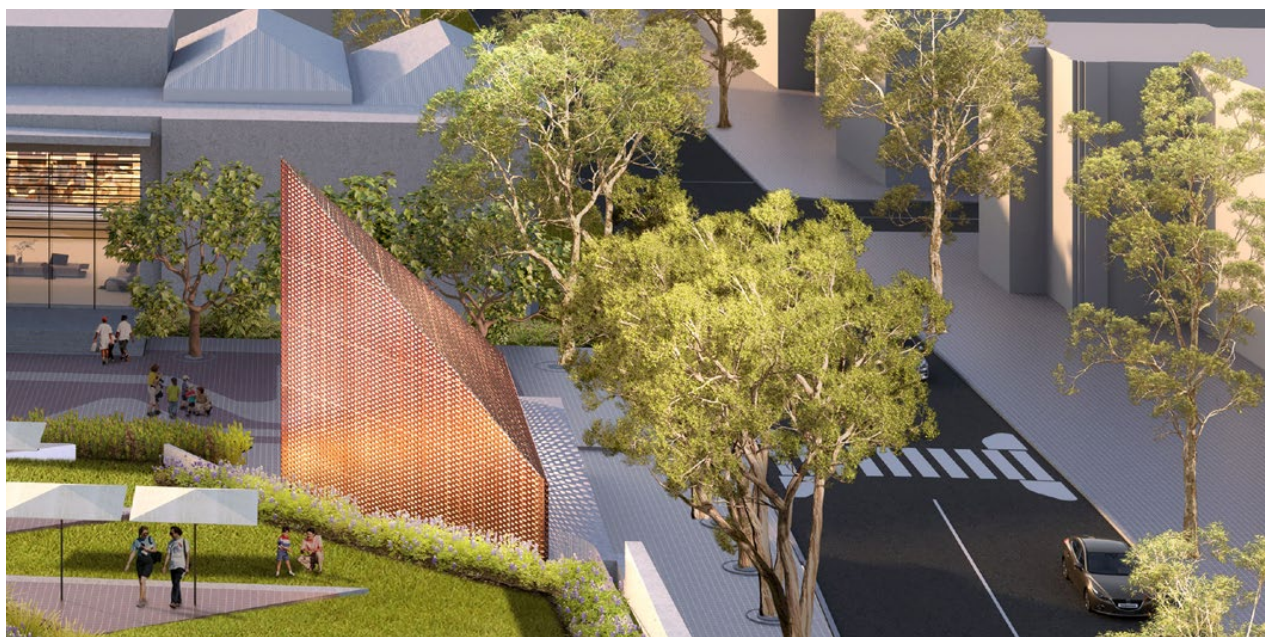
- Increase live music and performance venues
- Use unconventional spaces like streets, laneways, vacant shops and car parks for cultural activities
- Address venue hire challenges for creatives such as subsidies and free access
- Facilitate access to creative studios or residencies
- Create a dynamic Special Entertainment Precinct in the Burwood Town Centre
- Facilitate local access to creative spaces in schools, churches, and private businesses
- Develop and activate the Burwood Culture House with diverse and responsive arts and cultural programming
- Expand library facilities and creative spaces
- Increase awareness and promote access to facilities that support cultural participation, creativity, and connection

<sup>1</sup> State Library NSW, People places: A guide for planning public library buildings (2022)

| #  | Strategic Action  | Delivery Timeframe |        |      |
|--|---|--------------------|--------|------|
|  |   | Short              | Medium | Long |
| GOAL 1.1: Increase the number of arts and cultural facilities and spaces |   |                    |        |      |
| 1.1.1  | Develop and establish the Burwood Culture House as the premier home for arts and culture in Burwood   |                    |        |      |
| 1.1.2  | Consider and identify opportunities through Voluntary Planning Agreements for cultural facilities and creative workspaces that address specific arts and cultural facility gaps, including dedicated artist studios and exhibition spaces |                    |        |      |
| 1.1.3  | Identify opportunities and partner with local businesses, venue operators and promoters to increase the number of live music performance and rehearsal venues   |                    |        |      |
| 1.1.4  | Establish a Special Entertainment Precinct in the Burwood Town Centre and explore opportunities to develop cultural precincts in other areas  |                    |        |      |
| 1.1.5  | Develop Creative Residency Spaces to support emerging artists, musicians and creatives  |                    |        |      |
| 1.1.6  | Improve access to library facilities through innovative solutions to increase library floor space and extended hours  |                    |        |      |
| 1.1.7  | Review the Community Facilities and Open Space Strategy and Contributions Plan to ensure cultural infrastructure needs are included   |                    |        |      |
| 1.1.8  | Work with the property sector and suitable creative industries to develop a pilot project to put underutilised commercial property to creative use  |                    |        |      |
| 1.1.9  | Encourage the establishment of new creative spaces in the Burwood LGA by adding Local Environment Plan clauses to allow planning bonuses or exemptions where developers provide cultural infrastructure                                   |                    |        |      |



| #  | Strategic Action  | Delivery Timeframe |        |      |
|--|---|--------------------|--------|------|
|  |   | Short              | Medium | Long |
| GOAL 1.2: Increase access to places and spaces that support arts and cultural activity |   |                    |        |      |
| 1.2.1  | Explore partnerships with schools, churches, community groups, and other private operators with existing creative infrastructure to increase access by local creatives and community for performance, rehearsals and other arts and cultural purposes |                    |        |      |
| 1.2.2  | Enable the use of non-traditional places and spaces for cultural uses on private and Council-owned land (e.g. streets, laneways, car parks, public spaces, parks, vacant shop fronts)   |                    |        |      |
| 1.2.3  | Explore opportunities to improve enabling infrastructure for performance and events in public spaces  |                    |        |      |
| 1.2.4  | Develop and implement strategies to promote awareness and use of local cultural venues and creative spaces  |                    |        |      |
| 1.2.5  | Explore opportunities to provide subsidies to increase access to Council's network of community facilities for cultural outcomes  |                    |        |      |
| GOAL 1.3: Protect and promote local heritage   |   |                    |        |      |
| 1.3.1  | Review planning controls to effectively protect and enhance development associated with key heritage sites  |                    |        |      |
| 1.3.2  | Review and update Council's local heritage register   |                    |        |      |
| 1.3.3  | Develop a program to identify and promote key local heritage assets, including signage, wayfinding and other education initiatives  |                    |        |      |









## Focus Area 2:

# Creative Economy and Practice

### Outcome:

**A visible, connected and sustained creative workforce supporting the next generation of creatives**

### Key challenges and needs

#### Creative Workforce:

- Limited pathways for emerging talent
- Difficulties in making a sustainable living from creative work
- Lack of opportunities for live music, performance, and exhibition
- Support to promote and sustain creative practice and industries

#### Creative Sector:

- Lack of local networks and opportunities and spaces to meet, connect, and collaborate
- Opportunities for learning and knowledge sharing, skills exchange, and mentoring
- Support innovation and emerging creative sectors, helping to cultivate and grow new ideas and businesses
- Awareness and visibility of local talent and creative businesses

### Key opportunities

Supporting creative practice through:

- Vocational pathways
- Financial and other support
- Learning opportunities and skills exchange
- Live music and performance opportunities
- Connection, collaboration and sector development
- Nurturing and showcasing local talent

Arts and Cultural Events:

- Support and deliver events which showcase and reflect a range of Burwood's unique and diverse communities and heritage
- Develop art and music-focused events
- Better promotion of our arts and cultural events

BELOW: Dancekool, Burwood Street Party 2024



| #   | Strategic Action   | Delivery Timeframe |        |      |
|---|--|--------------------|--------|------|
|   |  | Short              | Medium | Long |
| GOAL 2.1: Increased pathways and sustainability of our Creative Workforce |  |                    |        |      |
| 2.1.1   | Prioritise the employment of local talent and provide opportunities to showcase locally-developed work across multi-art forms                              |                    |        |      |
| 2.1.2   | Provide mentoring, professional development and training for the next generation of artists and creatives  |                    |        |      |
| 2.1.3   | Provide traineeships for creative and events producers through our events and cultural programs, prioritising emerging local talent                        |                    |        |      |
| 2.1.4   | Develop a Community Curators Program to support local community members to devise and present creative programs in our community spaces                    |                    |        |      |
| 2.1.5   | Review our artist procurement and commissioning practices to maximise accessibility and inclusion  |                    |        |      |
| 2.1.6   | Support artists to build their digital skills and competencies, and connect small and medium enterprises with AI knowledge, equipment and tools            |                    |        |      |
| GOAL 2.2: Growth of our Creative Sector and Creative Industries           |  |                    |        |      |
| 2.2.1   | Develop and implement a Live Music Plan and program, aligned with Burwood's growing night-time economy   |                    |        |      |
| 2.2.2   | Explore opportunities to expand and elevate the Burwood Art Prize to a national level  |                    |        |      |
| 2.2.3   | Support and encourage opportunities for the creative sector to connect, create and collaborate   |                    |        |      |
| 2.2.4   | Promote and build the profile of artists and creative industries   |                    |        |      |
| 2.2.5   | Amend Burwood Local Environment Plan to reduce red tape in planning approvals in support of creative industries  |                    |        |      |
| GOAL 2.3: Deliver a diverse program of events, festivals and activations  |  |                    |        |      |
| 2.3.1   | Deliver and support a program of events and activations that engage our diverse communities, attract new audiences and support the local economy           |                    |        |      |
| 2.3.2   | Build partnerships to increase sponsorship and investment in local events, festivals and activations   |                    |        |      |
| 2.3.3   | Expand Council's Community Grants Program to provide seed funding for the development of new festivals and events or the expansion of existing events      |                    |        |      |
| 2.3.4   | Continue to streamline and simplify approvals and minimise costs to support events and activations, particularly those involving temporary street closures |                    |        |      |



“

Our events tell our stories, showcase our diverse community and local talent, and define our identity in Burwood.

”



ABOVE: Fireworks illuminate Burwood Chinatown, Lunar New Year Street Party 2025



## Focus Area 3: Creative Experiences and Stories

### Outcome:

**Creative experiences, public art, and programs showcase our local stories, culture, heritage, attracting new audiences and visitors from around the world**

#### Key challenges and needs

- Need to preserve and protect our local built heritage
- Richness of local stories and histories are not widely shared
- Lack of awareness of cultural activity occurring within the Burwood LGA
- Need to develop more inclusive opportunities to enable all to participate
- Limited opportunities to nurture storytelling, creation and collaboration
- Greater resourcing to develop new and emerging audiences

#### Key opportunities

- Increase the visibility of Aboriginal stories and culture
- Capture and share the diverse stories of all our communities
- Make local history more engaging and accessible
- Ongoing investment in Public Art
- Develop creative experiences that engage new audiences
- Foster connections and collaborations between cultures, particularly First Nations and culturally diverse communities
- Support the creation and presentation of new arts and cultural projects
- Showcase our cultural assets and celebrate our people, places, events, and creative industries

BELOW: Meeting Places, Christina Huynh and Lorna Hutchings



| #   | Strategic Action  | Delivery Timeframe |        |      |
|---|---|--------------------|--------|------|
|   |   | Short              | Medium | Long |
| GOAL 3.1: Expand audience engagement and participation                                      |   |                    |        |      |
| 3.1.1   | Continue to deliver a range of arts and cultural programs in Council’s network of facilities and spaces   |                    |        |      |
| 3.1.2   | Develop a diverse multi-artform program focusing on the creation and presentation of new work, and the development of new audiences, to support the activation of the Burwood Culture House   |                    |        |      |
| 3.1.3   | Work strategically to secure multi-year funding and diversified revenue streams to expand arts and cultural programming at the Burwood Culture House, including initiatives that nurture the next generation of creatives and audiences |                    |        |      |
| 3.1.4   | Provide an arts and cultural development grant program to support the development, production and presentation of new work as well as community participation in cultural activities  |                    |        |      |
| GOAL 3.2: Promote Burwood’s unique assets, stories, heritage and local creative experiences |   |                    |        |      |
| 3.2.1   | Promote creative experiences and deliver initiatives to increase the visibility of Burwood’s arts and cultural offerings and attract new audiences and visitors such as public art, food and historical tours and walks                 |                    |        |      |
| 3.2.2   | Develop projects and opportunities to document and share local stories, including community-led initiatives that focus on storytelling of Aboriginal, cross cultural connection and local heritage                                      |                    |        |      |
| 3.2.3   | Build cultural competency within the creative sector and partnerships between Aboriginal and non-Aboriginal artists and creatives   |                    |        |      |
| 3.2.4   | Collaborate with key stakeholders to develop a plan to evolve the visitor economy in Burwood and diversify the visitor experience by putting arts and culture at the forefront of our tourism/destination offer                         |                    |        |      |
| 3.2.5   | Build strategic relationships with NSW Government, Commonwealth Government, private sector and other agencies, such as consulates, to enhance opportunities for partnership, collaboration and funding for arts and culture in Burwood  |                    |        |      |
| 3.2.6   | Curate and showcase the local history collection within Burwood Library and Community Hub   |                    |        |      |
| GOAL 3.3: Enhance the public domain and local identity through public art                   |   |                    |        |      |
| 3.3.1   | Continue to expand Council’s annual public art program by commissioning a diverse range of art forms, including digital art and new media installations to provide immersive experiences  |                    |        |      |
| 3.3.2   | Explore opportunities for temporary public art to test new ideas in public spaces and provide opportunities for emerging artists  |                    |        |      |
| 3.3.3   | Identify opportunities, during the planning stages of (new and upgraded) capital infrastructure to maximise the inclusion of public art into Council’s public and open spaces   |                    |        |      |
| 3.3.4   | Incorporate large-scale public art projects into public domain plans to support placemaking and celebrate local identity within town centres  |                    |        |      |
| 3.3.5   | Review Council’s Public Art and Hoarding Policies and the Development Assessment process to strengthen the delivery of public art in private developments   |                    |        |      |





"I firmly believe that music, arts, and culture serve as the primary tools for fostering connections. Bringing communities together through these mediums creates happiness and unity among individuals."

**Victor Valdes**

Mexican-Australian Harpist,  
Singer and Dancer

PHOTOGRAPHY: Damon AMB



Council will work together with our community, creative and business sector, and other agencies over the next ten years to implement, monitor and evaluate this Strategy.

Key actions will be incorporated into Council's Delivery Program and Operational Plans. We will regularly review and measure the outcomes of our activities through our corporate reporting.

To ensure that this Strategy remains responsive to changing needs, we will undertake targeted and ongoing consultation and review with our creative community to ensure that new and emerging trends are identified that are impacting our community.

ABOVE: With You, Georgia Hill

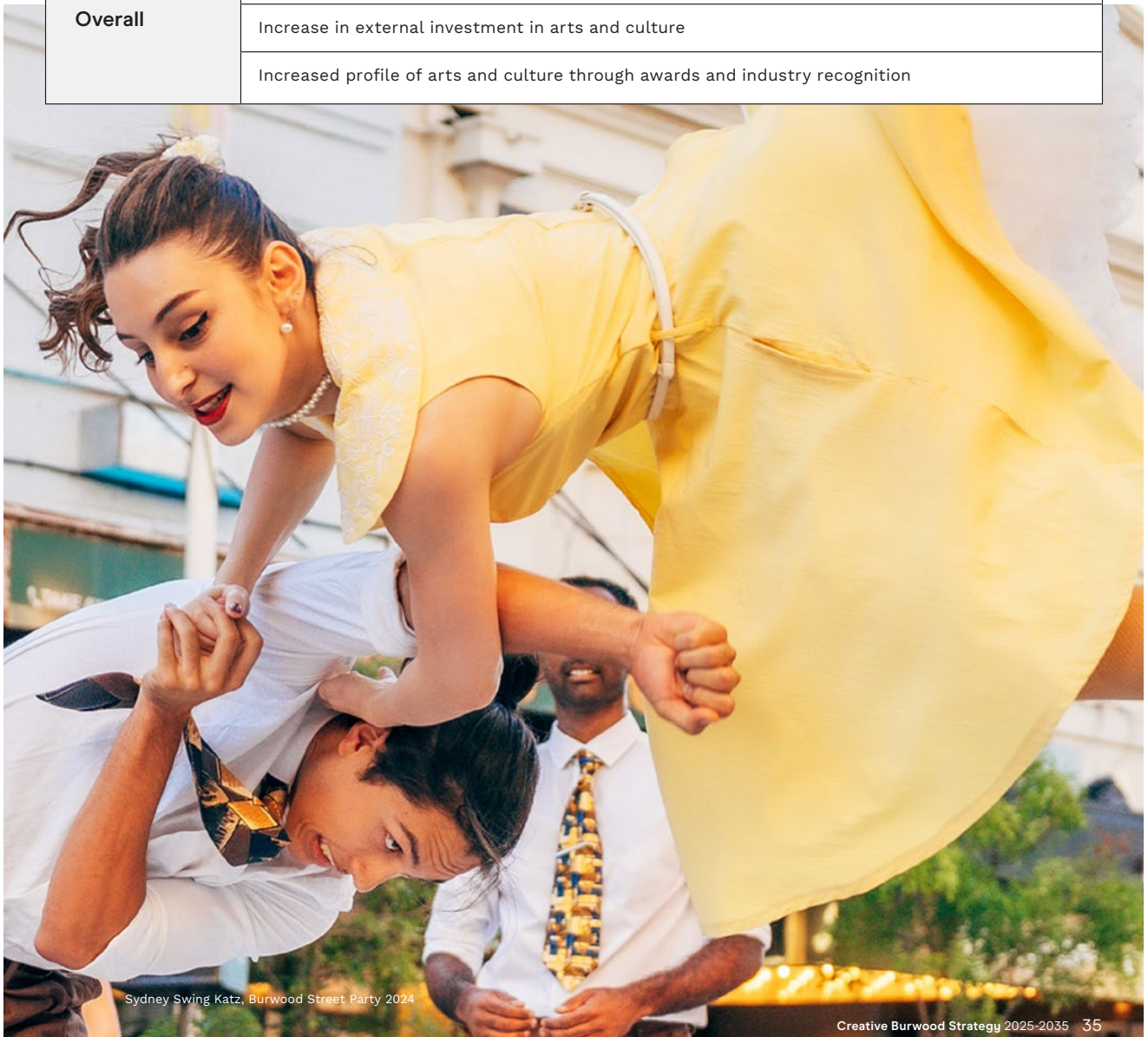


| Focus Area                    | Measure   |
|-------------------------------|---|
| Cultural Infrastructure       | Increased number and type of Council facilities and spaces for cultural activity  |
|                               | Increased number and type of non-Council facilities and spaces unlocked for cultural activity                               |
|                               | Increased number of live music venues   |
|                               | Increase in % of residents who are satisfied with Council's protection of heritage building and items                       |
| Creative Economy and Practice | Improved pathways for young and emerging creatives  |
|                               | Increase in % of residents who rate Council's communication and information about upcoming events as Excellent or Very Good |
|                               | Increase in % of residents who are satisfied with Council's delivery of festivals, events, and public space activations     |
|                               | Increase in % of residents who feel 'local events offer opportunities for communities to connect'                           |
|                               | Increase in % of residents who are feel Burwood has 'a vibrant nightlife'   |
|                               | Increase in % of residents who feel Burwood's 'local town centres are vibrant, inviting and economically healthy'           |
|                               | Increase in Burwood Art Prize entries   |
|                               | Increased number of local artists, musicians and creatives engaged by Council   |
|                               | Increase in level of satisfaction of artists' and performers' experience with Council                                       |
|                               | Increase in output generated from local Creative Industries   |
|                               | Increase in value added to the Burwood economy from Creative Industries   |
|                               | Increase in the number of people employed in the Creative Industries  |





| Focus Area                       | Measure   |
|----------------------------------|---|
| Creative Experiences and Stories | Increase in % of residents who feel they have enough opportunities to participate in arts and cultural activities             |
|                                  | Increase in % of residents who are satisfied with Council's 'recognition of First Nations people, their culture and heritage' |
|                                  | Increase in number and types of Public Art commissions  |
|                                  | Increase in visitor satisfaction metrics  |
|                                  | Increase in % residents who feel a part of their local community  |
|                                  | Annual increase in audience numbers for Burwood Culture House   |
|                                  | Increase in the number arts and cultural activities delivered by Council  |
|                                  | Increased participation in arts and cultural programs and activities  |
| Overall                          | Increase awareness of Burwood as an arts and cultural destination demonstrated by increased visitation figures                |
|                                  | Increase in external investment in arts and culture   |
|                                  | Increased profile of arts and culture through awards and industry recognition   |



Sydney Swing Katz, Burwood Street Party 2024



Follow Council @BurwoodCouncil  
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**Burwood**  
Inc.1874



DRAFT

# Reflect Reconciliation Action Plan

July 2025 – December 2026



**Burwood**  
Inc.1874





# Acknowledgement of Country

We acknowledge the Wangal Peoples as the Traditional Custodians of the lands on which the Burwood Local Government Area is located.

We pay our respect to Elders past and present, and extend this respect to all Aboriginal and Torres Strait Islander peoples who live, study, work and visit here.

We acknowledge our responsibility to care for these lands and uphold the values of community, custodianship and culture.

We also acknowledge all those who have generously shared their wisdom, time and culture with us in the development of this Plan.



Storylines  
(featuring Kirli Saunders)  
by artists: Karla Haynes,  
David Cragg, Noni Cragg



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Image to right:  
Wilay Mulaa: Spirit of Light by artists: Nathan Peckham and Nicholas Tory



# About the artwork

Yenmara bembul-ra (walking on earth) by artists:  
JK Koori Designs (Jasmine Sarin) and Yukupin (Toby Bishop)



**The artwork is one of a series, commissioned by Burwood Council in 2023, for the design of 12 flags to be flown in Burwood Park to reference local Wangal histories and cultures.**

**Working with Wangal Elder Kerrie Kenton, Kamilaroi and Jerrinja artist Jasmine Sarin and Kungarakan artist Toby Bishop developed the series *Yenmara bembul-ra (walking on earth)*.**

## About the artists

Toby Bishop (Yukupin) is a proud Kungarakan man, who grew up on the South Coast of New South Wales, and now resides on Kungarakan Country in the Northern Territory. Toby draws influence from both Indigenous culture and modern design.

Jasmine Sarin (JS Koori Designs) is a proud Kamilaroi and Jerrinja woman from NSW. Born and raised in Wollongong (Dharawal country) as well as South Coast in Nowra (Jerrinja and Yuin country) and has family connections to Coonabarabran (Kamilaroi country). Jasmine is a self-taught Aboriginal artist and graphic designer.

## Artist statement

“This artwork combines the elements and knowledge from both our bodies of work and what we know about Wangal Country and ancient tracks. We wanted to acknowledge the interwoven connection to Country with a hint of flora, earth, people and culture within the design. To do this we used the natural line work of scribbly gums as a main feature throughout the artwork. This is in reference to the crisscrossed tracks which formed trade, social and ceremonial networks for the Wangal Peoples.

The changing in-line detail compliments, and is in synergy with, the natural shapes of the scribbly gum tracks. These in-lines signify the ongoing connection to stories and culture of Wangal People. Their stories, like all of us mob, are linked and embedded within the physical surroundings of mother earth. The repeating lines represent the fluidity of the meandering waterways along the Parramatta River.

The colours are taken from inspiration of the incredibly diverse flora that encompasses the area, from wattles and eucalypts, lily pillies, acacias and the magnificent waratah. With the added inclusion of blue hues, we are able to connect sky and water country. All the parts of country signify a change in the seasons, six seasons to be exact, that play a vital role in governing the cultural connection to country and the responsibility and skill to care for it.”



# About this document

**This document outlines Burwood Council's commitment to reconciliation and the things we will do to build stronger relationships, understanding and respect and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples, the First Peoples of Australia.**

## What is 'Reconciliation'?

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, for the benefit of all.

It involves:

- Understanding and acknowledging our shared histories
- Talking and working together to build respect and overcome the division and inequality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

A reconciled Australia is one where the rights, cultures and histories of all Aboriginal and Torres Strait Islander peoples are valued and championed.

Reconciliation is not just a single act but an ongoing journey that requires non-Indigenous Australians to take responsibility for their own learning and role in the process.<sup>1</sup>

There are five core dimensions of reconciliation:

- **RELATIONSHIPS** – All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, resulting in stronger relationships based on trust and respect, free of racism. Positive two-way relationships built on trust and respect.
- **EQUALITY AND EQUITY** – Aboriginal and Torres Strait Islander Australians participate equally and equitably in all areas of life and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.
- **HISTORICAL ACCEPTANCE** – All Australians understand and accept the wrongs of our nation's past, their impact on Aboriginal and Torres Strait Islander peoples, and ensure they are never repeated.
- **UNITY** – Aboriginal and Torres Strait Islander histories, cultures and rights are a valued and recognised part of our shared national identity.
- **INSTITUTIONAL INTEGRITY** – Our political, business and community institutions actively support all dimensions of reconciliation.

<sup>1</sup> Adapted from Reconciliation Victoria, [www.reconciliationvic.org.au/reconciliation2/whatisreconciliation](http://www.reconciliationvic.org.au/reconciliation2/whatisreconciliation)  
The Five Dimensions of Reconciliation: Reconciliation Australia, [www.reconciliation.org.au/reconciliation/what-is-reconciliation](http://www.reconciliation.org.au/reconciliation/what-is-reconciliation)

# Message from Reconciliation Australia



## Reconciliation Australia welcomes Burwood Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Burwood Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation

commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Burwood Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Burwood Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

# Our commitment to reconciliation



## Message from the Mayor, John Faker

### **I am proud to present Burwood Council's Reflect Reconciliation Action Plan for 2025–2026.**

This Plan marks a significant milestone as our first Reconciliation Action Plan, laying a solid foundation for our ongoing commitment to reconciliation. It will not only guide our actions but will also play a pivotal role in fostering meaningful and lasting relationships with Aboriginal and Torres Strait Islander peoples, alongside the broader Burwood community.

Burwood Council has long recognised and celebrated the Wangal people, the Traditional Custodians of this area, as well as the rich diversity of Aboriginal and Torres Strait Islander cultures. This Reflect Reconciliation Action Plan provides Council with an important opportunity to build on our previous work and create new initiatives that will strengthen relationships,

enhance understanding, and increase recognition. Over the next 18 months, we are committed to promoting equity and providing further opportunities for Aboriginal and Torres Strait Islander peoples.

Developed in consultation with First Nations community members and stakeholders, Burwood's Reconciliation Working Group, and Council staff across all levels, this plan provides a framework for building even stronger connections with First Nations communities. It also offers a platform for reflecting on how we can effectively bring our diverse community together to work towards a shared vision for reconciliation.

I am confident that our Reflect Reconciliation Action Plan will guide our organisation in making meaningful progress toward reconciliation. Together, we can bring about lasting, positive change that benefits all Australians and contributes to a more respectful and inclusive future.





Jannawi Dance Clan



A photograph of two young Indigenous women, likely from the Wangal people, dressed in traditional brown and tan garments. They have white body paint (pukamani) on their faces and arms. They are holding long wooden spears. The background is a blurred outdoor setting with trees and a white tent. A purple rectangular box with a white wavy border is overlaid on the lower left of the image.

## Our vision for reconciliation

A community united by respect, where Aboriginal and Torres Strait Islander cultures are celebrated as central to our shared identity.

Guided by respect for the Wangal peoples and all First Nations peoples, we commit to building genuine partnerships that honour cultural knowledge and foster inclusion.

# Our business

**Burwood Council is a local government authority, located in the heart of Sydney's inner western suburbs, approximately 12 kilometres from the Sydney Central Business District.**

We are located on Wangal Country and fall within the boundaries of the Metropolitan Local Aboriginal Land Council.

We are responsible for providing services, facilities and making decisions that support people who live, work, study or visit the Burwood Local Government Area (LGA).

Council manages and looks after a range of community facilities and spaces for our residents, including 29 parks and sports facilities, 24 playgrounds, 6 community venues for hire, the Enfield Aquatic Centre, the Burwood Library and Community Hub, 90km of roads, 170km of footpaths and other infrastructure assets.

Our services include city planning and development, community safety, library services, community and cultural programs, swimming and recreation programs, waste and cleansing, infrastructure and asset management, and major capital projects.

Burwood is the second smallest LGA in NSW.

Burwood Council is governed by 7 Councillors and led by a Mayor who is popularly elected by the community.

\*While the number of Aboriginal and Torres Strait Islander staff is currently not unknown, we will work within this RAP to determine culturally appropriate ways to understand this.



**7**km<sup>2</sup>

**6**suburbs

Burwood  
Burwood Heights  
Croydon  
Croydon Park  
Enfield  
Strathfield

**3**sites/offices:

Burwood Civic Centre, Library  
and Community Hub  
Enfield Aquatic Centre  
Enfield Operations Centre



**180**staff\*

## Our community 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.’

Burwood2036, Community Strategic Plan



# Our community

The Traditional Custodians of the Burwood area are the Wangal Peoples.

Our estimated  
resident population  
in 2023:

**42,498**

By 2036,  
projected to  
increase to over:

**73,000**

Burwood has a vibrant, rapidly growing multicultural community.

**5<sup>th</sup>**

most culturally diverse  
community in Australia

**58%**

of residents were  
born overseas

**63%**

speak a language  
other than English

## Aboriginal and Torres Strait Islander community snapshot

**160**

residents (<0.1%  
of the population)

**47%** male

**53%** female

**4**

people speak  
an Aboriginal  
language at home

Aboriginal and Torres Strait Islander community snapshot *cont'd*

**63**  
families



**7%**  
of Aboriginal and/or  
Torres Strait Islander  
families are  
lone parents

COMPARED TO 4%  
OF ALL HOUSEHOLDS

UNDER  
**15**

**22%**  
of Aboriginal and/or  
Torres Strait Islander  
families have  
children under 15

COMPARED TO 11%  
OF ALL HOUSEHOLDS



**54**  
students



**23%**  
of Aboriginal and/or  
Torres Strait Islander  
households own  
their own home,

COMPARED TO 43%  
OF ALL HOUSEHOLDS



**18%**  
of Aboriginal and/or  
Torres Strait Islander  
households  
live in social housing

COMPARED TO 3%  
OF ALL HOUSEHOLDS



**10%**  
higher average  
weekly median  
income for  
Aboriginal and/or  
Torres Strait Islander  
households

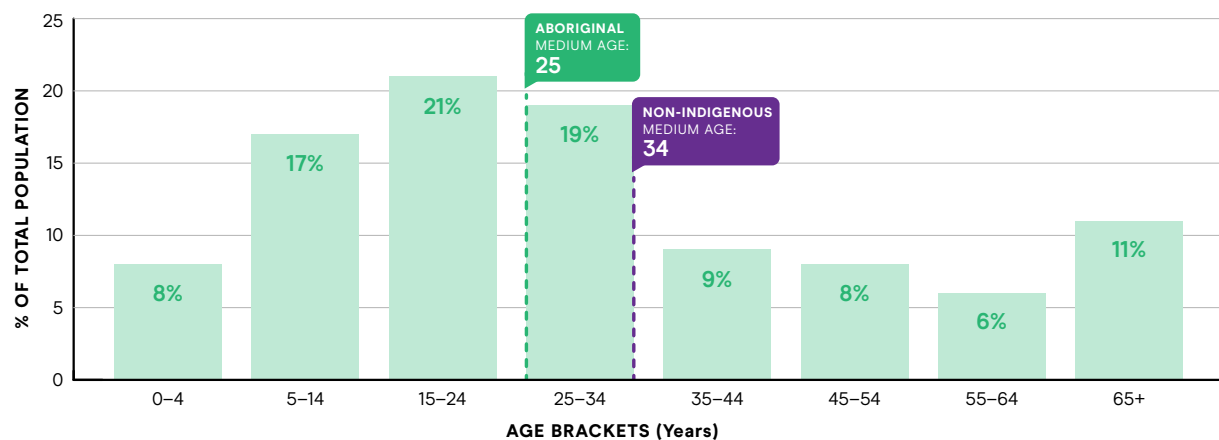
THAN OVERALL MEDIAN<sup>2</sup>



**4%**  
of Aboriginal  
and/or Torres Strait  
Islander workforce  
are unemployed

COMPARED TO 7%  
OF ALL HOUSEHOLDS

## Age of Aboriginal community



All data sourced from ABS, Census of Population and Housing 2021

<sup>2</sup> Median household weekly income for LGA is \$1,867, compared to \$2,053 (Aboriginal households)

# Our RAP

**In 2022, Burwood Council committed to ‘*acknowledge, respect and engage First Nations peoples, cultures and heritage*’ within our 10-year Community Strategic Plan, Burwood 2036.**

The development of a Reconciliation Action Plan (RAP) is a key outcome within our 2022-2026 Delivery Program and operational plans.

We decided to start our RAP journey with a *Reflect RAP*, giving us time to build relationships and understanding, listen to our community, develop our internal capacity, remove barriers and build on what we have learned.

Council’s Reflect RAP is an 18-month plan which aims to:

- Build connections, trust and strengthen the way we work with Aboriginal and Torres Strait Islander peoples
- Build understanding and respect for Aboriginal and Torres Strait Islander histories and cultures and increase connections with the wider Burwood community
- Celebrate and acknowledge the unique Wangal stories in our places
- Build culturally safety and improve how we deliver and provide access to Council services and facilities
- Improve outcomes for Aboriginal and Torres Strait Islander peoples and Council through our procurement, employment and service arrangements.

Working in partnership with our community and embedding the outcomes from the plan into our everyday business and other plans, policies and practices will be key.

The Plan will be championed by our Director Community Life, together with our Leadership Team and Reconciliation Working Group. It will be monitored and reviewed by Council and the Working Group.

The Reflect RAP has a strong focus on building relationships with First Nations stakeholders and sets out the steps we will take to prepare our workplace and lay strong foundations for ongoing reconciliation initiatives.



“Reconciliation should fit into what we’re already doing. It doesn’t need to stand alone, but rather enhance our work across the board”

Life Cycle by artists:  
Maddison Gibbs and Jason Wing



Our RAP *cont'd*

Aunty Deb Lennis, Cultural Advisor

## Why develop a Reconciliation Action Plan (RAP)?

A Reconciliation Action Plan provides a framework to help Council to build respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples, both internally and in the local community.

## Our RAP journey

### Reflect

Getting started, building relationships and internal processes

“The community needs to see our commitment to reconciliation. Public events, artwork, and open discussions about history and culture go a long way in showing we’re serious.”

## Who we heard from<sup>+</sup>

# 12

Stakeholders\*  
(1:1 Interviews  
and a Yarning  
Circle)

# 50

'Culture Talks'  
Group Discussions  
on promoting our  
Aboriginal heritage

# 14

Reconciliation  
Working Group  
members\*

# 38

Staff  
consultation  
and cultural  
audit survey\*

\*Facilitated by Aboriginal consultants, YarnUp

+ Refer to RAP Engagement Report for further details @ [participate.burwood.nsw.gov.au/RAP](https://participate.burwood.nsw.gov.au/RAP)

## What we heard

Community members, Aboriginal and Torres Strait Islander stakeholders and staff told us their vision and ideas for reconciliation.\*

### CONNECTION, RESPECT AND BELONGING

“ To make Burwood  
a place of connection  
and belonging for all.”

“ Council and our community are more aware of, recognise, respect and celebrate the First Nations histories and cultures of this area.”

“ We ethnic Koreans would like to learn and build relationships with Aboriginal people.”

“ Invite local Aboriginal Elders to attend Citizenship Ceremonies to speak to new residents.”

### STRONGER RELATIONSHIPS

“ Strong and authentic  
relationships and trust  
with First Nations  
community members,  
Elders and Council.”

“ We are working on Wangal Land and Council has a strong desire to have direct connection with Traditional Owners.”

“ I would love to know more about Aboriginal heritage in the area and how water/rivers/swamps crossed the local landscape.”

“ There's a real hunger for knowledge about First Nations cultures within the Council. Staff want to understand and engage meaningfully.”

What we heard from *cont'd*

## CULTURAL AWARENESS AND UNDERSTANDING

“ We need to make recognition of Aboriginal and Torres Strait Islander cultures and languages normal, not exceptional and part of our everyday language.”

- “ Build awareness and understanding of First Nations protocols and cultures across the organisation.”
- “ How we can learn and engage with local Aboriginal people, especially around sustainability.”
- “ Without a clear framework, staff sometimes feel uncertain about the right way to approach cultural matters. Having established protocols would give us more confidence.”

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## STORYTELLING AND PLACEMAKING

“ Seeing Aboriginal and Torres Strait Islander cultures represented in public spaces reminds the community of our shared histories and responsibility.”

- “ Storytelling through public art pieces, murals or walking tours.”
- “ We need more telling of stories from Aboriginal Torres Strait Islander perspectives.”
- “ Profile First Nations people/groups and successful case studies.”

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## CULTURAL SAFETY AND VISIBILITY

“ A culturally safe and visibly welcoming Council.”

- “ We need to provide a space, a place where Aboriginal and Torres Strait Islander people feel respected, included and involved.”
- “ Make Council a welcoming and inviting place for our mob to talk to you.”
- “ Engagement should go beyond symbolic gestures. It needs to be a continuous, active commitment backed by resources.”
- “ Aboriginal people don't want to walk into places where they are not acknowledged or welcomed.”



What we heard from *cont'd*

## COMMUNITY-LED EVENTS

“ There are lots of opportunities to do this better, with greater engagement and authenticity and as part of an ongoing dialogue rather than one-off isolated events.”

“ Aboriginal and Torres Strait Islander students don't feel they are given a strong voice. They are a small minority in a large school. They get involved in things like NAIDOC Week but this can feel tokenistic.”

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## PARTNERSHIPS AND COLLABORATION

“ Partner with neighbouring councils to make sure we are consistent and tell a continuous story.”

“ Working with Aboriginal and Torres Strait Islander organisations would help us build trust and show that we're committed to learning and growing together.”

“ Support Indigenous businesses.”

“ Building potential collaborations and partnerships with schools and First Nations organisations.”

BELOW: Uncle John Dickson, Nangahmi Ngallia Aboriginal Corporation, leading a 'Yarn and Wander' Tour in Burwood Park



# Our activities

Although this is our first Reconciliation Action Plan, Council has acknowledged the Wangal peoples and engaged with Aboriginal and Torres Strait Islander peoples for many years.

Our reconciliation journey and some of our key activities include:



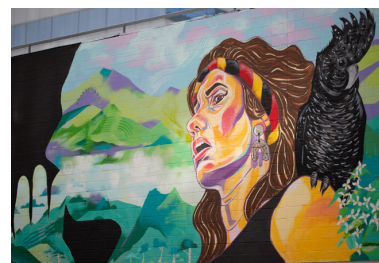
## Place naming

Wangal Park, located in Croydon, was named in recognition of the area's first custodians following a long engagement process with Aboriginal community members. The 4.2 hectare recreation reserve was opened in 2015.



## Connecting with Country

Planning projects such as the Burwood North Masterplan have engaged Aboriginal stakeholders\* to embed Connecting with Country principles. A Cultural Advisory Group helped shape design principles that reflect the history and values of Wangal Country.



## Public art curatorial themes

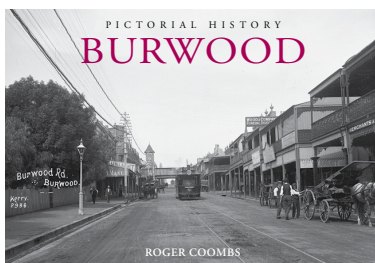
Recognition of Aboriginal cultures and histories is embedded within the three curatorial themes established to guide public art projects. These include:

- Past – Exploration of the history and ongoing culture of the Traditional Custodians of the Land, the Wangal Peoples
- Present – Bringing to the forefront the recognition of the living culture and stories of the Wangal Peoples
- Future – Acknowledging the ongoing presence and importance of Aboriginal and Torres Strait Islander cultures



## Aboriginal flags

Aboriginal flags are flown permanently in front of our Civic Centre, in Burwood Park and in our Council Chamber.



## Wangal research

Research on the Wangal Clan was undertaken for the Burwood Pictorial History book launched in 2024.

\*Over 60 First Nations organisations and individuals were invited to be part of the consultation. A Cultural Advisory Group of 16 members was formed, participating in two workshops and an online session. See the Burwood North Masterplan First Nations Design Principles report for details.

IMAGE ABOVE: Storylines (featuring Kirli Saunders) by artists Karla Hayes, David Cragg, Noni Cragg.



Our activities *cont'd*

## Public art commissions

Aboriginal and Torres Strait Islander artists have been engaged to develop a series of public art including temporary light sculptures, murals, banners, wraps and sculptures which affirm our respect for Wangal Country and reflect First Nations stories in the public realm.



## Welcome to Country

Aboriginal Elders are engaged to perform the 'Welcome to Country' at significant events and meetings.

An 'Acknowledgment of Country' is incorporated into all citizenship ceremonies, Council meetings, corporate plans, policies, Council website, and email signatures.



## Library Resources and Story-Time

Burwood Library hosts Aboriginal and Torres Strait Islander-themed story-time sessions during NAIDOC Week and National Reconciliation Week. It also promotes a year-round collection of literature, picture books, games, and toys.



## Cultural awareness training

Cultural awareness training has been delivered to Council's Executive and Leadership team, Reconciliation Working Group, frontline staff and local community organisations.

In 2024, over fifty people participated in interactive, face-to-face workshops facilitated by Aboriginal consultants, YarnUp.



## Community programs and events

Led by various Aboriginal and Torres Strait Islander creatives, Elders and community members, we have come together in Smoking Ceremonies, music, dance, exhibitions, workshops, and weaving, to build our understanding.

'Yarn and Wander' and other cultural awareness activities celebrating Wangal and other Aboriginal and Torres Strait cultures are also regularly delivered in our libraries, parks and community centres.

ABOVE LEFT: William Trewlynn, YarnUp (top left), with Council's Reconciliation Working Group members  
ABOVE RIGHT: Jannawi Dance Clan



Our activities *cont'd*



### Council planning

Specific actions related to recognising are embedded within Council's planning framework including our Community Strategic Plan, Delivery Program, operational plans, Resourcing Strategy, Local Strategic Planning Statement, Burwood North Masterplan, Multicultural Burwood and Creative Burwood.



### Supplier Engagement

Engagement of Aboriginal and Torres Strait Islander suppliers for both one-off and ongoing contract work.

ABOVE LEFT: Aunty Deb Lennis and community members @ 'Burwood Culture Talks'  
ABOVE RIGHT: Malima Indigenous Education and Weaving Workshop



“It’s about embedding respect and understanding in everything we do at Council.”

Stiff Gins, Wilay Mulaa:  
Spirit of Light –Launch 2024



## Relationships

| Action   | Deliverable   | Timeline             | Responsibility                |
|--|---|----------------------|-------------------------------|
| 1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | 1.1.1 Continue to identify and build relationships with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence | June 2026            | Manager People and Culture    |
|  | 1.1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations                           | September 2025       | Manager Community and Culture |
|  | 1.1.3 Establish an Aboriginal and Torres Strait Islander Advisory Panel   | September 2025       | Manager Community and Culture |
| 1.2 Build relationships through celebrating National Reconciliation Week (NRW)   | 1.2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff and volunteers                          | 27 May – 3 June 2026 | Manager Community and Culture |
|  | 1.2.2 Reconciliation Working Group members to participate in an external National Reconciliation Week activity  | 27 May – 3 June 2026 | Manager People and Culture    |
|  | 1.2.3 Encourage and support staff and senior leaders to participate in at least one external activity to recognise and celebrate National Reconciliation Week             | 27 May – 3 June 2026 | General Manager               |

Our Action Plan *cont'd*

| Action  | Deliverable  | Timeline      | Responsibility                |
|---|--|---------------|-------------------------------|
| 1.3. Promote reconciliation through our sphere of influence                 | 1.3.1 Communicate our commitment to reconciliation to all staff and our community  | December 2025 | General Manager               |
|   | 1.3.2 Identify external stakeholders that Council can engage with on our reconciliation journey  | July 2025     | Manager Community and Culture |
|   | 1.3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey  | July 2025     | Manager Community and Culture |
| 1.4. Promote positive race relations through anti-discrimination strategies | 1.4.1 Research best practice and policies in areas of race relations and anti-discrimination, in order to inform our RAP strategies  | December 2025 | Manager People and Culture    |
|   | 1.4.2 Conduct a review of Council's Human Resource policies and procedures to identify existing anti-discrimination provisions, and future needs, in alignment with Council's Workforce Strategy | December 2025 | Manager People and Culture    |



Our Action Plan *cont'd*

## Respect

| Action   | Deliverable  | Timeline                  | Responsibility                |
|--|--|---------------------------|-------------------------------|
| 2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | 2.1.1 Conduct a review of cultural learning needs within Council   | September 2025            | Manager People and Culture    |
|  | 2.1.2 Develop a resource for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within Council                                 | October 2025              | Manager Community and Culture |
|  | 2.1.3 Incorporate cultural awareness training within staff induction and professional development processes  | December 2025             | Manager People and Culture    |
|  | 2.1.4 Provide information on local Aboriginal histories, cultures and cultural learning activities on Council's website  | October 2025              | Manager Community and Culture |
|  | 2.1.5 Deliver initiatives that aim to build cultural learning amongst Burwood's diverse communities  | June 2026                 | Manager Community and Culture |
| 2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols   | 2.2.1 Develop an understanding of the local Traditional Owners or Custodians of the lands within the Burwood LGA   | October 2025              | Manager Community and Culture |
|  | 2.2.2 Develop a cultural protocols resource to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country             | November 2025             | Manager Community and Culture |
|  | 2.2.3 Include a statement of cultural protocols in Council's Events Toolkit as a guide for internal and external event organisers staging events in the Burwood LGA  | March 2026                | Manager Community and Culture |
|  | 2.2.4 Develop a child-friendly Acknowledgement of Country for use in Council's Children's programs, in consultation with Aboriginal Elders and stakeholders, and share this with local schools and pre-schools | June 2026                 | Manager Community and Culture |
| 2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week  | 2.3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week   | July 2025, June–July 2026 | Manager People and Culture    |
|  | 2.3.2 Promote local NAIDOC Week events and encourage staff participation   | July 2025, June–July 2026 | Manager Community and Culture |
|  | 2.3.3 Reconciliation Working Group to participate in an external NAIDOC Week activity  | July 2025, July 2026      | Manager Community and Culture |

Our Action Plan *cont'd*

## Opportunities

| Action  | Deliverable  | Timeline       | Responsibility                |
|---|--|----------------|-------------------------------|
| 3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | 3.1.1 Build our understanding of Council's current Aboriginal and Torres Islander staffing to inform future employment and professional development opportunities                    | September 2025 | Manager People and Culture    |
|   | 3.1.2 Develop a business case and explore opportunities for Aboriginal and Torres Strait Islander employment within Council, including traineeships and apprenticeships              | March 2026     | Manager People and Culture    |
| 3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes                  | 3.2.1 Review Council's procurement policies and processes to ensure access for Aboriginal and Torres Strait Islander businesses, including investigation of Supply Nation membership | December 2025  | Manager Procurement           |
|   | 3.2.2 Continue to commission Aboriginal and/or Torres Strait Islander artists for public art and cultural projects   | December 2026  | Manager Community and Culture |
|   | 3.2.3 Continue to engage Aboriginal and/or Torres Strait Islander community members, Elders and creatives in the delivery of Council's community and cultural programs and events    | December 2026  | Manager Community and Culture |



Our Action Plan *cont'd*

## Governance

| Action  | Deliverable  | Timeline                   | Responsibility                              |
|---|--|----------------------------|---|
| 4.1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP  | 4.1.1 Review the Terms of Reference and maintain our Reconciliation Working Group to govern RAP implementation | July 2025                  | Manager Community and Culture               |
|   | 4.1.2 Establish Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group       | December 2025              | Manager Community and Culture               |
| 4.2 Provide appropriate support for effective implementation of RAP commitments   | 4.2.1 Define resource needs for RAP implementation and embed into Council's corporate planning documents       | July 2025                  | Manager Community and Culture, All Managers |
|   | 4.2.2 Engage senior leaders and staff in the delivery of RAP commitments                                       | July 2025                  | General Manager                             |
|   | 4.2.3 Maintain a senior leader to champion our RAP internally  | July 2025                  | General Manager                             |
|   | 4.2.4 Define appropriate systems to track, measure and report on RAP commitments                               | July 2025                  | Manager Community and Culture               |
| 4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | 4.3.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date | June 2026                  | Manager Community and Culture               |
|   | 4.3.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey      | 1 August 2025 and 2026     | Manager Community and Culture               |
|   | 4.3.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia                             | 30 September 2025 and 2026 | Manager Community and Culture               |
|   | 4.3.4 Communicate progress to internal and external stakeholders   | September 2025 and 2026    | Manager Community and Culture               |
| 4.4 Continue our reconciliation journey by developing our next RAP  | 4.4.1 Register via Reconciliation Australia's website to begin developing our next RAP                         | October 2026               | Manager Community and Culture               |





**Council will work together with Aboriginal and Torres Strait Islander community members and Elders, local schools, service providers, and other key partners to implement this plan.**

**Through implementing our RAP, we will build on our existing relationships and continue to develop new, deeper relationships.**

## **Our Reconciliation Working Group**

Council's internal RAP Working Group includes staff from across the organisation in the following roles:


- Director Community Life (RAP Champion)
- Manager Community and Culture
- Manager People and Culture
- Manager Procurement
- Manager Library and Community Hub
- Manager City Planning
- Manager Enfield Aquatic Centre
- Manager Governance and Risk

- Community Project Officer (Children, Youth and Family)
- Community Projects Officer (Diversity and Inclusion)
- Events and Cultural Producer
- Road Safety Officer
- Senior Social Planner
- Team Leader Operations, Enfield Aquatic Centre
- Volunteering and Programs Officer

Although there are currently no Aboriginal and/or Torres Strait Islander representatives in the Working Group, we will continue to seek First Nations voices to guide our work.

## **Aboriginal and Torres Strait Islander Advisory Panel**

Council will establish an Aboriginal and Torres Strait Islander Advisory Panel to provide advice and guidance to Council on cultural and policy decisions and matters affecting Aboriginal and Torres Strait Islander communities within the Burwood Local Government Area. The Panel will play a key role in strengthening relationships, shaping the implementation of the RAP, and celebrating First Nations cultures.



**For all enquiries about our RAP:**

**Merryn Howell** – Senior Social Planner

**P** 02 9911 9911 or 9911 9834

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

**burwood.nsw.gov.au**



**Burwood**  
Inc.1874





# Walking and Cycling Plan

June 2025



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



## 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 elder's past, present and emerging. We acknowledge and respect their cultural heritage, beliefs and ongoing relationship with the land.







# Contents

1. Introduction
2. About Burwood
3. Community Engagement
4. Policy and Guidance
5. Vision and Principles
6. Our Plan
7. Walking Strategy
8. Cycling Strategy
9. Projects, Programs and Policy
10. Next Steps









# Introduction

Burwood is identified as a major centre by the NSW Government and is set to grow significantly in the next 25 years, taking advantage of the area's strong local economy and transport infrastructure. Burwood Council is committed to ensuring that Burwood remains an exciting and vibrant place to live, work and visit. Part of our vision is to reimagine streets as places for people, Burwood Council commissioned this study to prepare an LGA-wide Walking and Cycling Plan (WCP), which incorporates improvements and opportunities for both walking and cycling.

The WCP aims to provide a long-term strategy and action plan for the provision of pedestrian and cycling infrastructure and programs that are prioritised and deliver the greatest community benefit. The purpose of the WCP is:

- To provide a network of safe, convenient, and connected pedestrian and cycle routes that will encourage people to walk and ride;
- To facilitate improvements to pedestrian and cyclist access, particularly in areas of high pedestrian/cyclist concentration;
- To improve safe and convenient crossing points on main roads and reduce barriers to pedestrian and cyclist access;
- To identify and resolve areas with concentrations of pedestrian and cyclist crash incidences;
- To facilitate improvements to personal mobility and safety for pedestrians with disabilities and older persons through the provision of pedestrian infrastructure and facilities that cater to the needs of all users;
- To provide links with other transport services to achieve an integrated land use and transport network of facilities that comply with the best technical standards;
- To ensure pedestrian and cyclist facilities in the Burwood Local Government Area (LGA) are aligned with those implemented throughout NSW;
- To ensure that pedestrian/cyclist facilities remain appropriate and relevant to the surrounding land uses; and,
- To ensure adequate end-of-trip facilities (parking, lockers, water etc.) have been provided where appropriate.







# Vision Statement

Burwood, with its bustling town centres, vibrant businesses, retail hubs, and major transport links, is ready to embrace a future where walking and cycling are at the heart of its urban landscape.

By enhancing pedestrian and cycling infrastructure, we can transform our neighbourhoods into safe, green, and accessible spaces that offer an exceptional quality of life, draw visitors, and empower residents to choose sustainable transport options within their community.

In providing a high-quality sustainable network, we will propel Burwood forward as a major strategic centre, positioning Burwood as a leader in integrated active transport and urban connectivity.

Our vision is for Burwood Council to lead the way in providing world-class walking and cycling infrastructure that forms the backbone of our future transport network. These networks will not only facilitate seamless first and last mile connections to key hubs such as Burwood North Metro Station but also establish a robust system that supports safe and efficient movement in all directions.

Overall, our vision for Burwood is to be acknowledged as an inclusive, dynamic, and sustainable region that nurtures a secure and supportive environment for walking and cycling. Burwood will be a place where walking and cycling are safe, comfortable, and accessible for everyone, with streets designed to support all modes of transport harmoniously. The walking and cycling network will integrate seamlessly into the broader transport vision, enhancing key initiatives such as the Burwood Road Shared Pedestrian and Transit Precinct.

We aspire to create a vibrant and sustainable community where active transport is the preferred choice for residents. By aligning with leading cities in active transport infrastructure, such as Copenhagen and Amsterdam, we aim to set a high standard.

We can draw inspiration from cities like Seville, Spain, which has significantly boosted its cycling mode share by investing heavily in dedicated cycling infrastructure over the past 15 years. Similarly, Oslo, Norway, has implemented a targeted car-free liveability campaign, prioritising pedestrianised streets and dedicated cycle lanes. This initiative supports Oslo's vision of achieving a zero-emission public transport network by 2028.

By providing a safe and interconnected network and promoting walking and cycling as primary modes of transport, we aim for Burwood to lead in its commitment to sustainable development and community support.



# About Burwood

## Local Context

Burwood LGA is located nine kilometres west of the Sydney CBD, between Sydney and Parramatta. The LGA contains varying land uses including residential, employment, retail/entertainment, and recreation. The LGA is comprised of six suburbs which includes Burwood, Burwood Heights, Croydon, Croydon Park, Enfield, and Strathfield.

As of 2021, the Burwood LGA had a population of 40,217 persons (2021 ABS Census). With a land area of 7 km<sup>2</sup>, Burwood LGA has a population density of 5,747 people per square kilometre. Employment opportunities in Burwood are comprised of hospitality, health care, banking, retail, entertainment, and aged care services, among others. Burwood Road, located in the heart of the LGA provides active frontages with mainly retail and hospitality services, whilst Parramatta Road, which is located on the northern boundary of the LGA, provides commercial and light industrial services, including shipping warehouses and car dealerships. A +6% increase in employment opportunities is forecasted from 2022 to 2036.

## Existing Networks

### Walking

The provision of pedestrian infrastructure across the LGA is well-established with footpaths provided on both sides of the street for most of the LGA. As of June 2024,

- 76% of Burwood's 168.5km footpath network has a width of 1.5 metres wide or higher.
- Only 5% of the footpath network has widths of 1.2 meters or lower

Dedicated crossings are located at major intersections (signalised and roundabouts), with mid-block crossings provided to further support pedestrian movements.

Wombat crossings (raised crossings), which provide safe and prioritised crossing points can be found at the frontage of all schools in the LGA and at major community areas such as Henley Park, Wangal Park, and

Burwood Library. Wombat crossings are also provided in the centres of Burwood, Strathfield, Croydon.

### Limitations and Challenges

- Footpath widths in key areas do not support the volumes of pedestrian demand which they receive.
- Pedestrian wait times at key signalised intersections are inconvenient.
- Liverpool Road and Georges River Road impose a barrier to walkability between the south and north portions of Burwood LGA.

### Opportunity

- Improve and expand the existing walking network to accommodate increased demand for public spaces.

### Cycling

The existing cycling network in Burwood LGA primarily supports north - south movements, with limited east - west routes. The existing network provides connections to key centres in Burwood, Strathfield and Croydon, and key recreational land uses including Henley Park and the Georges River Cycleway. The lack of east-west links limits cycling across the LGA and does not provide many opportunities to connect to neighbouring LGA's, primarily Strathfield and Inner West.

While there is lack of dedicated infrastructure, the existing network is supported by:

- Streets with low traffic volumes
- Traffic calming measures
- Relatively flat topography

### Limitations and Challenges

- Road and verge space in the LGA is constrained. Many of the roads within Burwood are narrow in width, which limits the opportunity to provide dedicated cycling infrastructure.

### Opportunity

- Provide a cycling network which aligns with the greater Sydney Strategic Cycleway Corridors and provides improved utility to users.



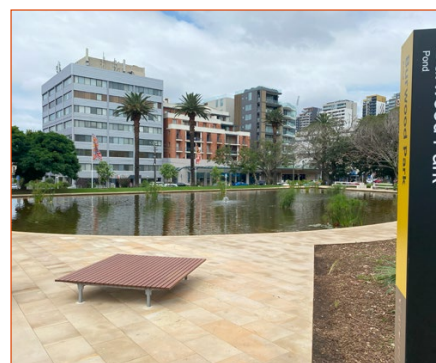






# Local Infrastructure

The following highlights some of the key walking and cycling infrastructure and amenities that can be found within the Burwood LGA.



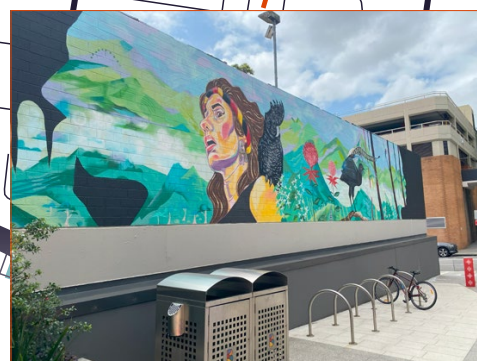
Wayfinding (signage) and seating provide a level of comfort for persons navigating the LGA.



Facilities such as seating, water bubblers and recreational activities create pleasant spaces for the public.



Bicycle parking in key areas provides safe spaces for cyclists to securely lock their bikes and encourages cycling into centres.



Integrating art into the public realm creates a pleasant environment and improves Place amenity.



Draft Burwood Walking and Cycling Plan



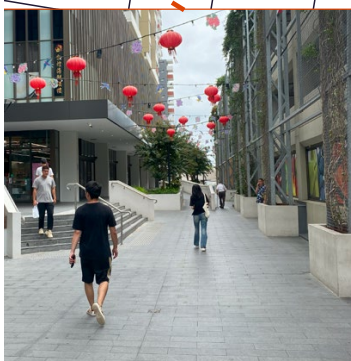
Painted bike lanes provide space for cyclists from moving vehicles.



Dedicated walking and cycling crossings prioritise active transport in the LGA.



Bicycle parking at rail stations allows users to integrate an active lifestyle with public transport.



Raised walkways provide safe walking opportunities without of vehicles.



Raised crossings in key locations prioritise pedestrian movements and slow vehicles down in areas of high activity.

# Community Engagement

**In support of the Walking and Cycling Plan's development, varying forms of stakeholder and community engagement were conducted. The primary purpose of engagement was to understand the community's views, concerns and vision for walking and cycling in Burwood.**

## Visioning Workshop

A Visioning Workshop was held with Council during the Plan's development phase. The purpose of the workshop was to understand and develop Council's desires for active transport across Burwood LGA. The workshop provided a forum for understanding and determining Council's prioritised objectives and appetite for change.

## Stakeholder Engagement

Technical stakeholders, including Transport for NSW (TfNSW), were engaged to gain insights into their planning initiatives within the Burwood LGA and the current status of their work.

In addition, user groups such as Bicycle NSW, Canada Bay Bicycle User Group, and Walk Sydney were engaged to gather their perspectives on walking and cycling issues specific to the Burwood LGA and opportunities for improvement.

## Community Engagement

Community engagement was conducted using two methods, an online survey and an online mapping platform, which were open from 14 February 2024 to 17 March 2024. The engagement aimed to gather community opinions regarding the current state of walking and cycling in the LGA and how it may be improved. Specifically:

1. Online Survey: Obtain valuable insights from the community on the current usage and barriers to walking and cycling, and the potential changes that can be made to improve the experience of these travel modes.
2. Online Mapping: Understand location-specific walking and cycling needs of respondents.

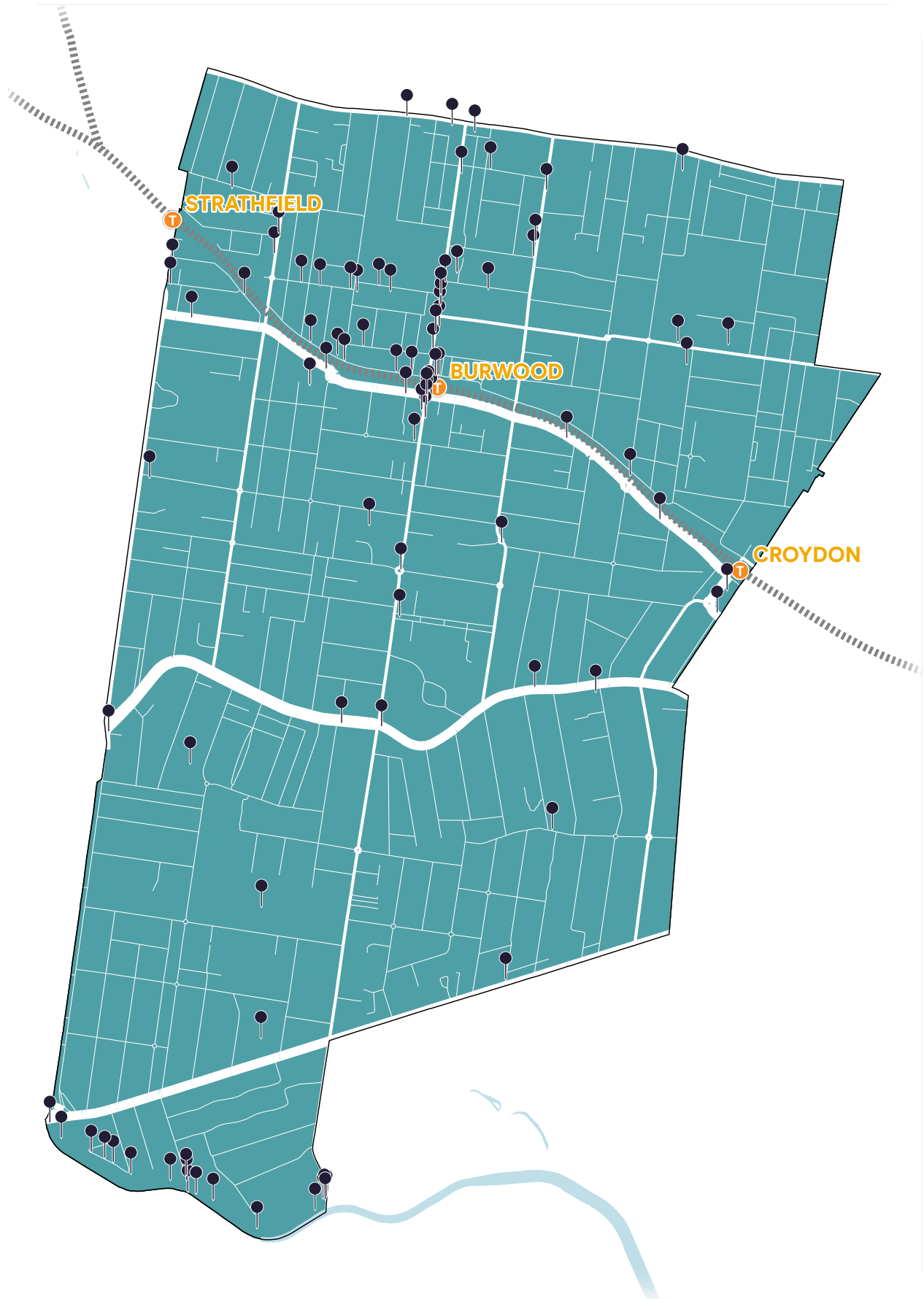
In total, 93 individuals responded to the online survey, while 103 participated in the online mapping exercise. The map provided displays pins indicating the proximity of comments and responses received.

## What We Heard

As part of our engagement, the survey respondents told us that:

- The greatest proportion of trips made on a daily basis are for work (54%), followed by errands (17%) and leisure (8%).
- 38% of residents walk to a destination daily, followed by 37% who walk two to four times a week.
- 17% of residents cycle to a destination daily and 32% cycle two to four times a week.
- Distance between an origin and destination is the biggest barrier to walking more (25%), which is followed by the need to carry things (21%) and the provision of suitable infrastructure (20%).
- Suitable cycling infrastructure (39%) was the biggest barrier to residents cycling more, followed by concern for personal safety (24%).
- Walkability in the region was deemed to be average by 54% of respondents, followed by good (25%), and poor (13%). Very good and very poor accounted for 6% and 2%.
- Cyclability in the region was deemed to be poor by 47% of respondents, followed by very poor (30%), and average (16%). A rating of good accounted for the remainder of responses with 6%.
- Better infrastructure, with higher quality footpaths (28%) would encourage residents to walk more, followed by more shading and seating (23%) and, better links to public transport (18%).
- Better infrastructure (38%) would encourage residents to cycle more, followed by better end-of-trip facilities and parking (22%) and, better signage (9%).











# Policy and Guidance

**State and local government policy is critical in enabling alignment across the Greater Sydney region, and helps set the vision and targets to be met through infrastructure delivery. The following provides an overview of some of the key policy and guidance which has influenced the delivery of this Plan.**

## State Policy and Guidance

### Future Transport Strategy

Future Transport Strategy is the NSW State Government's vision for future mobility across Metropolitan Sydney and Regional NSW. It represents a major shift in social and economic change, influenced by events such as the pandemic, bushfires, and drought. The strategy is built around 14 strategic directions, organised under three key themes: Connecting our customers' whole lives, Successful places for communities, and Enabling economic activity. Each theme is supported by planning priorities and actions to achieve its goals.

### Active Transport Strategy

The Active Transport Strategy, built on the Future Transport Strategy, aims to double active transport trips within 20 years. It focuses on five key areas, including the promotion of 15-minute neighborhoods where communities can easily access essential services and recreational events within a short walk or cycle.

### Walking Space Guide

The Walking Space Guide, developed by TfNSW, outlines principles for enhanced pedestrian comfort and safety. These include prioritising shade and trees, considering kerbside traffic and active building buffers based on speed limits and pedestrian volumes, and ensuring unobstructed footpaths with sufficient circulation space. The guide also provides recommended widths for various street activity levels to inform future development and implementation of the strategic pedestrian network.

### Cycleway Design Toolbox

The Cycleway Design Toolbox was developed by TfNSW to guide practitioners on cycling and micro-mobility design across NSW. The toolbox guides practitioners with a range of design tools and best practices for the design and delivery of high-quality cycling infrastructure.

## Local Policy and Guidance

### Burwood2036 Community Strategic Plan

Burwood2036 Community Strategic Plan (CSP) is Council's cornerstone Integrated Planning and Reporting framework, informing long-term planning for the future of Burwood LGA. Transport-related priorities within the CSP include improving walking and cycling options, connecting neighborhoods, planning for connections to Burwood North Metro Station, and ensuring infrastructure supports community health and safety.

### Burwood Traffic and Transport Strategy

Burwood Traffic and Transport Strategy is a multi-modal transport study for the Burwood LGA. Investigations included a review of pedestrian crossing opportunities along Burwood Road to support walking and cycling access to Burwood North Metro station, as well as a proposed high level cycling network, and upgrades to existing footpaths and cycleways.

### Local Strategic Planning Statement (LSPS)

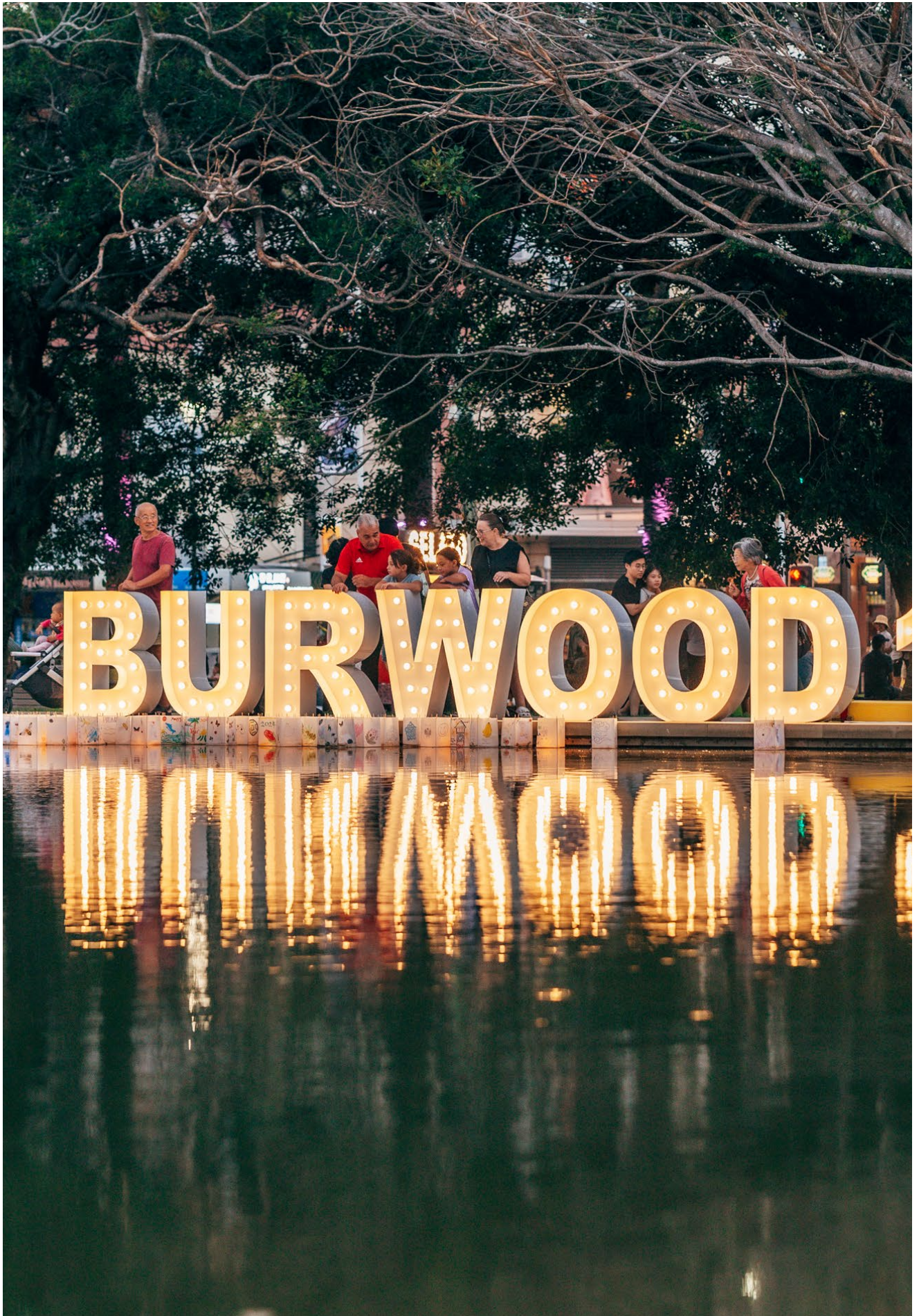
The LSPS outlines key planning priorities which look to address the Burwood community's economic, social and environmental land use needs over the next 20 years. The LSPS highlights the importance of continuing to integrate transport and land use so that new development is located close to employment, services and public transport.

### Disability Inclusion Action Plan (DIAP) 2022-2026

The DIAP 2022-2026 sets out a four-year roadmap for a more inclusive and accessible Burwood for people with disability. The plan identified the need to undertake this Plan as one of its actions to improve accessibility.

Additionally the Greater Sydney Strategic Cycleway Corridors Network, Inner West Cycling Strategy and Action Plan, Strathfield Active Travel Plan, and Canterbury-Bankstown Active Transport Action Plan have also been considered in the preparation of this plan.









# Vision and Principles

To align with the overarching vision of the WCP, we have established five fundamental principles for safety, connectivity, mode shift, sustainability, and health & wellbeing.

## Safety

Provide a safe and inclusive active transport network for all ages and abilities. Reduce the risk of crashes which result in a pedestrian or cyclist fatality by 50% by 2035 and reduce the number of crashes which result in a serious injury to pedestrians or cyclists by 30% by 2035, in alignment with NSW Government's broader vision of achieving zero road trauma by 2050.

## Connectivity

Improve walking and cycling access so that by 2035, residents of Burwood LGA can safely walk or cycle to access services (such as public transport, schools, parks, and shopping centres) within Burwood and neighbouring Council areas.

## Mode Shift

Encourage a 7% shift from private vehicles to walking and cycling for all trips from a 20% baseline in 2019/20 to 27% by 2035 in alignment with Council's strategic planning objectives, by promoting walking and cycling as the modes of choice for short trips.

## Sustainability

Actively work towards building a community that prioritises sustainable transportation methods, in order to minimise greenhouse gas emissions and increase our adaptability to climate change.

## Health & Wellbeing

Establish a network that encourages individuals across all age groups and capabilities to engage in activities like walking and cycling, thereby enhancing their health and wellbeing.







# Our Plan

A suite of strategic active transport recommendations have been developed in support of the defined vision and principles and identified opportunities. These strategies are organised by three key themes:

- **Walking Strategy:** Addresses existing gaps in pedestrian infrastructure and supports future housing and activity development
- **Cycling Strategy:** Develops a cycling network which is safe and connects riders to key destinations.
- **Projects, Programs & Policy:** Provides guidance to proposed and scheduled projects to improve outcomes and provides structural change to guide existing and future development decisions.

The proposed recommendations were assigned a priority category based on their alignment with Council's objectives, potential impact, resource requirements, and other pertinent criteria. This promotes transparency in Council's planning process and helps stakeholders understand the strategic basis for project scheduling.

The framework used in this WCP categorises recommendations into short term, medium term, and long term timeframes based on several critical factors, a summary of which is provided below.

## Short Term Prioritisation

- Projects that address immediate safety and connectivity benefits to the community.
- Initiatives that require minimal external coordination.
- Projects that serve high demand areas with significant potential for mode shift towards active transport
- Projects that improve access to key destinations in the LGA and can be completed by Burwood Council alone.

## Medium Term Prioritisation

- Projects that require moderate coordination with other departments.
- Initiatives that have dependencies on other projects being completed.
- Projects that involve more complex planning but are crucial for safety and connectivity.
- Projects that serve medium demand areas with high potential for mode shift towards active transport.

## Long Term Prioritisation

- Projects aligned with the delivery of future large-scale infrastructure projects.
- Initiatives requiring extensive planning, funding, and coordination.
- Projects that involve significant changes to infrastructure or are highly complex to implement.



# Walking Strategy

The pedestrian network refers to infrastructure which supports walking, and includes but is not limited to footpaths, crossings (various types) and kerb ramps. The recommendations in the following sections look to achieve two key goals:

1. Improve the existing pedestrian network to support safe, connected, and comfortable walking experiences
2. Provide strategic guidance for the improvement of the pedestrian network in relation to future development

Recommendations have been made as actionable where possible. Certain items have been recommended to be “investigated” as further analysis is required to determine the feasibility of its implementation.

Recommendations to the network have been developed in alignment with a set of guiding principles. These principles have been informed through the strategic review of relevant state and local policies and the stakeholder consultation process.



## Prioritisation

Implementing the TfNSW Road User Hierarchy to prioritise pedestrians over road-based vehicles.



## Safety

Infrastructure supports pedestrian safety, minimises interactions with traffic and creates an environment where pedestrians feel comfortable.



## Placemaking

Opportunities are provided to key destination areas which improves wellbeing and the vitality of the LGA.

To support existing and future demand, improvements to the footpath network have been based off the following categories:

### Key Corridor Improvement Areas

These corridors provide access to active frontages and key destinations. This includes Burwood Road, Shaftesbury Road, Parramatta Road, Liverpool Road, and Georges River Road.

### Future Growth Areas

Incorporate wider footpath works into the public domain plan and review footpath requirements during any new rezoning initiatives.

### Safe Access to Schools

Upgrade footpaths within close proximity to educational facilities to a minimum of 1.8 metres, where space permits, to ensure safe access to school.

### Pedestrian Crossings

To improve the pedestrian experience, it is recommended to review the signal phasing at intersections which receive a lot of pedestrian demand. This includes intersections around Burwood Westfield and Burwood Station.

### Public Transport Accessibility

The opening of Burwood North Metro Station is anticipated to significantly increase pedestrian traffic across Parramatta Road. To support this, it is critical that the underpass to Burwood Metro Station (via station entries) is ready on day one (of operation) to support pedestrian demand.

### Placemaking

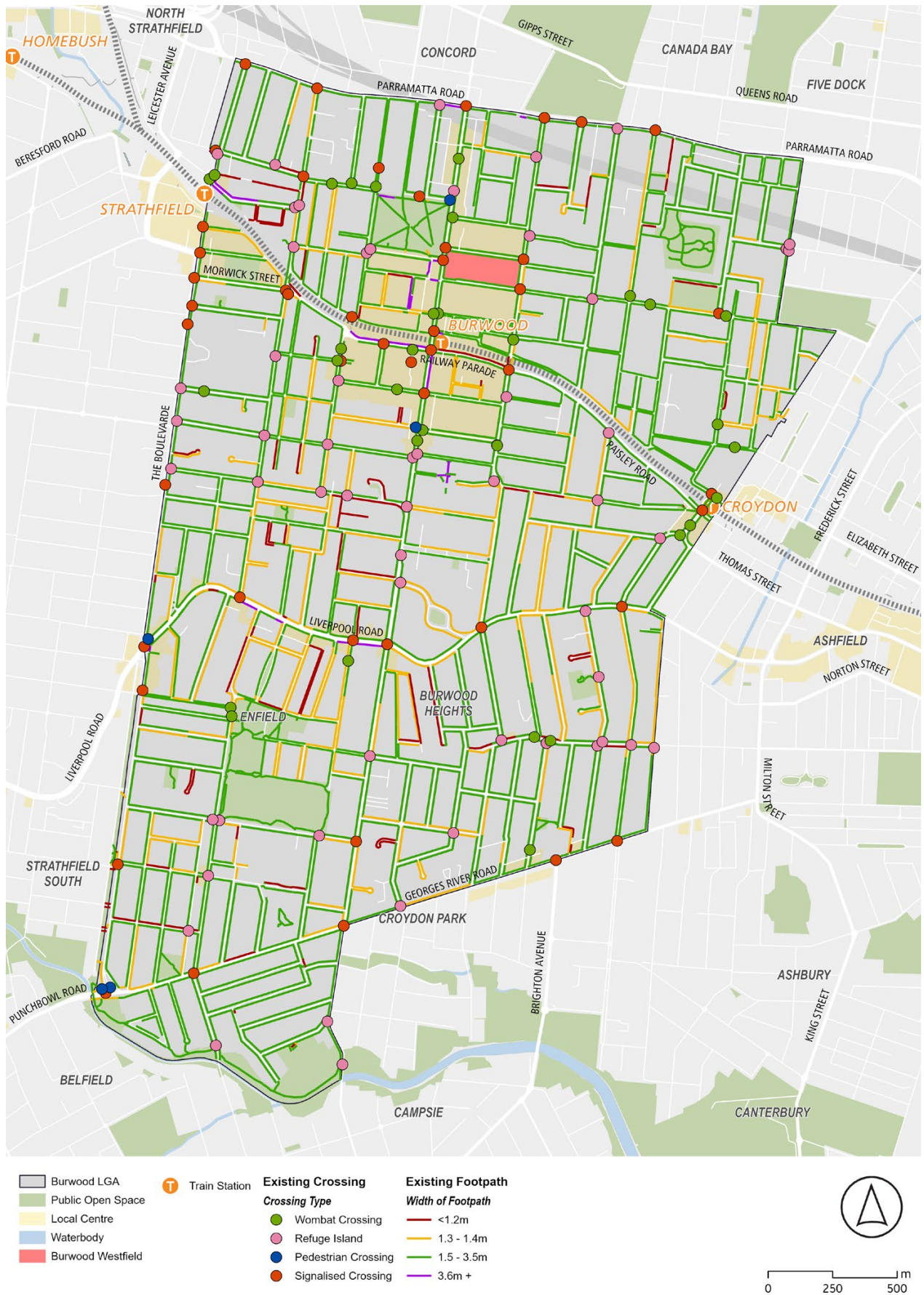
Burwood Council has been awarded funding for a number of Placemaking projects including the Strathfield Placemaking Project, Deane Street/ Burwood Road Precinct Transformation and the Permit/Plug/Play Program. These projects will provide upgrades or new transport in surrounding areas and support street-based events at Ford Lane, Clarendon Place and Paisley Road.

### Disability and Inclusion

To improve the accessibility of town centres and streetscapes and ensure new and upgraded Council facilities and open spaces are accessible and inclusive.



# Draft Burwood Walking and Cycling Plan





## Burwood Road Shared Pedestrian and Transit Precinct (Transit Mall)

An LGA wide Traffic and Transport Study was completed in 2022 which recommended the implementation of a transit mall on Burwood Road. The proposed transit mall would close the roadway in Burwood Town Centre to motor vehicles and allow only buses and pedestrians. The implementation of the transit mall is recommended across three stages:

- George Street to Park Avenue
- George Street to Railway Parade
- Railway Parade to Belmore Street

For the successful implementation of stage 1 (George Street to Park Avenue), the project would require the supporting measures:

- Implement two-way traffic flow at George Street across Burwood Road; Deane Street and Marmaduke Street; Victoria Street across Burwood Road
- Public space works to widen footpaths to improve conditions around congested footpaths

The Burwood WCP supports the implementation of the transit mall. The transit mall would pedestrianise the area, creating a more inviting and comfortable town centre for pedestrians.

The transit mall would allow the public to reclaim space from vehicles, providing the required space for increasing widths on footpaths which currently become crowded during peak periods. Additionally, the removal of private vehicular traffic on Burwood Road creates a safer environment where pedestrians can follow their desire lines and cross the road more readily.

Recommendation is that a trial of the Stage 1 restrictions be implemented utilising temporary measures such as mobile parklets and activation areas to reallocate road space to pedestrians. Depending on the success of the trial, it is envisioned that the Stage 1 transit mall would be made permanent, with a potential expansion to the weekend period and updates to the public realm to support the transit mall. In addition to Stage 1, Stage 2 and Stage 3, see the transit mall extended further south to Railway Parade and Belmore Street respectively. The expansion of transit mall will be heavily dependent on the success of Stage 1.

Since the completion of the study, Burwood Council has undertaken short temporary road closures on Burwood Road between Belmore Street and Park Avenue. These temporary road closures have had positive reactions by the local community. In addition to the temporary closures, Deane Street has been permanently closed off as recommended in the Traffic and Transport Study.





# Draft Burwood Walking and Cycling Plan



# Walking Actions

The following table provides an overview of the Walking Actions supported by this Plan.

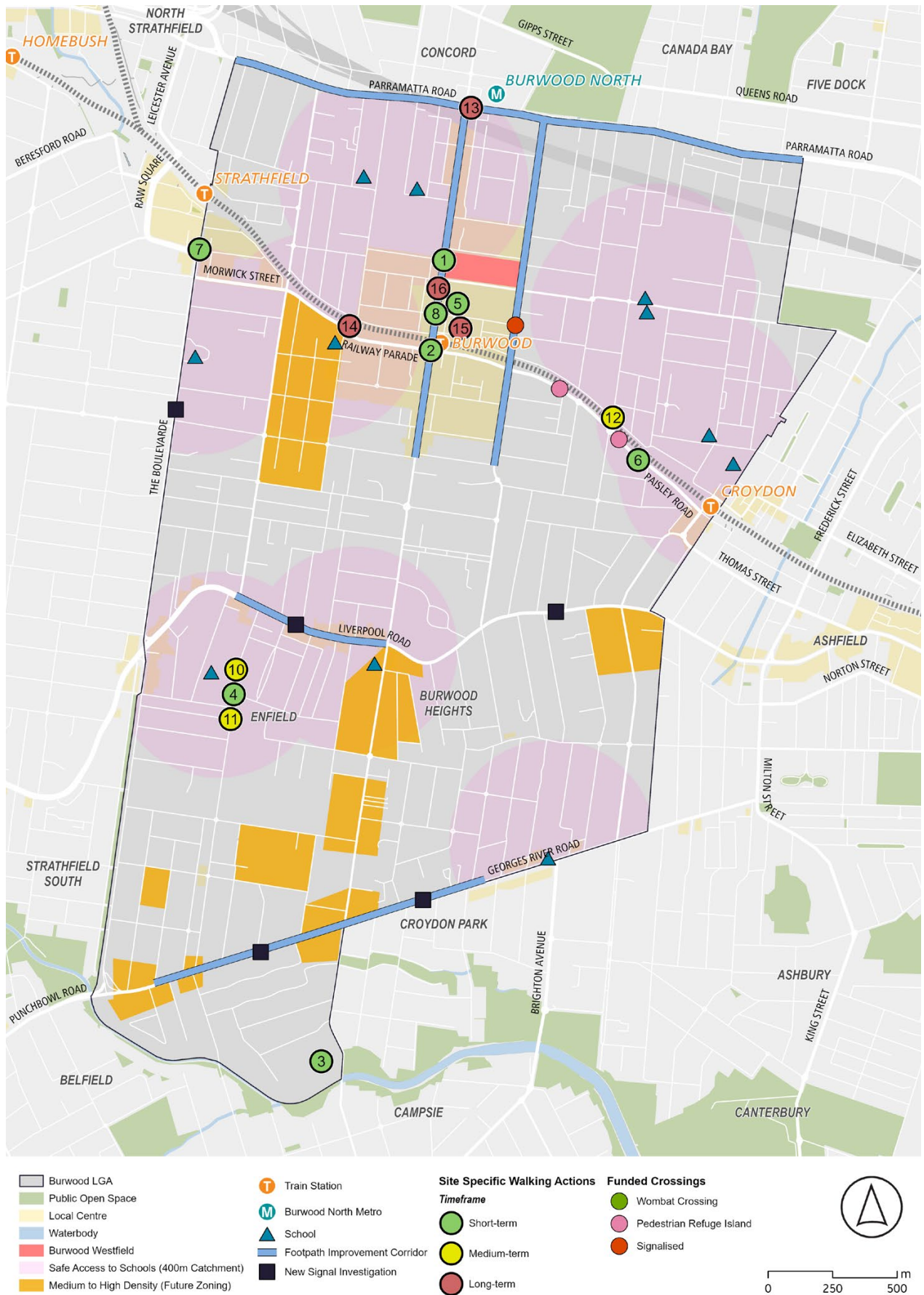
| ID | Action  | Timeframe                  | Cost   |
|----|---|----------------------------|--------|
| 1  | Review signal phases at the intersections surrounding Westfield for potential signal improvements and create shorter wait time for pedestrians.   | Short Term                 | \$     |
| 2  | Review signal phases at intersections within Burwood's Centre for potential signal improvements and create shorter wait time for pedestrians.   | Short Term                 | \$     |
| 3  | Upgrade the existing crossing on Burwood Road at Cooks River Path to a wombat crossing.   | Short Term                 | \$\$   |
| 4  | Upgrade the existing pedestrian refuge crossing on Shelly Street at the Cobden Street roundabout.   | Short Term                 | \$\$   |
| 5  | Implement an extended trial of the transit mall that applies restrictions to private vehicle traffic on weekdays.   | Short Term                 | \$     |
| 6  | Implement a new footpath along Paisley Road between Shaftesbury Road and The Strand, which is to be supported by two new pedestrian refuge crossings.   | Short Term                 | \$     |
| 7  | Provide public realm works to support Bells Lane, including improved footpaths, kerb drops, and a wombat crossing.  | Short Term                 | \$\$\$ |
| 8  | Implement a signalised crossing at the intersection of Burwood Road and George Street to support the expansion of Burwood Road transit mall.  | Short Term                 | \$\$\$ |
| 9  | Burwood Council to coordinate with TfNSW to investigate the opportunity for providing additional signalised crossings.  | Medium Term                | \$     |
| 10 | Provide a pedestrian refuge crossing on Cobden Street at the intersection with Shelly Street.   | Medium Term                | \$\$   |
| 11 | Provide a pedestrian refuge crossing on Portland Street at the intersection with Cobden Street.   | Medium Term                | \$\$   |
| 12 | Provide a pedestrian refuge crossing and kerb ramps on Cheltenham Road near Albert Crescent.  | Medium Term                | \$\$   |
| 13 | Liaise with relevant project coordinators to ensure that the proposed Parramatta Road underpass provides a suitable level service to pedestrians and provides a bicycle lane to allow cyclists to bypass the Paramatta Road crossing. | Long Term                  | \$     |
| 14 | Investigate funding opportunities with Sydney Trains to upgrade accessibility at the overhead crossing between Railway Parade and Railway Crescent.   | Long Term                  | \$     |
| 15 | Investigate the potential for providing an additional access point via Deane Street with Sydney Trains.   | Long Term                  | \$     |
| 16 | Undertake associated public and pedestrian realm improvements along the Burwood Road transit mall, including elements such as footpath widening.  | Dependent on trial success | \$\$   |

Note: \$ stands for low cost, \$\$ for medium cost and \$\$\$ for high cost





# Draft Burwood Walking and Cycling Plan





# Cycling Strategy

Our proposed cycling plan has been developed to align with the Greater Sydney Strategic Cycleway Corridors, emphasising key connections between councils with the aim of improving the overall connectivity of the region. The connective corridors have been informed via a strategic review of state and local policy, community consultation and a thorough network assessment.

The cycling network, comprised of infrastructure such as bicycle paths, lanes, shared paths, and bicycle parking facilities, aims to support and promote cycling as a safe and connected mode of transport. The proposed network represents a proactive step towards accommodating and supporting a growing interest in cycling in Burwood, whilst taking into consideration the constraints brought about through limited space. This initiative is designed to carefully integrate cycling infrastructure within the existing urban fabric, optimising the use of limited roadway and verge space in a manner that maximises safety and accessibility.

Our proposed network is divided into two classifications:

**Primary Network:** Provides connectivity between key points of interest and supports direct movements utilising bicycle paths, shared paths and quietways.

**Secondary Network:** Supports the primary network through the utilisation of the local road network to provide alternative routes on quieter roads.

The cycling network recommendations have been designed considering six guiding principles, which are:



## Usability

A network which is accessible to users of all ages and abilities.



## Regional Connectivity

A network which connects to the broader region.



## Safety

A network which balances directness with safety.



## Local Connectivity

A network which connects to key land uses.



## Minimised Loss

The loss of car parking and tree/utilities is minimised.



## Cost Effective

Solutions are simple and cost effective.

# Cycling Actions

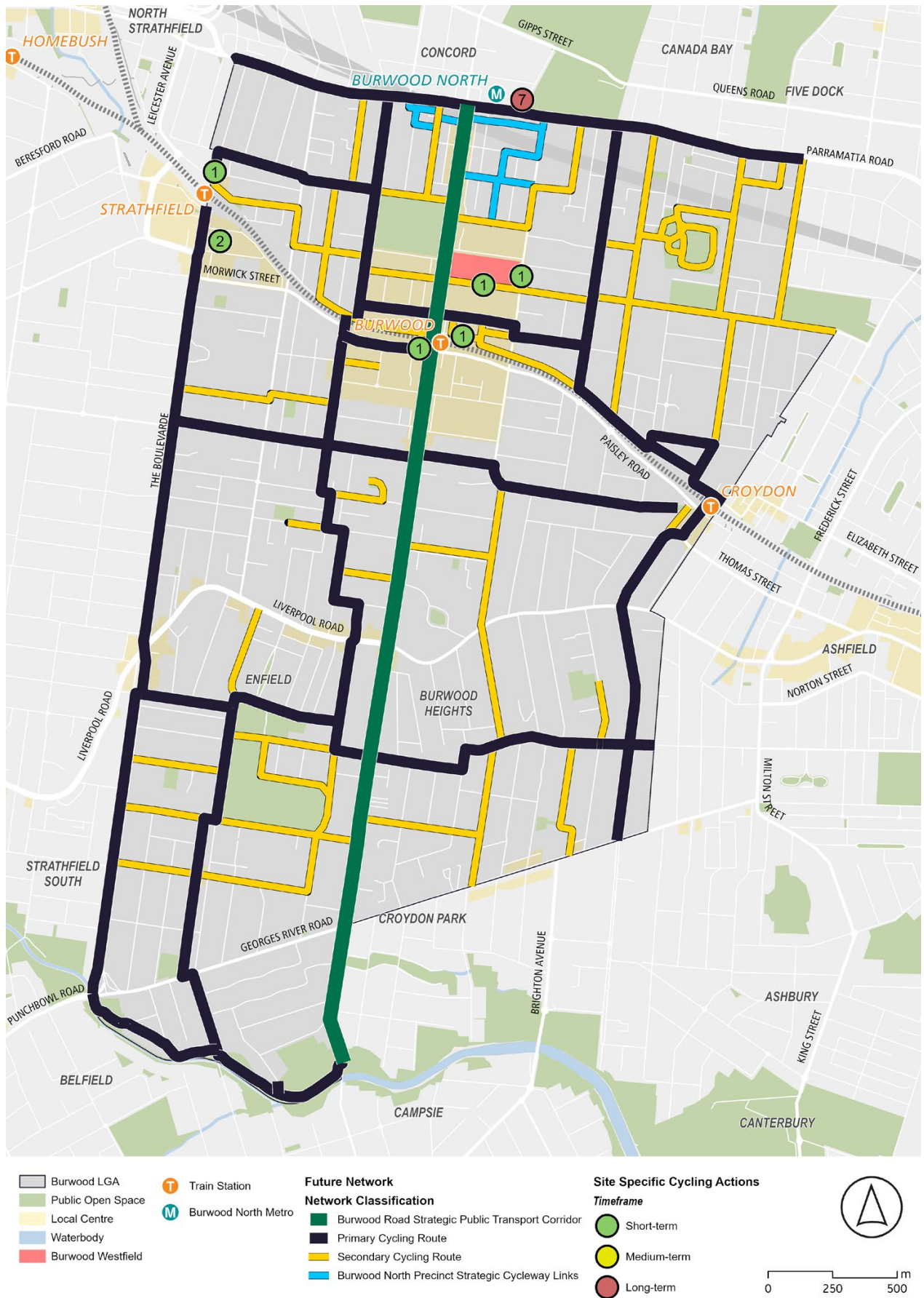
The following table provides an overview of the Cycling Actions supported by this Plan.

| ID | Action  | Timeframe   | Cost   |
|----|---|-------------|--------|
| 1  | Provide additional bicycle parking spaces at key locations  | Short Term  | \$     |
| 2  | Convert Bells Lane into a shared lane (category two) and provide relevant treatments.   | Short Term  | \$\$   |
| 3  | Audit all shared bicycle/pedestrian paths and bring them to compliance. In particular the Cooks River shared path.                  | Short Term  | \$     |
| 4  | Implement the proposed primary cycling network.   | Medium Term | \$\$\$ |
| 5  | Implement the proposed secondary cycling network.   | Medium Term | \$\$\$ |
| 6  | Provide waiting bays for food delivery services (i.e., Uber Eats/Deliveroo riders).   | Medium Term | \$     |
| 7  | Liaise with relevant project coordinators to ensure that bicycle parking is provided at and around the Burwood North Metro station. | Long Term   | \$     |

Note: \$ stands for low cost, \$\$ for medium cost and \$\$\$ for high cost



# Draft Burwood Walking and Cycling Plan



# Projects, Programs & Policy Actions

In addition to the infrastructure recommendations set out, the following table provides an overview of the Projects, Programs & Policy Actions supported by this Plan, which further enhance the proposed changes to the overall network through increased awareness, safety and better planning.

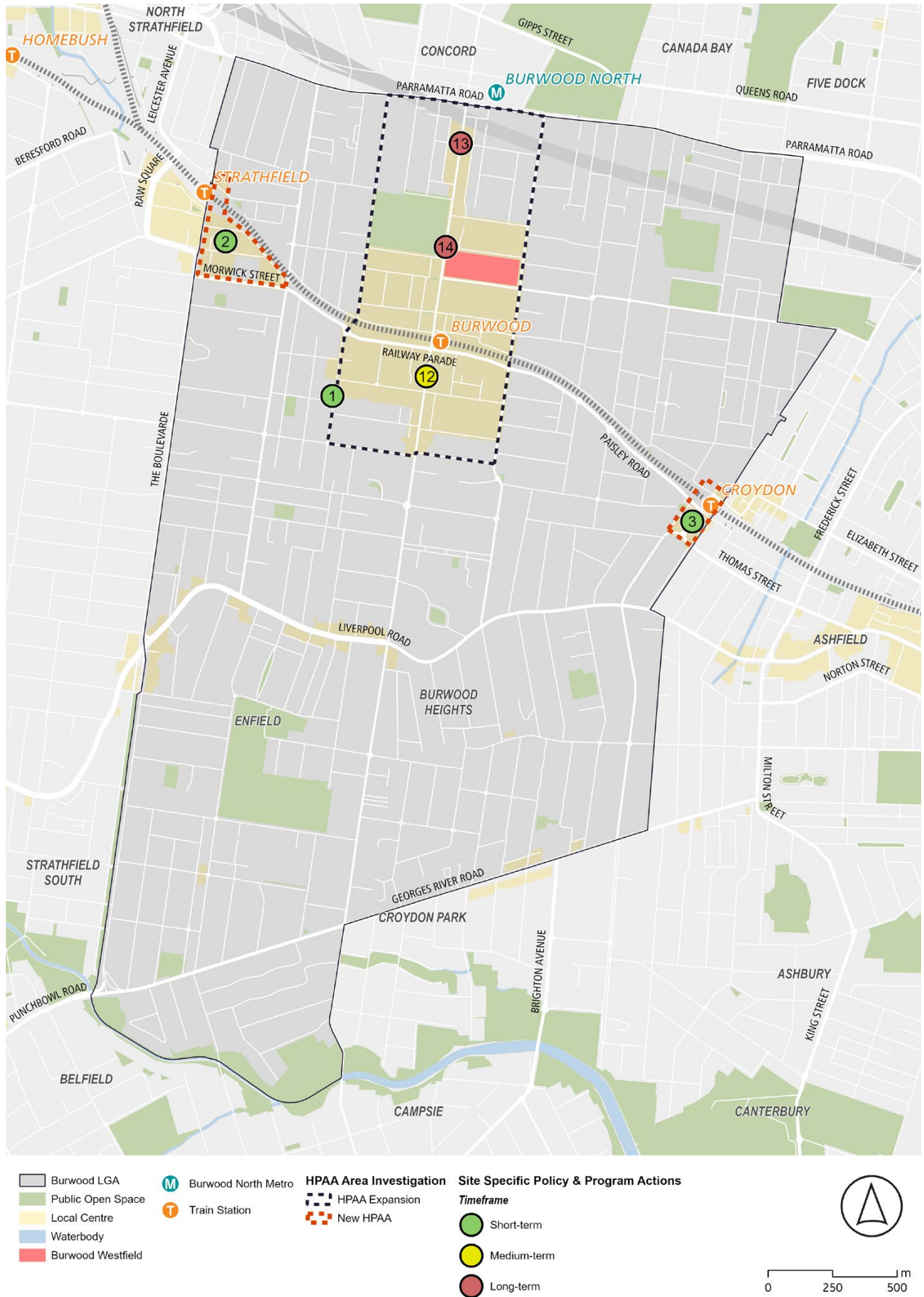
| ID | Action   | Timeframe               | Cost |
|----|--|-------------------------|------|
| 1  | Investigate the extension High Pedestrian Activity Area (HPAA) along Conder Street and connecting streets Belmore Street, Livingston Street, and Railway Parade.   | Short Term              | \$   |
| 2  | Investigate the implementation of a HPAA at Strathfield Town Centre and surrounding development.   | Short Term              | \$   |
| 3  | Investigate the implementation of a HPAA at Croydon Town Centre and surrounding development.   | Short Term              | \$   |
| 4  | Implement a reoccurring safe on-street cycling program.  | Short Term              | \$   |
| 5  | Implement a comprehensive wayfinding program to enhance the navigability and accessibility of Burwood.   | Short Term              | \$   |
| 6  | Update the Public Domain Plan (PDP) footpath requirements to support a minimum width of 1.8 metres.  | Short Term              | \$   |
| 7  | Update the PDP and future masterplans to refer to recommendations set out by the Walking Space Guide. These recommendations should be applied to new and upgraded paths (where achievable due to the availability of space). | Short Term              | \$   |
| 8  | Update the PDP shared path requirements to a minimum width of 3.0 metres and Development Control Plan (DCP) for private developments.  | Short Term              | \$   |
| 9  | Update the DCP to incorporate end-of-trip facility requirements (showers, lockers, storage etc) set out by active transport planning guidelines  | Short Term              | \$   |
| 10 | Update the DCP to include controls to build active transport into new developments and enhance walkability in all new and existing developments.   | Short Term              | \$   |
| 11 | Develop a Public Domain Manual (PDM) and link the delivery of works to the infrastructure contributions framework.   | Short Term              | \$   |
| 12 | Investigate the opportunity to decrease speeds in the HPAA from 40 km/h to 30 km/h   | Medium Term             | \$   |
| 13 | Investigate the extension of the existing HPAA to Parramatta Road in support of the Burwood North Precinct.  | Long Term               | \$   |
| 14 | Implement the Burwood Road Transit Mall permanently across both weekdays and weekends.   | Dependent trial success | \$   |

Note: \$ stands for low cost, \$\$ for medium cost and \$\$\$ for high cost





Draft Burwood Walking and Cycling Plan









# Next Steps

This WCP was prepared to provide a long-term strategy and action plan for active transport that is prioritised and provides the greatest benefit to the community. The WCP responds to the gaps identified in the analysis of the existing walking and cycling environment in Burwood LGA, land use and demography. The WCP was also informed by the views of the community obtained through extensive stakeholder and community engagement.

This WCP serves as a foundational document guiding future walking and cycling improvements in Burwood LGA and as a platform from which Burwood Council can approach planning and implementation of walking and cycling improvements into the future. The walking network, cycling network, policy, project and program recommendations provide the opportunity for a holistic approach to active transport in Burwood LGA.

The next steps following the completion of this WCP are as follows:

- Council to identify viable funding sources and formulate a detailed implementation plan for the WCP. This implementation plan will outline specific projects, resource allocations, and timelines necessary for the successful execution of prioritised initiatives outlined in the WCP.
- Council to establish performance measures against which they monitor progress of implementation of the WCP. These metrics will serve as benchmarks against which progress in implementation of the WCP will be monitored and evaluated. Regular performance assessments will facilitate data-driven decision-making and ensure alignment with overarching objectives.
- Council to work closely with different stakeholders towards the implementation of the WCP. Burwood Council recognises the importance of collaboration with diverse stakeholders in realising the objectives outlined in this WCP. Close coordination with stakeholders such as TfNSW, neighbouring LGAs, developers, and community groups will be essential to foster synergy and leverage collective expertise and resources.
- Council to review and update this WCP every 5 years. This iterative process will assess progress made, evaluate funding requirements, and integrate emerging trends and technologies in active transport. The periodic update will ensure the WCP remains dynamic and responsive to evolving community needs and priorities.

By adhering to the outlined next steps and fostering collaborative partnerships, Burwood Council is positioned to translate the vision outlined in the WCP into tangible improvements in active transport in the LGA. Through strategic planning, proactive engagement, and diligent monitoring, Burwood Council will realise its vision to create a vibrant and sustainable community where active transport is the preferred choice for all residents.





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