

ORDINARY MEETING

Notice is hereby given that a meeting of the Council of Burwood will be held in the Conference Room, 2 Conder Street, Burwood on Tuesday 18 November 2025 at 6:00 PM to consider the matters contained in the attached Agenda.

The public gallery will be open for those wishing to observe the meeting. In addition, an opportunity to observe the meeting via audio visual link will also be made available.

Public Forum

A public forum will be held at 6:00pm, prior to the commencement of the meeting, to allow members of the public to make oral submissions about an item on the Agenda for the meeting. The opportunity will also be provided to speak via audio visual link.

Anyone wishing to address Council during the public forum will need to register by 2:00pm on the day of the meeting. A person wishing to speak must indicate the item of business on the Agenda they wish to speak on and whether they wish to speak 'for' or 'against' the item. Registrations to speak can be lodged on [Council's website](#).

The Council Meeting will commence immediately after the conclusion of the Public Forum.

Tommaso Briscese
General Manager

Councillors



Cr John Faker
Mayor
9911 9916
mayor@burwood.nsw.gov.au



Cr George Mannah
Deputy Mayor
0428 363 826
george.mannah@burwood.nsw.gov.au



Cr Sukirti Bhatta
0499 811 652
sukirti.bhatta@burwood.nsw.gov.au



Cr Pascale Esber
0428 459 667
pascale.esber@burwood.nsw.gov.au



Cr David Hull
0428 369 269
david.hull@burwood.nsw.gov.au



Cr Alex Yang
0482 933 247
alex.yang@burwood.nsw.gov.au



Cr Deyi Wu-Coshott
0484 123 988
deyi.wu@burwood.nsw.gov.au

Council meeting room

General
Manager

Mayor

Cr
Mannah

Cr Bhatta

Cr Yang

Cr Esber

Cr Wu-
Coshott

Cr Hull

Public gallery

Agenda

For an Ordinary Meeting of Burwood Council to be held in the Conference Room, Level 1, 2 Conder Street, Burwood on Tuesday 18 November 2025 immediately after the Public Forum commencing at 6.00pm.

1. Prayer

Lord, we humbly beseech thee to vouchsafe thy blessing on this Council, direct and prosper its deliberations for the advancement of this area and the true welfare of its people. Amen.

2. Acknowledgement of Country

3. Statement of Ethical Obligations

4. Recording of Meeting

5. Apologies

6. Declarations of Interest

7. Declaration of Political Donations

8. Confirmation of Minutes

Minutes of the Council Meeting held on Tuesday, 28 October 2025, copies of which were previously circulated to all councillors be hereby confirmed as a true and correct record.

9. Mayoral Minutes

10. Reports to Council

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11. Conclusion of the Meeting

Reports to Council

(Item 82/25) Burwood Council Annual Report 2024 - 2025

File No: 25/53177

Report by Director People & Performance

Summary

Burwood Council's Annual Report for the financial year 2024 – 2025 has been prepared in accordance with the *Local Government Act 1993* (the Act) and the Office of Local Government's Annual Report requirements.

Operational Plan Objective

P.43 – Plan, monitor and report on the delivery of services and initiatives in accordance with the Integrated Planning and Reporting Framework under the Local Government Act.

Background

The report is prepared annually to comply with Sections 428 and 406 of the Act and Clause 217 of the *Local Government (General) Regulation 2021* and must be provided to the Minister for Local Government by 30 November each year.

The focus of the Annual Report is Council's progress in implementing its Delivery Program and Operational Plan. The report addresses each of the strategic directions outlined in the Community Strategic Plan and has been prepared as a key reporting mechanism in accordance with the requirements of the State Government Integrated Planning and Reporting Framework.

This report is the third Annual Report of the Delivery Program 2022 – 2026 and details the highlights and milestones achieved during 2024/25 towards the implementation the Community Strategic Plan, Burwood2036.

Consultation

As per Section 428 of the Local Government Act 1993, the Annual Report will be posted on Council's website and provided to the Minister.

Planning or Policy Implications

No Planning or Policy implications.

Financial Implications

No Financial implications.

Recommendation(s)

That Council endorse the Burwood Council Annual Report 2024 – 2025.

Attachments

1 ➡ Burwood Annual Report 2024 - 2025 (See separate Attachments Paper)

(Item 83/25) Audit, Risk and Improvement Committee and Internal Audit Function

File No: 25/51381

Report by Director Corporate Services

Summary

The purpose of this report is to advise Council of the operations of the Audit, Risk and Improvement Committee (ARIC) and Internal Audit Function during 2025. It also seeks endorsement from Council of the proposed Annual Work Plans and Strategic Work Plans for both programs and adoption of a revised Internal Audit Charter, following review by the ARIC.

Operational Plan Objective

A.102 Sustain the Internal Audit Function and Audit Risk and Improvement Committee (ARIC) to provide assurance and support continuous improvement

Background

The Local Government Act 1993 and the *Guidelines for Risk Management and Internal Audit for Local Councils in NSW* (the Guidelines) released by the Office of Local Government (OLG) outline the requirements for each Council to operate an ARIC and an Internal Audit Function.

This includes the requirement for Council to adopt a Charter (or Terms of Reference) for ARIC and the Internal Audit, for council to endorse various work plans for those two functions, for the Chair of the ARIC to report annually to the elected body on the operation of those two functions, and for the General Manager to attest annually as to the operation of the internal audit and risk management functions of the Council.

Proposal

Internal Audit Charter

Council has had the two Charters in place for many years, with the most recent ARIC Charter adopted by Council in February 2025. No further action is required on that Charter. However, the Internal Audit Charter was last adopted by Council on 13 December 2022. Although the ARIC reviews the Charter annually, the Charter is only required to be reported to elected Council for endorsement where substantive changes are made.

A revised and updated Charter was considered by the ARIC this year and that version is now provided at Attachment 1 for Council's adoption. The proposed updates are relatively minor and include:

- Minor terminology changes to ensure the Charter remains consistent with the model provided in the final version of the Guidelines and with the latest version of the ARIC Charter.
- Updating references to the *International Standards for the Professional Practice of Internal Auditing*, which have been superseded by the *Global Internal Audit Standards*.

Annual and Strategic Work Plans

For the past few years, the ARIC has carried out its work based on an annual work plan that ensures all required components are dealt with by the ARIC over that period. Likewise, the Internal Audit Function has operated based on annual and 4-yearly planned auditing activities, with those plans reviewed and endorsed by the ARIC. The Guidelines now require that those annual and strategic plans to also be endorsed by the elected Council.

This approach to planning the work of both functions has worked well and has been refined over the last few years to ensure it is both comprehensive and efficient. The plans have been reviewed and refreshed to ensure they comply with the requirements of the Guidelines and reflect current priorities for risk and assurance attention. The following plans are attached for Council's endorsement:

- Internal Audit Annual Work Plan and Strategic Plan – [Attachment 2](#)
- ARIC Annual Work Plan and Strategic Plan – [Attachment 3](#)

Annual Attestation by the General Manager

The end of the 2024–2025 year was the first time the General Manager was required to attest to the operation of the internal audit and risk management operations under the Guidelines. The General Manager consulted with the ARIC Chair before making that attestation, as required by the Guidelines. The Attestation is attached as [Attachment 4](#) and has also been included in Council's IP&R Annual Report as required by the Guidelines.

The Attestation refers to 5 areas where Council was only partly compliant, all of which are a matter of timing. This includes the requirement for both the ARIC and elected Council to endorse the work plans referred to above—previously only the ARIC had endorsed those plans. The other three partial compliances relate matters that are only required to be done once per Council term, and which have been scheduled to occur later in the current term. Council is fully compliant in all other areas.

Annual Assessment and Report to Council by the ARIC Chair

The Guidelines and the Charter require the Chair of the ARIC to report annually to Council on the operations of the ARIC and the Internal Audit Function. The ARIC continues to play a valuable assurance role in reviewing and advising on Council's operations, particularly in high-risk areas, and in advising on and supporting Council's business improvement initiatives. The Chair's Annual Report is provided as [Attachment 5](#).

Conclusion

The ARIC and Internal Audit Functions have operated in accordance with their Charters and continue to provide valuable guidance to Council on the full range of risk and assurance matters.

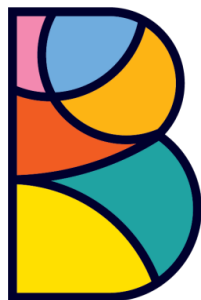
Recommendation(s)

That Council:

1. Adopt the revised Internal Charter at Attachment 1.
2. Endorse the following plans:
 - a. Internal Audit Annual Work Plan and Strategic Plan at Attachment 2
 - b. ARIC Annual Work Plan and Strategic Work Plan at Attachment 3
3. Receive and note the General Manager's Attestation for 2024–2025.
4. Receive and note the annual assessment report for 2025 from the Chair of the Audit, Risk and Improvement Committee.

Attachments

- 1 [↗](#) Draft Internal Audit Charter - 2025 Review
- 2 [↗](#) Internal Audit Annual Work Plan and Strategic Plan
- 3 [↗](#) ARIC Annual Work Plan and Strategic Plan
- 4 [↗](#) General Manager's Internal Audit and Risk Management Attestation 2024-2025
- 5 [↗](#) ARIC Chair Assessment and Annual Report to Council 2025



Burwood^{Inc.1874}

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

INTERNAL AUDIT CHARTER

PO Box 240, BURWOOD NSW 1805
2 Conder Street, BURWOOD NSW 2134
Phone: 9911-9911 Fax: 9911-9900
Email: council@burwood.nsw.gov.au
Website: www.burwood.nsw.gov.au

Public Document
Adopted by Council:
Ref. No.: 24/48243
COR-GOV-22-POL-11
Version No.: 2
Ownership: Governance & Risk

Introduction

Burwood Council has established the Internal Audit Function as a key component of the council's governance and assurance framework, in compliance with the *Guidelines for risk management and internal audit in local councils in NSW*. This Charter provides the framework for the conduct of the Internal Audit Function in council and has been approved by the governing body, taking into account the advice of the council's Audit Risk and Improvement Committee.

Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve a council's operations. It helps a council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to provide advice to the governing body, General Manager and Audit Risk and Improvement Committee about the council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists the council to improve its business performance.

Independence

Council's Internal Audit Function is to be independent of the council so it can provide an unbiased assessment of the council's operations and risk and control activities.

The Internal Audit Function reports functionally to the council's Audit Risk and Improvement Committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the Director Corporate Services to facilitate day-to-day operations. Internal audit activities are not subject to direction by the council and the council's management has no role in the exercise of the council's internal audit activities.

The Audit Risk and Improvement Committee is responsible for communicating any internal audit issues or information to the governing body. Should the governing body require additional information, a request for the information may be made to the chair by resolution. The chair may only provide the information requested by the governing body where the chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the *Local Government Act 1993*. Individual councillors are not entitled to request or receive information from the committee.

The General Manager must consult with the chair of the council's Audit Risk and Improvement Committee before appointing or changing the employment conditions of the Head of Internal Audit. Where dismissal occurs, the General Manager must report to the governing body advising of the reasons why the Head of Internal Audit was dismissed.

Where the chair of the council's Audit Risk and Improvement Committee has any concerns about the treatment of the Head of Internal Audit, or any action taken that may compromise the Head of Internal Audit's ability to undertake their functions independently, they can report their concerns to the governing body.

The Head of Internal Audit is to confirm at least annually to the Audit Risk and Improvement Committee the independence of internal audit activities from the Council.

Authority

Council authorises the Internal Audit Function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Head of Internal Audit considers necessary to enable the Internal Audit Function to fulfil its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of these activities. The Head of Internal Audit and individual

Internal Audit Charter

internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive during their work.

All internal audit documentation is to remain the property of Burwood Council, including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the Internal Audit Function are not to be made publicly available. The Internal Audit Function may only release council information to external parties that are assisting the Internal Audit Function to fulfil its responsibilities with the approval of the General Manager, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Role

The Internal Audit Function is to support the council's Audit Risk and Improvement Committee to review and provide independent advice to the council in accordance with section 428A of the *Local Government Act 1993*. This includes conducting internal audits of council and monitoring the implementation of corrective actions.

The Internal Audit Function is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

The Internal Audit Function has no direct authority or responsibility for the activities it reviews. The Internal Audit Function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in council functions or activities (except in carrying out its own functions).

Head of Internal Audit Function

Council's Internal Audit Function is to be led by a member of council's staff with sufficient skills, knowledge and experience to ensure it fulfils its roles and responsibilities to the council and its Audit Risk and Improvement Committee. The Head of Internal Audit (the role referred to in the final *Guidelines for risk management and internal audit in local councils in NSW* as the "internal audit coordinator") must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the Head of Internal Audit include:

- contract management of outsourced internal audit providers
- managing the internal audit budget
- ensuring the external provider completes internal audits in line with the Audit Risk and Improvement Committee's annual plan and four-yearly strategic plan
- forwarding audit reports by the external provider to the Audit Risk and Improvement Committee
- acting as a liaison between the external provider and the Audit Risk and Improvement Committee
- monitoring the council's implementation of corrective actions that arise from the findings of audits and reporting progress to the Audit Risk and Improvement Committee, and
- assisting the Audit Risk and Improvement Committee to ensure the council's internal audit activities comply with the *Guidelines on risk management and internal audit in local councils in NSW*, including ensuring appropriate secretariat support for that Committee.

The Manager Governance & Risk has been designated as Head of Internal Audit at Burwood Council. This is a role that also oversees governance, insurance, risk, legal and records

Internal Audit Charter

management services. The role undertakes the functions of Public Officer, Right to Information Officer, Complaints Coordinator, Privacy Contact Officer, Head of Internal Audit and Nominated Disclosures Officer.

Safeguards in place to limit any real or perceived bias or conflicts of interest include:

- any potential issues or conflicts of interest arising from a dual role being formally documented in council's internal audit charter
- where there is an audit being conducted into a service area under the Manager Governance & Risk's responsibility, that Manager will step aside and the General Manager will identify a suitable alternative officer to oversight that audit.
- the committee including an assessment of the independence and objectivity (for internal audit purposes) of the Head of Internal function in their annual assessment report to the governing body about the performance of the internal audit function.

Internal Audit Function

Members of the Internal Audit Function are responsible to the Head of Internal Audit.

Individuals that perform internal audit activities for council must have:

- an appropriate level of understanding of the council's culture, systems and processes the skills, knowledge and experience necessary to conduct internal audit activities in the council
- effective interpersonal and communication skills to ensure they can partner with council staff effectively and collaboratively, and
- honesty, integrity and diligence.

In addition to the Head of Internal Audit, the Internal Audit Function will be administratively supported by other members of the Governance & Risk team. The Internal Audit Function's work will be supported by audits undertaken by external providers. Council will engage external providers from an approved panel of suitable providers, with individual audits allocated following a competitive Request for Quote process. Those external providers will be responsible to the Head of Internal Audit.

To maintain the independence of external providers, the Head of Internal Audit will ensure the external provider:

- does not conduct any audits on specific council operations or area that they have worked on within the last two years (to reduce the risk they will be auditing their own work)
- is not the same auditor conducting the council's external audit
- is not the auditor of any contractors of the council that may be subject to the internal audit, and
- is able to meet the council's statutory internal audit obligations.

Performing internal audit activities

The work of the Internal Audit Function is to be thoroughly planned and executed. The council's Audit Risk and Improvement Committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each council term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee is to also develop an annual work plan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the Global Internal Audit Standards issued by the Institute of Internal Auditors and the current Australian risk management standard.

Internal Audit Charter

The Head of Internal Audit is to provide the findings and recommendations of internal audits to the Audit Risk and Improvement Committee at the end of each audit. Each report is to include a response from the relevant senior manager.

The Head of Internal Audit is to establish an ongoing monitoring system to follow up council's progress in implementing corrective actions.

The General Manager, in consultation with the Audit Risk and Improvement Committee, is to develop and maintain policies and procedures to guide the operation of the council's Internal Audit Function.

The Head of Internal Audit is to ensure that the Audit Risk and Improvement Committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

Conduct

Internal audit personnel are required to comply with the council's code of conduct. Complaints about breaches of council's code of conduct by internal audit personnel are to be dealt with in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW. The General Manager must consult with the council's Audit Risk and Improvement Committee before any disciplinary action taken against the Head of Internal Audit in response to a breach of the council's Code of Conduct.

Internal auditors are also required to comply with the Code of Ethics for the Professional Practice of Internal Auditing (now incorporated into the Global Internal Audit Standards) issued by the Institute of Internal Auditors.

Administrative arrangements**Audit, risk and improvement committee meetings**

The Head of Internal Audit will attend Audit Risk and Improvement Committee meetings as an independent non-voting observer. The Head of Internal Audit can be excluded from meetings by the committee at any time.

The Head of Internal Audit must meet separately with the Audit Risk and Improvement Committee at any time at the request of the Audit Risk and Improvement Committee.

The Head of Internal Audit can meet with the chair of the Audit Risk and Improvement Committee at any time, as necessary, in between committee meetings.

External audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

Dispute resolution

The Internal Audit Function should maintain an effective working relationship with the council and the Audit Risk and Improvement Committee and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the Internal Audit Function and the council, the dispute is to be resolved by the General Manager and/or the Audit Risk and Improvement Committee. Disputes between the Internal Audit Function and Audit Risk and Improvement Committee are to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

Review arrangements

Council's Audit Risk and Improvement Committee must review the performance of the internal audit function each year and report its findings to the governing body. A strategic review of the Internal Audit Function must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit on the performance of the Internal Audit Function and reported to the governing body.

This charter is to be reviewed annually by the Audit Risk and Improvement Committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on council's internal audit activities contact Michelle Butler on 9911 9908.

Reviewed by Michelle Butler

[sign and date]

Reviewed by Chair of the council's Audit Risk and Improvement Committee

[sign and date]

Reviewed by Council or in accordance with a resolution of the governing body

Minute Number

Schedule 1 – Internal audit function responsibilities**Audit****Internal audit**

- Facilitate internal audits as directed by the council's Audit Risk and Improvement Committee
- Implement the council's annual and strategic internal audit work plans
- Monitor the implementation by council of corrective actions
- Assist the council to develop and maintain a culture of accountability and integrity
- Facilitate the integration of risk management into day-to-day business activities and processes
- Promote a culture of high ethical standards.

External audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk**Risk management**

Review and advise:

- on the level of compliance with a risk management framework that is consistent with the Australian risk management standard
- whether the council's risk management framework is adequate and effective for identifying and managing the risks the council faces, including those associated with individual projects, programs and other activities
- the extent to which risk management is integrated across all levels of the council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- the extent to which council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- the extent to which there is a positive risk culture within the council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the council's risk management approach impacts on the council's insurance arrangements
- of the effectiveness of council's management of its assets
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise:

- whether council's approach to maintaining an effective controls, including over external parties such as contractors and advisors, is sound and effective
- whether council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the council's monitoring and review of controls is robust and appropriately aligned with council's risk assessments and risk appetites
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Compliance

Review and advise of the adequacy and effectiveness of the council's compliance framework, including:

- if the council has appropriately considered legal and compliance risks as part of the council's risk management framework
- how the council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise of the adequacy and effectiveness of the council's fraud and corruption prevention framework and activities, including whether the council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise:

- if council is complying with accounting standards and external accountability requirements
- of the appropriateness of council's accounting policies and disclosures
- of the implications for council of the findings of external audits and performance audits and council's responses and implementation of recommendations
- whether the council's financial statement preparation procedures and timelines are sound
- the accuracy of the council's annual financial statements prior to external audit, including:
 - o management compliance/representations
 - o significant accounting and reporting issues
 - o the methods used by the council to account for significant or unusual transactions and areas of significant estimates or judgements
 - o appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the council's report is consistent with signed financial statements
- if the council's financial management processes are adequate
- the adequacy of cash management policies and procedures

- if there are adequate controls over financial processes, for example:
 - o appropriate authorisation and approval of payments and transactions
 - o adequate segregation of duties
 - o timely reconciliation of accounts and balances
 - o review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the council are adequate
- if council's grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of the council governance framework, including the council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge

Improvement**Strategic planning**

Review and advise:

- of the adequacy and effectiveness of the council's IP&R processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Review and advise:

- if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the council can improve its service delivery and the council's performance of its business and functions generally

Performance data and measurement

Review and advise:

- if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators council uses are effective, and

- of the adequacy of performance data collection and reporting.

Strategic Plan - Internal Audit Program

Completed
In progress
Scheduled
To confirm
In-house IA



Targetted audits

Auditable Area	Proposed Scope	2025– 2026	2026– 2027	2027– 2028	2028– 2029	Strategic Risk Register Reference	Working notes
Community Programs Audit	Operation of community programs to assure they are equitable, cost-effective, align with Council strategies and identified community needs, and do not present unacceptable risks to Council. Also recommending areas for improvement and future operating models for delivering these programs.	Oct				5 - Loss of financial stability	
Delegations	Management and use of delegations, including best practice review		2026			1 - Major systemic fraud, corruption or misconduct	After GRC system implemented.
Events management	Review the end to end process including, planning, community/stakeholder engagement, commercial sponsorship, security, sourcing equipment, entertainment for the event, licensing and insurances.	Start May/ June 2026				1 - Major systemic fraud, corruption or misconduct 5 - Loss of financial stability	Need to consider timing of major events for least disruptive time for this. Best time is winter. Commence in May/June 2026. May not be finalised until start of 2026-2027 year.
Fraud and Corruption	Review fraud and corruption prevention management, including embedding of policies, plans and practices		In-house			1 - Major systemic fraud, corruption or misconduct	New policy and control system adopted 2025-26. Do in-house gap analysis similar to one done by Elizabeth Wall in 2020-21.
Grant program administration	Covering all grant-giving programs. Overarching policy, systems in place, agreements, is money given in accordance with those programs. [Reference – ICAC Report on investigation into pork barrelling in NSW, August 2022]			2027		1 - Major systemic fraud, corruption or misconduct 5 - Loss of financial stability	
Regulatory inspections	Best practice audit of regulatory inspection regime across all areas (incl health, boarding houses, trees, DAs, restorations). Are we inspecting all we should be? Is the frequency right? Are we rotating inspectors? Does it comply with legislative requirements? What are we missing? Are resources prioritised appropriately (over board in one area v not enough in another).		2027			1 - Major systemic fraud, corruption or misconduct 5 - Loss of financial stability	Do Delegations audit first before this one.
Insurance claims	Management of actual and potential insurance claims				2029	5 - Loss of financial stability	Schedule after GRC system in place. Noting that CRIP audit will take place in June 2026 and 2028, impacting same team. Will need sponsor other than Manager G&R.
Legislative Compliance Framework	Review the design and effectiveness of Council's framework for identifying, monitoring and complying with legislative obligations, including managing risks around non-compliance				2028	1 - Major systemic fraud, corruption or misconduct	After GRC system in place. Sooner.
Payroll	Review of payroll operation to ensure compliance with the Award and other requirements			2027		1 - Major systemic fraud, corruption or misconduct 5 - Loss of financial stability	ERP time and attendance component will be implemented 2025-2026. Give a year to run, then audit. Timing to be reviewed and confirmed in 2026 following further internal work in the ERP and Recruitment & Selection areas.

Strategic Plan - Internal Audit Program

Completed
In progress
Scheduled
To confirm
In-house IA



Targetted audits

Auditable Area	Proposed Scope	2025– 2026	2026– 2027	2027– 2028	2028– 2029	Strategic Risk Register Reference	Working notes
Privacy and Personal Information Protection	Review compliance with PPIPA across all areas of council, including website and subscriber interactions. Risks around info collected through forms, P&P, customer service, rates and handled by all areas. What do we collect, what do we store and for how long, what do we use the info for?		2027			2 - Major cyber incident (data breach, ransomware) affecting Council information and services	Commence education and upskilling program now, especially for those systems being implemented now. Then do gap audit in 2027.
Procurement	General procurement audit to provide assurance following changes implemented as a result of previous audits (Contractors & Consultants Engagement 2020-21 and Procurement in Operations 2021-22)			2028		1 - Major systemic fraud, corruption or misconduct 5 - Loss of financial stability	
Capital Works	Management of Capital Works Program – day to day project management, including specifications, tendering, implementation, final delivery any any issues identified in Operation Hector.	Sept				1 - Major systemic fraud, corruption or misconduct 9 - Critical infrastructure or asset failure due to ageing or inadequate maintenance	
Recruitment and Selection	Review the process for the management of recruiting of new staff to council, including the advertising, interview, selection, awarding of position aligned to Workforce Strategic Plan, on-boarding and off-boarding, including access to systems, provision of equipment, delegations and authorisations.			2027		1 - Major systemic fraud, corruption or misconduct 5 - Loss of financial stability	Originally timed for after a full year after implementation of the HRIS modules. Workforce Mangement Plan just redone and PVV program about to commence. Assurance audit after that program implemented. <i>Timing to be reviewed and confirmed in 2026 following further internal work in the ERP and Recruitment & Selection areas.</i>
Work Health and Safety	Follow-up to previous audit covering Council's WHS Management System and its application across operational activities including Operations, Enfield Aquatic Centre, Parks and Recreation, Heavy Vehicle operations and Waste Collections Services.	Oct				7 - Work Health & Safety framework fails to provide safe working environment	Funded by P&P
Total scheduled audits per financial year		4	4[#]	4[^]	2[^]		

includes in-house IA item

^ one to be shifted to 2028-2029 - timing to be reviewed in 2026

Regular auditing activities

Auditable Area	Proposed Scope	2025–2026	2026–2027	2027–2028	2026–2027	Working notes
Aquatic Safety Assessment	Aquatic Facility Safety Assessment Audit (Royal Life Saving)	April	April	April	April	
Audit, Risk and Improvement Committee Review	Once-per-term review of the effectiveness of the ARIC in conformance with the International Professional Practice Framework [as required by the OLG <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>]					Next one due at end of 2024-2028 Council term (schedule for April/May 2027-2028).
Continuous Risk Improvement Program (CRIP)	A due diligence audit of members of CivicRisk Mutual for members of the mutual to assess the operations and risks of the members.	June				
Child Safety	Child Safe Self-Assessment					Annual self-assessment using tool on OLG website
Cyber Security	Vulnerability Assessment: An independent cyber security assessment of Councils Information Systems and network					Penetration testing every year. Funded by IT.
Cyber Security	Assessment of Essential 8 Maturity	Oct				Timing to be confirmed. Not likely to be annual. Essential 8 does not mandate interval. Funded by IT.
Records and information management	State Records compliance – Records Management Assessment Tool (RMAT) – Self Assessment. As per State Records requirements.	Mar		Mar		2026 RMAT now confirmed
Work Health and Safety	Annual StateCover desktop audit					This is optional to complete. Given all the other WHS work going on, it was decided to skip it in 2024 and possibly not do it in future years, if other routine reviews are working well.
Work Health and Safety	Audit of selected worksites to assess compliance with established Council procedures and practices	Each month				2 x WHS Committee members are rostered to audit 2 x worksite sites each month in accordance with site roster. They identify issues and implement corrective actions.
Work Health and Safety	Audit of WHS management system					Conducted by independent audit provider every other year (once the WHS management system has been embedded following recent audits)
Total regular audits/assurance activity per financial year		7	6	9	6	

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ARIC Annual Work Plan and Strategic Plan

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Internal audit and risk management attestation statement for the 2024–2025 financial year for Burwood Council

I am of the opinion that Burwood Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Burwood Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of Burwood Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Burwood Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Burwood Council provides the audit, risk and improvement committee with direct and unrestricted access to the general manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Burwood Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Partially compliant
6.	Burwood Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term	Partially compliant

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General Manager's Internal Audit and Risk Management Attestation 2024-2025

	(Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	
7.	The governing body of Burwood Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Partially compliant

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	Simone Schwarz	1 October 2024	30 September 2028
Independent member	Rochelle Davis	1 October 2024	30 September 2028
Independent member	Chris Weber	1 October 2024	16 February 2027
Non-voting councillor member	Cr Deyi Wu-Coshott	26 November 2024	8 September 2028

Risk Management

	Requirement	Compliance
8.	Burwood Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Burwood Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant
9.	Burwood Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant

Internal Audit

	Requirement	Compliance
10.	Burwood Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11.	Burwood Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Burwood Council's internal audit function is independent and internal audit activities are not subject to direction by the Burwood Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant

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	Requirement	Compliance
13.	Burwood Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
14.	Burwood Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Burwood Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Burwood Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Burwood Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Partially compliant
18.	Burwood Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Partially compliant

Non-compliance with the *Local Government (General) Regulation 2021*

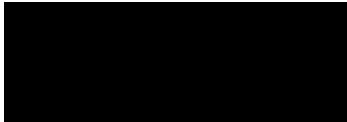
I advise that Burwood Council is partially compliant with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its audit, risk and improvement committee, risk management, internal audit processes:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Item 5	Partial compliance – The ARIC works to a four-year strategic work plan and an annual plan developed with senior management. Delivery against those plans is reported to the governing body but the plans have not been formally endorsed by that body.	The plans are regularly reviewed by the ARIC and are referenced in the ARIC annual report to the governing body. The plans will be reported to the governing body for formal endorsement in late 2025.	The plans are in place, are effective and relevant for Burwood Council, and guide the work of the ARIC.
Item 6	Partial compliance – The ARIC provides an annual assessment to Council. The once-per-term strategic assessment has not yet fallen due.	The ARIC Chair attends the council meeting when the annual ARIC report is tabled and is available for questions from councillors. The strategic assessment is scheduled for the 2026–2027 and will be reported to the elected body at that time.	Meanwhile, Council is kept informed of ARIC performance.
Item 7	Partial compliance – the ARIC reports annually to the elected body on its work. The once-per-term external assessment has not yet fallen due.	The once-per-term external assessment of the ARIC is scheduled for 2026–2027 and will be reported to and considered by the elected body at that time.	Meanwhile, the ARIC Chair continues to report annually to the elected body and is available for questions.
Item 17	Partial compliance – The Internal Audit function works to a four-year strategic work plan and an annual plan, which are oversighted by the ARIC. Delivery against those plans is reported to the governing body, but the plans have not been	The plans are regularly reviewed by the ARIC, are referred to in the ARIC annual report to the governing body. The plans will be reported to the governing body for formal endorsement in late 2025.	The plans are in place, are effective and relevant for Burwood Council, and guide the work of the ARIC.

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	formally endorsed by that body.		
Item 18	Partial compliance – the annual ARIC report to the elected body includes the activities and effectiveness of the Internal Audit Function. The once per term strategic review of the function has not yet fallen due.	The ARIC Chair attends the council meeting when the annual ARIC report is tabled and is available for questions from councillors. The strategic review is scheduled for the 2026–2027 and will be reported to the elected body at that time.	Meanwhile, the ARIC Chair continues to report annually to the elected body and is available for questions.

These processes, including the alternative measures implemented, demonstrate that Burwood Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Burwood Council.



Tommaso Briscese
General Manager
Date: 20/10/2025



Audit Risk and Improvement Committee: Annual Assessment 2025

Report by Chair of the Audit Risk and Improvement Committee for Burwood Council

Burwood Council – Audit Risk & Improvement Committee Annual Report 2025**1. Introduction**

The ARIC acknowledges the Wangal Peoples as the traditional custodians of the area. We pay our respects to their elders past and present and extend that respect to other First Nations People.

The purpose of this report is to provide Burwood Council with an assessment of the operations of the Audit Risk and Improvement Committee (the **ARIC**) and Internal Audit Function in accordance with the Audit Risk and Improvement Committee Charter (the **Charter**), last adopted by Council on 26 February 2025.

ARIC objective	The objective of the Burwood Council Audit, Risk and Improvement Committee is to provide independent assurance to Burwood Council. This is done by monitoring, reviewing and providing advice about the Burwood Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.
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Highlights of the period of this report:

In 2025, the ARIC continued to meet the requirements of the *Guidelines for Risk Management and Internal Audit for Local Councils in NSW* (the Guidelines) released by the Office of Local Government (OLG) and the Charter aligns to those Guidelines. The Committee continues to follow a Work Plan that guides agendas and ensures the ARIC considers all audit, risk and improvement areas outlined in Schedule 1 to the Charter over a 4-year term.

In addition to the routine reports guided by the Annual Work Plan, this year the ARIC advised on the fresh approach to Council's Fraud and Corruption Control Framework, the Complaints Management Framework, and the overarching Risk Management Framework that had been thoroughly reviewed as part of the full implementation of the OLG Guidelines.

The end of the 2024–2025 financial year saw the first Attestation by the General Manager, as required under the Guidelines. The General Manager consulted with the Chair on his Attestation. Council was fully compliant in but five items, all of which were partially compliant with the outstanding matters dependent on the timing of actions within the 4-year Council term. The ARIC has no concerns about Burwood Council's overall compliance and approach to risk management and internal audit functions.

2. Committee Members:

Under the Charter, the ARIC consists of an independent Chair and two independent members, each of whom meets the more stringent skills and qualification standards outlined in the draft OLG Guidelines. The Charter also provides for one non-voting Councillor member.

Committee Member	Role	Appointed	Term of appointment
Ms Simone Schwarz	Chair	1 October 2024	Until 30 September 2028
Ms Rochelle Davis	Independent Member (Finance expert)	1 October 2024	Until 30 September 2028
Mr Chris Weber	Independent Member	1 October 2024	Until 16 February 2027
Cr Deyi Wu-Coshott	Non-voting Member	26 November 2024	Current Council term

3. Meetings of the ARIC

The table below sets out the meetings of the ARIC held during 2025 and attendance by Committee members. Meetings were generally attended in person. However, hybrid meetings that are held in-person and electronically were held where necessary.

Burwood Council – Audit Risk & Improvement Committee Annual Report 2025

Meeting Date	Cr Deyi Wu-Coshott	Simone Schwarz	Rochelle Davis	Chris Weber
26 February 2025	✓	✓	✓	✓
27 May 2025	-	✓	✓	✓
12 August 2025	✓	✓	✓	✓
24 September 2025	✓	✓	✓	✓
11 November 2025				

4. Invitees to the ARIC:

Regular attendees, as outlined in the Charter, are outlined in the following table.

Position	Name	Meeting
General Manager	Tommaso Briscese	Ongoing
Manager Governance & Risk (Head of Internal Audit)	Michelle Butler	Ongoing
Director Corporate Services	Fab Zincone	Ongoing
Finance Manager	Sarah Seaman	Ongoing
Audit Office of NSW – Audit Office	Eric Nathaniel	Ongoing
Audit Office of NSW – Audit Office	Mary Yuen	Ongoing

Other Council staff attended as requested by the ARIC throughout the year. External attendees invited to address the ARIC on specific reports are outlined in the table below.

Internal Audit Providers and Other External Advisors		
3 Columns	Amit Singh	February
Rhindfel Consulting	Elizabeth Wall	May
Centium	Susan Leahy	November
Centium	Ruchira Gupta	November
InConsult	William Makdessi	November

5. The Internal Audit Function

During 2025, the Internal Audit Function had safeguards in place to maintain independence, including engaging external audit providers for individual audits, maintaining separate reporting lines for administrative and internal audit matters, identifying and managing any conflicts of interest, and maintaining open communication with the ARIC.

The undertaking of audits required under the Internal Audit Function has continued to be managed by a request for quotation process from amongst qualified auditors on the Local Government Procurement Vendor Panel. During the reporting period Council engaged three separate independent firms to conduct internal audits.

The ARIC has been kept informed by Council management of internal audit progress and the audit providers are able to contact and discuss any items with the ARIC or Chair separately, if required.

After each internal audit, a list of recommendations and management responses has been reviewed by the ARIC. Members were able to probe any concerns directly with the auditor and seek clarifications from senior management on past practices and proposed actions, as required.

Management has taken recommendations seriously and generally takes on board recommendations, adjusting them where necessary to address practical or resourcing constraints. The ARIC uses a tool to track Council's progress in implementing any agreed actions and seeks explanations for any identified delays.

Internal audits undertaken during 2025 are outlined below.

Burwood Council – Audit Risk & Improvement Committee Annual Report 2025

Audit	ARIC review	Results
Cyber Security Penetration Testing (Internal, External and Wireless) <i>Auditor: 3Columns</i>	February 2025	Current year (prior year) recommendations: • Extreme – 0 (0) • High – 4 (3) • Medium – 10 (6) • Low – 6 (8)
Capital Works Program Project Management <i>Auditor: Centium</i>	November 2025	Recommendations for improvement with risk rating: • Low – 3
Work Health and Safety Management System <i>Auditor: Safety Australia Group</i>	November 2025	Findings: • Room for improvement – 2 • Recommendations – 7
Community Programs <i>Auditor: Centium</i>	-	<i>Audit due for completion late November 2025</i>

6. External Audit

The Audit Office of NSW presented to the ARIC on the outcomes of the annual external audit. An unqualified audit report was issued. The implementation of agreed management actions in response to recommendations of external audits is also being tracked.

A representative of the Audit Office of NSW is a standing invitee to each ARIC meeting and members have been able to probe any concerns directly with that person.

7. Key performance indicators

Council's Operational Plan 2024–25 provided the following Actions and Targets for the ARIC and the Internal Audit Program and similar targets are reflected in the 2025–2026 Plan:

Action	Targets	Performance
A.108 Sustain the Audit Risk and Improvement Committee (ARIC) to provide independent oversight and support continuous improvement	100% operating compliance with the ARIC's governing Charter	Achieved
A.109 Fully embed new internal audit function arrangements as per Internal Audit Charter	Compliance with all statutory requirements issued by the NSW Government under the Risk Management and Internal Audit Guidelines for Local Government in NSW	Achieved – see General Manager Attestation
A.110 Deliver a program of internal audits	• Annual records management audit as per specifications issued by State Records NSW • Minimum of 3 unique compliance and assurance audits per annum • Annual cybersecurity audit conducted	Achieved – noting State Records did not conduct the RMAT in 2024–2025 but will recommence that program in March 2026.

Burwood Council – Audit Risk & Improvement Committee Annual Report 2025

8. Risk management

During 2025, the ARIC considered reports covering Council's approach to risk management, fraud and corruption risks, business continuity planning, legislative compliance, insurance risks, work health and safety risks, and the embedding of an ethical and lawful culture across the organisation. The ARIC provided feedback on those matters and considers Council's approach is generally sound.

9. Improvement activities

Improvement activities considered by the ARIC in 2025 focussed on WHS management, fire and safety regulatory practices, and the ongoing impact of the implementation of the Ready ERP system and new Human Resource Information System (HRIS) modules to streamline those functions. Council also reported to the ARIC on a range of business improvements in customer service, IT systems, website optimisation, procurement processes, as well as service reviews in the areas of the home library service, governance and risk, and communications and media.

10. ARIC terms of reference

The ARIC's terms of reference are laid out in the ARIC Charter, which is based on the Model Terms of Reference in the *Guidelines for Risk Management and Internal Audit for Local Councils in NSW*. In accordance with that Charter, the ARIC reviewed the Charter in February 2025 prior to its adoption by Council on 26 February 2025. The ARIC has functioned well in 2025 based on this Charter.

11. Minutes

The Minutes of the meetings held since the last report to Council and approved by the ARIC are available to Councillors on the secure Councillor Portal.

12. Assessment of operation of ARIC

The ARIC has continued to receive open and transparent communications with Council's senior management team.

The ongoing development and endorsement of the ARIC Strategic and Annual Work Plans and improvement in the business papers and regular reports on risk and policy frameworks has improved visibility for the ARIC and allowed better scoping of risk areas for further investigation.

The ARIC is satisfied that the internal audit findings have resulted in improved practices and reduced risk for Council.

13. Conclusion

ARIC has provided oversight and monitoring of the broad governance activities of Burwood Council with the information and data provided, and support the view that Council is continuing to strengthen and improve its governance, risk management, and internal control frameworks. This path is expected to continue as Council embeds and develops its integration of risk, financial and non-financial assurance frameworks. We look forward to working collaboratively with Council, the General Manager and staff to support Council in improving governance and performance for the benefit of the Burwood community.

I would like to thank each Committee member for their valuable contributions and unique insights and recommendations. I am confident the Council will continue to demonstrate and embrace best-practice approaches that support service delivery and community needs for the future.

Simone Schwarz

Chair, Burwood Council Audit, Risk and Improvement Committee
November 2025

(Item 84/25) Western Sydney Infrastructure Grants Program – Quarterly Progress Report

File No: 25/55389

Report by Director People & Performance

Summary

This report provides Council with a high-level progress update on the delivery of the Western Sydney Infrastructure Grants Program currently underway, and marks the fourth instalment in an ongoing series of quarterly reports.

Background

In 2022, the New South Wales Government announced the Western Sydney Infrastructure Grants Program, formally known as WestInvest. This program was established to support the delivery of transformational infrastructure projects aimed at enhancing communities, improving liveability, and driving economic recovery.

Burwood Council was successful in securing over \$110 million in funding to deliver 11 city-shaping projects, receiving the highest amount of funding per capita in the community competitive round. The 11 successful projects are:

1. Enfield Aquatic Centre Redevelopment
2. Culture House (formerly known as Burwood Urban Park Arts and Cultural Centre)
3. Burwood Main Street Transformation
4. Deane Street Precinct Transformation
5. Strathfield Placemaking Project
6. Paisley Road Beautification
7. Henley Park Sports Field Upgrade
8. Burwood Park Inclusive Play Space
9. Woodstock Park Sensory Garden
10. Burwood Library Pod
11. Park Expansions at Portland and Russell Street

Conclusion

With project planning well underway, Council remains committed to ensuring the successful delivery of all 11 projects through ongoing monitoring, stakeholder engagement, and careful budget management.

Quarterly updates will continue to be provided to Councillors, ensuring transparency and accountability as these projects progress. Through collaboration with the community and key stakeholders, Burwood is well-positioned to maximise the benefits of this program and create lasting positive impacts for residents, businesses, and visitors alike.

Recommendation(s)

That Council notes the contents of this report, including updates on the progress of the Western Sydney Infrastructure Grants program.

Attachments

- 1 [Council Report - WSIG Project Details and Progress Updates \(November 2025\)](#)

Item Number 84/25 - Attachment 1
Council Report - WSIG Project Details and Progress Updates (November 2025)

Project Name	Project Description and Benefits	Key Updates
Park Expansions at Portland and Russell Street	Three Council-owned houses have been demolished to increase usable, shaded green space for the public to use across the two sites. Specifically, this project: • Expands Russell Street Reserve by 50% • Improves Portland Street access into Henley Park and Enfield Aquatic Centre • Delivers an additional 1,450m² of green open space • Increases tree coverage across the two sites	• Project is complete within budget, with opening event held on 19th July 2025
Henley Park Sports Field Upgrade	The two sports fields have not been upgraded for over 30 years and the current drainage is insufficient to meet the needs of local sporting groups. The project will deliver: • New turf and a state-of-the-art drainage and irrigation system • Safer playing fields and reduced risk of injury to players • Tiered seating to create a more modern and comfortable viewing experience for the anticipated increase in spectators • New picnic and BBQ facilities to improve the amenities and open up the space for a wider variety of events and community engagements	• Tiered seating, BBQs and picnic facilities have been installed and inspected • Turf is being laid across the site and it is expected the project will be complete in the first few months of 2026
Woodstock Park Sensory Garden	The new sensory garden at Woodstock Park has been designed to appeal to the five senses and promote inclusion and participation for local residents of all ages and abilities, whilst respecting the character and history of the area. The improvements will complement the adjacent Woodstock Community Centre, Fitzroy Hall, BBQ facilities, accessible toilet and other amenities and include: • Accessible sensory garden and paths • Shaded areas and picnic tables • Raised planters, new tree planting and more open space	• Remedial work to deal with contaminated material has been completed • Sissy the elephant topiary and the picnic benches and shade structures are in place • Work progressing with the sensory garden and associated components • The project is expected to complete in December 2025

Burwood Park Inclusive Play Space	The project will upgrade the existing, aged playground into a modern, fully accessible play space fit for all ages and abilities. The project also includes installation of the following: • BBQs, picnic shelters and park furniture • Increased shade, landscaping and tree planting • Outdoor chess board • Accessible toilet block • Improved signage The enhanced facilities will improve the experience and comfort of those visiting the playground, encourage more formal or informal gatherings and events at the park and encourage more frequent and longer time spent in Burwood Park at both day time and evening, providing increased economic benefits to the areas many local businesses	• Dog off-leash area completed and opened in August • Exeloo, picnic area and performance space all complete and opening to the public in Mid-November • Work expected to be fully complete across the site by the end of November, with an opening event scheduled for 4th December
Deane Street Precinct Transformation	Prioritising pedestrian's and local businesses, this project will transform the area around Deane Street and Burwood Station into an inviting public plaza that includes seating, landscaping, tree coverage, public art and a bicycle parking and repair station. Specifically, this project will: • Increase space for non-road users by 200m2 • Create additional off-road space in one of the busiest areas in the LGA • Install new lighting and seating to ensure a safe and welcoming space, day and night • Create a new amphitheatre with terraces and a stage performance area making this area space to spend time in, not just pass through • Facilitate a range of alfresco dining options • Convert nearby George Street to two-way to ensure traffic is not unduly impacted.	• Following the successful appointment of a Project Management Consultant, the project is now at the planning and design phase • Community consultation completed • Reviewing milestones and program schedule • Agreed a procurement strategy for upcoming tenders

Strathfield Place Making Project	Bells Lane in Strathfield will be converted into a laneway and shared pedestrian zone to create a new food and cultural hotspot for the area. The new pavement space will allow for increased alfresco dining and support the growth of local businesses and a strong night-time economy. The project will: • Improve walkability and pedestrian safety, increase outdoor dining options and create new opportunities for passive recreation • Increase pedestrian safety through traffic calming measures, upgraded footpaths and road narrowing • Incorporate streetscape improvements, public art, tree planting and sculptural lighting installations	• Following the successful appointment of a Project Management Consultant, the project is now at the planning and design phase • Community consultation completed • Reviewing milestones and program schedule • Agreed a procurement strategy for upcoming tenders
Burwood Main Street Transformation	This project will provide major upgrades to Burwood Road and the surrounding area that will take into account the high level of footfall and support local businesses and the wider night-time economy. It will improve the amenity, walkability and vibrancy of Burwood Road by increasing pedestrian access, comfort, safety and connection to the high street, making it a great place to spend time in, not just walk through. The project will deliver the following infrastructure: • Footpath widening, parklets and in-built dining and seating areas to create outdoor dining and breakout spaces • Multipurpose poles with suspended catenary lighting and flags • Turf and garden areas and street tree planting, utilising Water Sensitive Urban Design initiatives • Lighting projection infrastructure on Burwood Road and the Railway Parade underpass to promote an activated, vibrant and safe environment both during the day and night. • Public art murals in prominent locations • Smart parking sensors	• Following the successful appointment of a Project Management Consultant, the project is now at the planning and design phase • Community consultation completed • Reviewing milestones and program schedule • Agreed a procurement strategy for upcoming tenders

	• A digital community information display screen outside Burwood Station to give increased access to relevant information • Widened footpaths in key locations along Burwood Road to maximise space for cafes and restaurants	
Burwood Library Pod	Operating as an autonomous, 24/7 lending service equipped with RFID technology, the Burwood Library Pod will deliver greater access to the library and its collection, adding an additional and convenient location for borrowing and returning books and other items without the need to visit the main Library on Conder Street. This project will take advantage of modern technology to increase access to library services and resources by placing an Automated Library Vending Machine (ALVM) in Henley Park close to the Enfield Aquatic Centre, playground and basketball courts. The Library Pod will house up to 600 books for loan at any one time, which will be curated based on community profile and library membership data as well as ongoing community feedback and usage statistics. It will also provide free Wi-Fi access so community members are able to join the library and borrow books instantly, download eBooks for free and access the Internet	• Work on project will progress when the Enfield Aquatic Centre is near completion
Paisley Road Beautification	The project will rejuvenate the commercially and strategically important road connecting Burwood and Croydon Stations into a safe, walkable and accessible corridor. The upgrades will ensure that the new corridor is accessible for all mobility levels, encouraging active travel and increasing footfall for local businesses. Works will include: • Footpath and road paving upgrades • Replacing roadside kerbs and gutters • Improved landscaping with new tree planting and associated increase in shaded space for pedestrians • Installation of pedestrian crossings	• Early stages of Detailed Design and cost plan review are in progress • Discussions ongoing with key stakeholders such as Sydney Trains, Telstra, Sydney Water and Ausgrid • Review of Environmental Factors received

Culture House	This ambitious and transformative project will fund the creation of a new arts and cultural centre in the heart of the Burwood LGA, including dedicated performance and rehearsal spaces, studio space, community lounge, flexible multipurpose spaces and a café. The economic benefits will be seen through increased visitation to the area, the addition of a new café, and opportunities for artists and performers. The Culture House will provide something currently missing in the Burwood LGA and wider area, by offering ample space for performances, community events, exhibitions, and strengthen Burwood's local arts and cultural sector In addition to the above, the work will include: • A new urban park including a public plaza, sloping green lawn area, trees, landscaping, interactive water play features and public art • An underground public car park • A total of 1,875m² of additional community floor space • 2,200m² of new green space right at the heart of the town centre • 25 bike parking spaces	• Site established 29th September • Construction works due to start shortly
Enfield Aquatic Centre Redevelopment	The project will transform Sydney's oldest freshwater Olympic pool and deliver a state-of-the-art aquatic and leisure facility. This will deliver significant health and wellbeing benefits to the community through year- round swimming and modern amenities that will ensure facilities are accessible for all abilities and ages. Specifically, the redevelopment will deliver: • A new entrance and customer service point • A café with internal kiosk service point • Upgrade to the 50m outdoor pool and concourse, including heating provisions • Upgrade to the toddler and children's pool • An innovative energy co-generation system to heat and power the centre to assist in managing Council's energy consumption, reduce carbon footprint and operational costs • Provision of accessible covered access between pools	• Feedback received from Mayor and Councillors to feed into decisions around Design and prioritisation of budget • Waste consulting contractor appointed • Preparation commenced for Development Application

	• Redesign, relocation and upgrade of toddler pool • New shading, seating and external showers • Improved landscaping inspired by the area's Indigenous heritage • New fully accessible amenities with parent change rooms • Increased capacity for recreational swimming, learn to swim classes and support the growth of local swimming clubs • Redesigned and upgraded wider facilities that will help to manage overcrowding in the busy periods, and offer a more modern set of amenities to swimmers and others using the facilities • Expanded local employment opportunities via the increased facilities, new café and ongoing maintenance	
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(Item 85/25) Councillor Representation on Committees and Other Bodies

File No: 25/54278

Report by Director Corporate Services

Summary

The purpose of this report is to determine Councillor representation on community, technical and management Committees and other industry bodies of relevance to the exercise of Council functions.

Operational Plan Objective

A.97 Facilitate interagency networks and advisory committees to provide opportunities for collaboration and participation

P.48 Ensure transparency and accountability in decision making

Background

Council has sponsored and / or provided representation to various types of bodies that may have an important bearing on the way Council may exercise its functions. They fall within three main categories—community based advisory committees, technical and management advisory committees and independent industry bodies.

Community Based Advisory Committees

Community based advisory committees sponsored by Burwood Council typically consist of a combination of interested representatives from the community, elected members of Council and expert staff. It is customary for a councillor to serve as the chairperson of each such committee. These committees provide recommendations to Council on matters of interest that fall within the subject scope of the relevant committee.

The committees have no delegated authority or independent decision-making powers, so are not permitted to act autonomously. They are obliged to forward any recommendations on proposed action to elected Council and must gain approval before engaging in any action not already approved.

The following community based advisory committees of Council currently exist:

- Burwood Anzac Commemorative Service Committee
- Multicultural Advisory Committee
- National Servicemen's Association Committee
- Sandakan Community Educational Committee
- Sustainability & Environment Advisory Committee

Technical and Management Advisory Committees

Technical and management advisory committees may consist of various combinations of councillors, council officers and external experts who provide advice to Council on matters requiring technical expertise. Three such committees are currently active:

- Burwood Council Audit Risk and Improvement Committee (ARIC)
- Burwood Local Transport Forum
- General Manager's Contract Review Panel

The Burwood Council ARIC provides independent assurance and assistance to Council in the effective discharge of its responsibilities for financial reporting, risk management, internal controls and governance as well as internal and external audit. It is subject to requirements under the NSW *Local Government Act 1993*.

The Burwood Local Transport Forum (BLTF) deals with roads and traffic management responsibilities delegated to Council by the NSW Government under road transport legislation.

Following a change to the delegation to Councils by Transport for NSW during 2025, the BLTF has an advisory function only.

The General Manager's Contract Review Panel is charged with responsibility for oversight of performance of the General Manager and contractual arrangements governing this. It does not act autonomously and must forward its recommendations for action to the full body of elected Council before action can proceed. Council has a legislative obligation to provide proper oversight and review of the performance of the General Manager in accordance with guidelines published by the NSW Office of Local Government.

Independent Industry Bodies

These are entities that are independent of Council, but which provide for ongoing Council representation under their terms of reference. Standing arrangements for councillor representation exists for the following entities and / or their standing committees:

- Sydney Eastern City Planning Panel
- Southern Sydney Regional Organisation of Councils (SSROC) – Full Committee
- SSROC – Economic Committee

Current representation arrangements

The following table indicates the councillor appointments to committees and other bodies as established at the 26 November 2024 meeting of Council:

Committee/Body		Chairperson	Delegate(s)	Alternate(s)
Community Based Advisory Committees				
1.	Burwood Anzac Commemorative Service Committee	Mayor John Faker	N/A	Cr Yang
2.	Multicultural Advisory Committee	Cr Pascale Esber	Cr Bhatta	Cr Yang
3.	National Servicemen's Association Committee	Mayor John Faker	Cr Esber	Cr Yang
4.	Sandakan Community Educational Committee	Mayor John Faker	N/A	Cr Yang
5.	Sustainability & Environment Advisory Committee	Mayor John Faker	Deputy Mayor Mannah	Cr Bhatta
Technical and Management Advisory Committees				
6.	Audit Risk & Improvement Committee	N/A	Cr Wu-Coshott	N/A
7.	Burwood Local Transport Forum	Mayor John Faker (Deputy Mayor to be Chair in the absence of the Mayor)	N/A	Deputy Mayor Mannah
8.	General Manager's Contract Review Panel	Mayor John Faker	Deputy Mayor Mannah Cr Esber	Cr Hull
Independent Industry Bodies				
9.	Sydney Eastern City Regional Planning Panel	N/A	Mayor Faker Deputy Mayor Mannah	Cr Esber Cr Yang
10.	SSROC - Full Committee	N/A	Mayor Faker Deputy Mayor Mannah	Cr Yang Cr Esber
11.	SSROC - Economic Committee	Mayor John Faker	Cr Yang	Cr Bhatta

Proposal

It is proposed Council make appointments to these committees as follows:

1. Council made appointments to the Sydney Eastern City Regional Planning Panel, for the standard term of 3 years, at the 26 November 2024 meeting of Council and no change to this arrangement is proposed.
2. Council made an appointment to the Audit, Risk & Improvement Committee for the duration of this Council term at the 26 November 2024 meeting of Council and no change to this arrangement is proposed.
3. That Council make the appropriate number of appointments to each remaining committee as outlined in their respective terms of reference. It is proposed that each of these appointments be made for the remainder of the Council term, noting the current term ceases at midnight on Friday 8 September 2028.

Planning or Policy Implications

Continued councillor membership on the Sydney Eastern City Regional Planning Panel and the Audit Risk and Improvement Committee will ensure that Council continues to meet its legislative obligations. Appointing councillor members to the Burwood Local Transport Forum will ensure compliance with road transport legislation.

Financial Implications

In relation to advisory committees of council, no additional fee is proposed for councillors, given committee work of that nature is part of the regular civic duties of an elected councillor.

Recommendation(s)

That Council:

1. Notes the continuing appointments for representatives to the Sydney Eastern City Regional Planning Panel and the Audit Risk and Improvement Committee for the remainder of those terms, and
2. Determines ongoing councillor representation on committees as:

Committee	Chairperson	Delegate(s)	Alternate(s)
Burwood Anzac Commemorative Service Committee			
Multicultural Advisory Committee		N/A	
National Servicemen's Association Committee			
Sandakan Community Educational Committee			
Sustainability & Environment Advisory Committee			
Burwood Local Transport Forum		N/A	
General Manager's Contract Review Panel			
SSROC - Full Committee			
SSROC - Economic Committee			

3. Determines the term for each appointment to be until Friday 8 September 2028, being the remainder of the current term of Council.

Attachments

There are no attachments for this report.

(Item 86/25) Council Meeting Dates for 2026

File No: 25/53897

Report by Director Corporate Services

Summary

The proposed schedule for Ordinary Meetings of Council for the whole of 2026 is presented for consideration and adoption by Council.

Operational Plan Objective

A.110 Deliver a progressive and accountable framework to support Councillors and Burwood Local Planning Panel

Background

Elected Council is required under Section 365 of the *Local Government Act 1993* to meet at least ten times each year, each time in a different month, to conduct the business of Council. A schedule of minimum meeting requirements to effectively handle the anticipated levels of business for 2026 has been drafted for consideration by Council.

Proposal

The proposed schedule for Council meetings appears as Attachment 1 to this report. The proposed schedule considers the following:

- Burwood Council normally convenes one ordinary meeting of Council in every month of the year, except for January. The practice has been for meetings to be convened on the fourth Tuesday of the month. Traditionally, the meetings set down for February and December have been convened earlier in the month to accommodate a Christmas / New Year recess period.
- No major shifts in the volume of business to be considered by Council are anticipated in the coming year, therefore the established pattern of meetings should continue to serve the Council relatively well.
- Nomination of dates for the Council meeting schedule has taken account of the following key factors:
 - Public holidays
 - Australian Local Government Association National General Assembly, which is usually in mid-June, but the exact dates have not yet been confirmed. Should a change of dates be required to accommodate Councillor attendance at that Conference, a further report will be brought back to Council.
 - Local Government NSW 2026 Annual Conference, which is usually in mid-November, but the exact dates have not yet been confirmed. Should a change of dates be required to accommodate Councillor attendance at that Conference, a further report will be brought back to Council.
 - Ensuring there is sufficient time for public exhibition and adoption of the Financial Budget before 30 June 2026.
- Unlike prior years, no briefings have been scheduled immediately prior to council meetings, ensuring consistency with the new Model Code of Meeting Practice that will take effect on 31 December 2025.

Planning or Policy Implications

The proposal follows long-standing practices for the scheduling of Council meetings.

Financial Implications

No financial implications.

Conclusion

Council is obliged to determine scheduling arrangements for ordinary meetings of Council. Timely determination of these commitments is important for ensuring that stakeholders can effectively plan their commitments.

Recommendation

That Council endorse the schedule for ordinary meetings of Council in 2026, as proposed in Attachment 1 to this report.

Attachments

1 [1](#) Burwood Council Proposed Meeting Schedule for 2026

Burwood Council Proposed Meeting Schedule for 2026

Date	Ordinary Meeting of Council 6pm
Tuesday 17 February 2026	x
Tuesday 24 March 2026	x
Tuesday 28 April 2026	x
Tuesday 19 May 2026	x
Tuesday 23 June 2026	x
<i>July 2026 ALGA National General Assembly (TBC) - Canberra</i>	
Tuesday 28 July 2026	x
Tuesday 25 August 2026	x
Tuesday 22 September 2026	x
Tuesday 27 October 2026	x
Tuesday 24 November 2026	x
<i>November 2026 LGNSW Annual Conference (TBC) - Wollongong</i>	
Tuesday 8 December 2026	x

(Item 87/25) Adoption of Revised Long Term Financial Plan and Loan Approval

File No: 25/52094

Report by Director Corporate Services

Summary

The purpose of this report is to propose the adoption of a Revised Long Term Financial Plan (LTFP) and to delegate authority to the General Manager to enter into a loan with TCorp.

Operational Plan Objective

2.3 Ensure financial sustainability and organisational effectiveness

Background

At the extraordinary meeting of Council held on Monday 3 March 2025, Council unanimously resolved to authorise the General Manager to proceed with the purchase of two strategic properties in the Burwood North Precinct. Council additionally resolved:

“3. That Council directs that the funding for this acquisition be sourced from a combination of s7.12, VPA funds and a loan arrangement.”

The attached Long Term Financial Plan has been updated to include a new Scenario 1, ensuring that the purchase of the two properties and the proposed \$5 million loan are appropriately accounted for.

Loan Funding

Council has made an application with TCorp for the proposed loan of \$5M as part of the funding plan for the properties acquired. The current indicative interest rate is 4.45% fixed for 5 years, and TCorp approval is expected shortly after the adoption of this report.

The loan's indicative interest rate is highly competitive and will provide Council with additional financial flexibility.

Conclusion

The Long Term Financial Plan has been updated to include Scenario 1 which reflects the purchase of the properties in Burwood North along with a \$5 million loan from TCorp.

A loan application has been made to TCorp for \$5 million over 5 years to assist in funding the purchase.

A copy of the Revised Long Term Financial Plan is attached to this report.

Recommendation(s)

1. That Council receive and note the Revised Long Term Financial Plan
2. That Council delegates authority to the General Manager to enter into a fixed loan agreement for \$5 million over 5 years with TCorp

Attachments

1. Revised Long Term Financial Plan

Long Term Financial Plan 2025/26 – 2034/35

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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

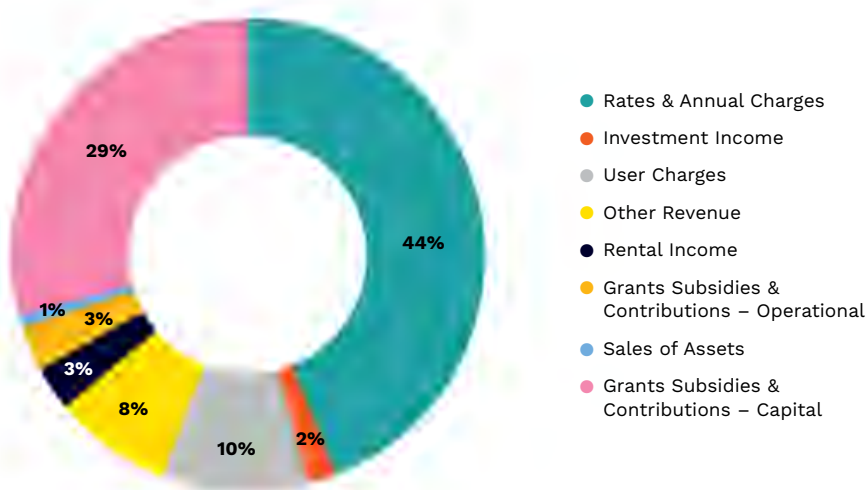
Indicator	Quantitative Measure	Industry Benchmark	2023/2024	2022/2023	2021/2022
Operating Performance Ratio	Measures a Council ability to contain operating expenditure within operating revenue	>0	2.91%	-2.56%	-7.22%
Own Source Operating Revenue Ratio	Measures the level of a Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	>60%	79.52%	73.02%	85.12%
Unrestricted Current Ratio	The Unrestricted Current Ratio is specific to local government and is designed to represent a Council's ability to meet debt payments as they fall due	>1.5x	2.56x	1.91x	2.29x
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	>2x	9.7x	6.51x	5.89x
Rates and Annual Charges Outstanding percentage	This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts	<5%	7.27%	6.19%	5.64%
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow	>3 months	5.56 months	4.01 months	6.09 months
Building & Infrastructure Asset Renewals Ratio	This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance.	>=100%	164.80%	116.28%	81.12%
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	<2%	5.14%	4.58%	6.15%

Revised Long Term Financial Plan

2025/26 Budget Estimates

Income – \$,000	Draft 2025/26 Budget	2024-25 Approved Budget	2024-25 Revised Budget	\$ change on 2024-25 Revised Budget	% change on 2024-25 Revised Budget
Operating Income	69,573	63,622	64,447	5,126	7.4%
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 & Contributions – Operational	3,336	2,674	3,376	-40	-1.2%
Capital Income	29,395	32,201	32,928	-2,806	-9.5%
Sale of Assets	430	360	360	70	16.3%
Grants Subsidies & Contributions – Capital	28,965	31,841	32,568	-3,603	-12.4%
Total Income	98,968	95,823	97,375	3,145	3.2%

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

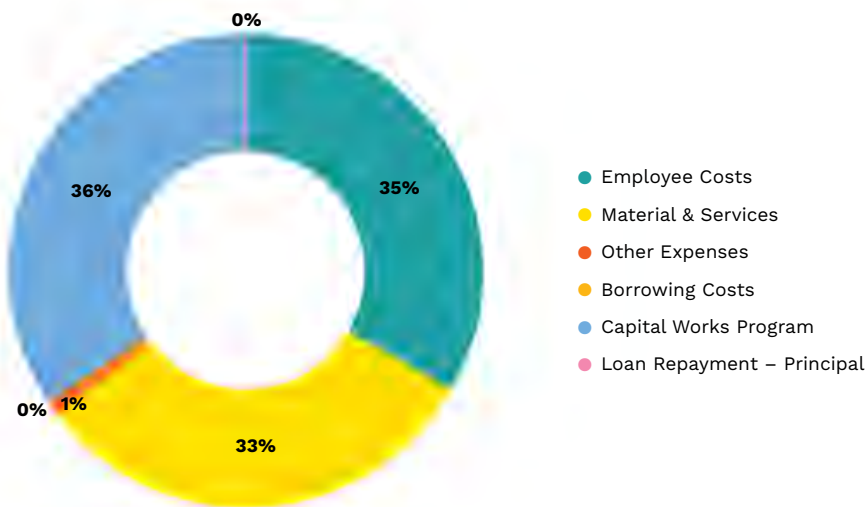


Rates and Annual Charges are 44% of our total revenue, effectively one of the largest category of Council revenue. Each year, the Independent Pricing and Regulatory Tribunal (IPART) sets the maximum allowable increase in rates based on a review of the Local Government Cost Index, which they have developed.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

Revised Long Term Financial Plan

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.

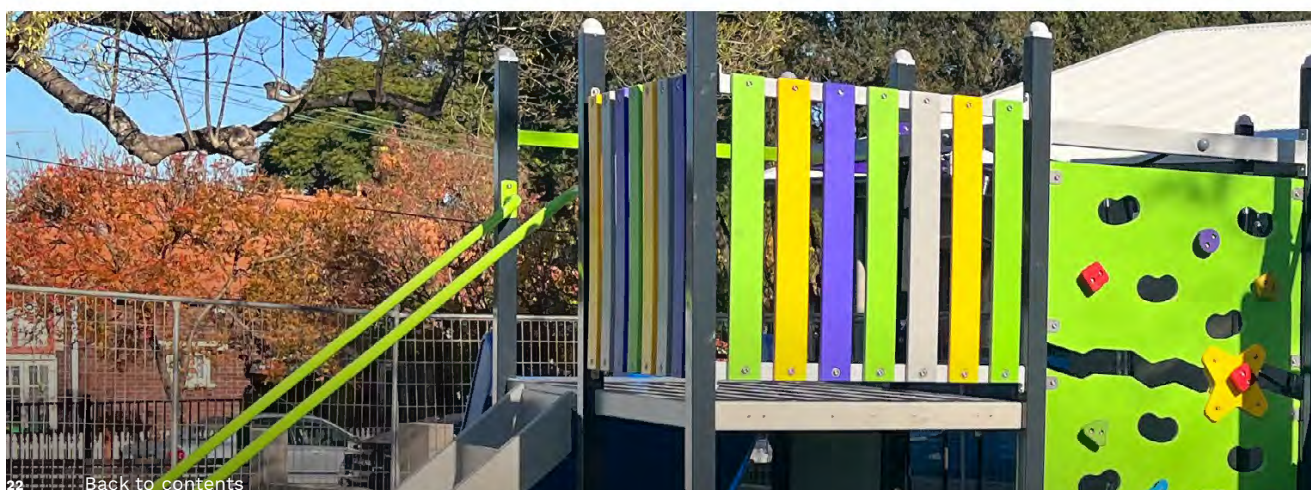
Income – \$,000	Draft 2025/26 Budget	2024-25 Approved Budget	2024-25 Revised Budget	\$ change on 2024-25 Revised Budget	% change on 2024-25 Revised Budget
Operating Expense	59,643	54,416	56,616	3,027	5.1%
Employee Costs	27,553	25,259	25,333	2,220	8.1%
Materials & Services	30,412	27,470	29,599	813	2.7%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



6. LTFP assumptions

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

Category	Commentary	Assumption
Rates	Indexed by estimated NSW State Government rate pegging	7.6% for 2025/26, 3% for 2026/27 and 2.5% for 2027/28 and beyond
User Charges and Fees	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
Interest and Investment Revenue	Not indexed to CPI, based on average real expected yield of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Grants and contributions – Operating	Based on estimated annual increases of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Grants and Contributions – Capital	Based on estimated annual increases of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Other Revenue	Based on estimated annual increases of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Other Income	Based on estimated annual increases of	CPI for 2025/26, 3.0% for 2025/26, 2.5% for 2026/27 and beyond
Employee Benefits and On-Costs	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
Materials and Contracts	Based on estimated annual increases of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Depreciation	Based on estimated annual increases of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Other Expenses	Includes government levies and utilities, based on estimated annual increases of	3.0% for 2025/26, 2.5% for 2026/27 and beyond
Asset Renewal Capitalisation	Based on estimated annual increases of	1.25%



Levels of service to the community

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

Capital works program

Council's extensive capital works program aims to deliver much needed renewal of infrastructure assets including roads, community buildings, parks & reserve and transport infrastructure. The total proposed value of works in Council's 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



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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

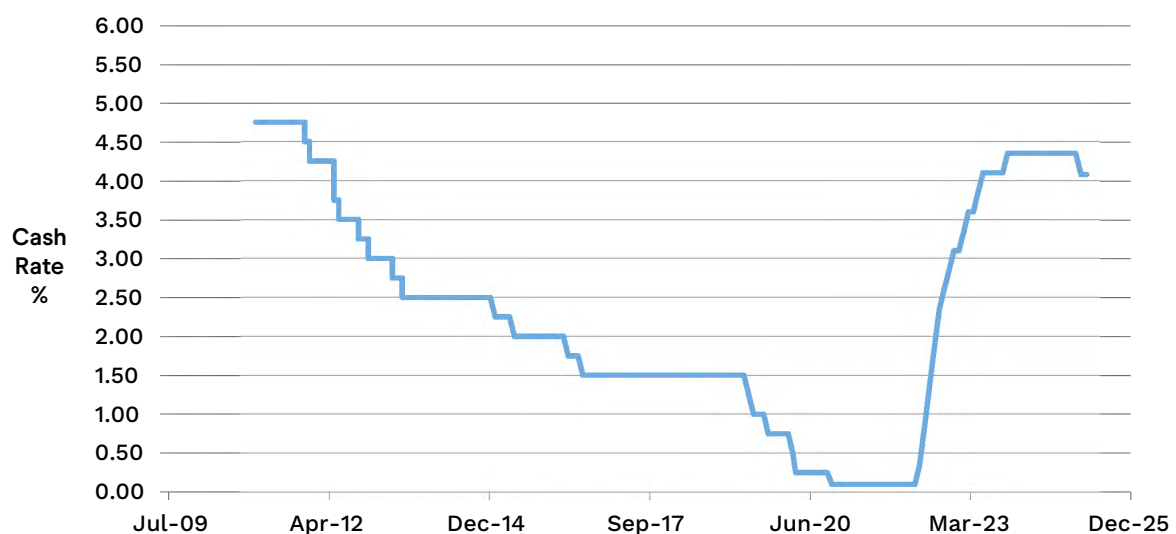
be in accordance with the Council's Investment Policy. Investment reports are submitted to Council on a monthly basis.

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:

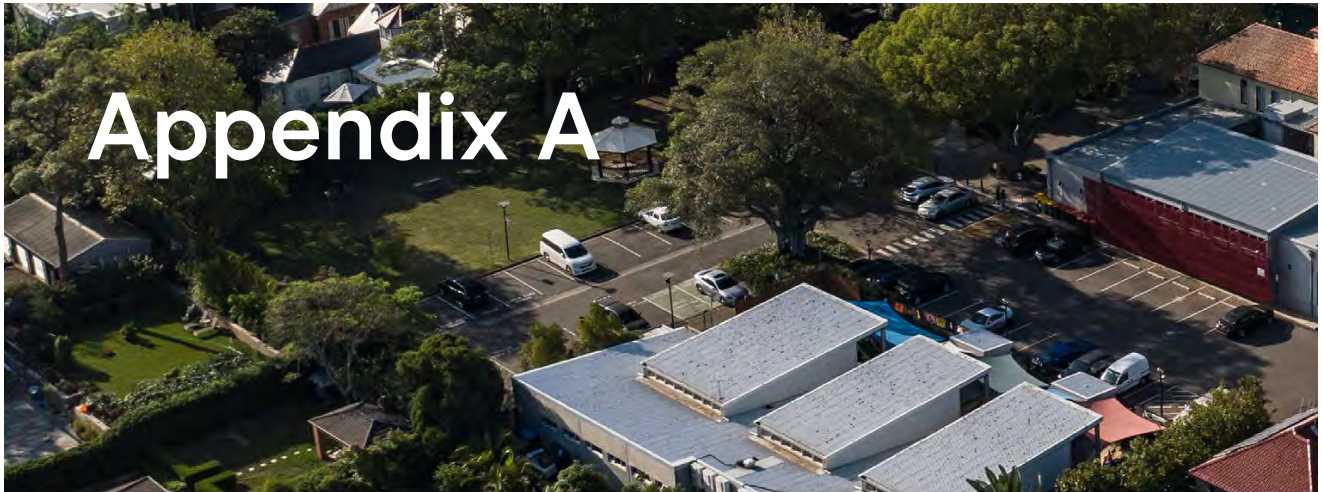
- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Rates and Annual Charges Outstanding %
- Cash Expense Cover Ratio
- Buildings and Infrastructure Renewals Ratio.

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 Budget Estimate \$,000	2026-27 Budget Estimate \$,000	2027-28 Budget Estimate \$,000	2028-29 Budget Estimate \$,000
Income from Continuing Operations				
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)
Total Income from Continuing Operations	(98,968)	(110,030)	(105,719)	(90,691)
Expenses from Continuing Operations				
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
Total Expenses from Continuing Operations	69,966	69,692	71,443	73,217
(Surplus) Deficit from Continuing Operations	(29,002)	(40,338)	(34,276)	(17,474)
(Surplus) Deficit from Continuing Operations before Capital Amounts	(37)	(669)	(746)	(764)
	Surplus	Surplus	Surplus	Surplus

Revised Long Term Financial Plan



2029-30 Budget	2030-31 Budget	2031-32 Budget	2032 33 Budget	2033-34 Budget	2034-35 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)
(83,741)	(85,821)	(87,954)	(90,139)	(92,380)	(94,676)
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
75,040	76,909	78,826	80,791	82,809	84,877
(8,701)	(8,912)	(9,128)	(9,348)	(9,571)	(9,799)
(777)	(790)	(803)	(815)	(824)	(834)
Surplus	Surplus	Surplus	Surplus	Surplus	Surplus

Revised Long Term Financial Plan

Scenario – Base Case

Balance Sheet

	2025-26 Budget Estimate \$,000	2026-27 Budget Estimate \$,000	2027-28 Budget Estimate \$,000	2028-29 Budget Estimate \$,000
ASSETS				
Current Assets				
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
Total Current Assets	41,684	47,047	52,176	60,037
Non Current Assets				
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
Total Non-Current Assets	618,478	652,004	679,954	688,503
TOTAL ASSETS	660,161	699,051	732,130	748,540
LIABILITIES				
Current Liabilities				
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
Total Current Liabilities	17,237	16,235	15,352	14,525
Non Current Liabilities				
Lease Liabilities	3,013	2,566	2,252	2,016
Borrowings	114	114	114	114
Provisions	3,127	2,680	2,366	2,130
Total Non-Current Liabilities	20,364	18,915	17,718	16,654
TOTAL LIABILITIES	639,798	680,136	714,412	731,886
NET ASSETS				
EQUITY				
Retained earnings	328,218	368,556	402,832	420,306
Revaluation reserves	311,580	311,580	311,580	311,580
TOTAL EQUITY	639,798	680,136	714,412	731,886

Revised Long Term Financial Plan

2029-30 Budget Estimate \$,000	2030-31 Budget Estimate \$,000	2031-32 Budget Estimate \$,000	2032 33 Budget Estimate \$,000	2033-34 Budget Estimate \$,000	2034-35 Budget 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
68,544	77,557	86,225	95,568	106,513	116,294
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
687,711	687,364	687,569	687,430	685,906	685,769
756,255	764,921	773,793	782,998	792,419	802,063
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
13,784	13,794	13,682	13,687	13,694	13,687
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
15,668	15,422	15,166	15,022	14,873	14,717
740,587	749,499	758,628	767,976	777,547	787,346
429,007	437,919	447,048	456,396	465,967	475,766
311,580	311,580	311,580	311,580	311,580	311,580
740,587	749,499	758,628	767,976	777,547	787,346

Revised Long Term Financial Plan

Scenario – Base Case

Cashflow

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

Revised Long Term Financial Plan

2029-30 Budget Estimate \$,000	2030-31 Budget Estimate \$,000	2031-32 Budget Estimate \$,000	2032 33 Budget Estimate \$,000	2033-34 Budget Estimate \$,000	2034-35 Budget 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)
19,123	20,370	20,879	21,401	21,936	22,485
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)
(15,128)	(15,861)	(16,706)	(16,663)	(15,586)	(17,289)
(487)	(497)	(506)	(395)	(405)	(415)
(487)	(497)	(506)	(395)	(405)	(415)
3,507	4,012	3,668	4,343	5,946	4,781
11,879	15,386	19,399	23,067	27,410	33,355
15,386	19,399	23,067	27,410	33,355	38,136
73,550	78,550	83,550	88,550	93,550	98,550
88,936	97,949	106,617	115,960	126,905	136,686
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
88,936	97,949	106,617	115,960	126,905	136,686

Scenario – Base Case

Performance Indicators

	Target	2025-26 Budget Estimate \$,000	2026-27 Budget Estimate \$,000	2027-28 Budget Estimate \$,000	2028-29 Budget 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 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 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%.



Revised Long Term Financial Plan

2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget	2034-35 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%



Scenario 1 - Assumption

Scenario 1 within the Long Term Financial Plan provides for the acquisition of two properties in the Burwood North precinct and identifies the corresponding funding sources. These funding sources include, among others, a potential loan facility.

Scenario 1

Income Statement

	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget
	Estimate \$,000	Estimate \$,000	Estimate \$,000	Estimate \$,000
Income from Continuing Operations				
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)	(1,941)	(2,001)	(2,051)
Other Income	(3,176)	(3,680)	(3,760)	(3,854)
Net Gain from the disposal of assets	(430)	(430)	(530)	(530)
Total Income from Continuing Operations	(99,204)	(110,021)	(105,710)	(90,682)
Expenses from Continuing Operations				
Employee Benefits & On-Costs	27,553	28,031	28,730	29,449
Materials & Services	30,567	29,483	30,241	30,997
Borrowing Costs	389	448	399	350
Depreciation & Amortisation	10,324	10,633	10,899	11,172
Other Expenses	1,395	1,435	1,470	1,507
Total Expenses from Continuing Operations	70,228	70,030	71,740	73,474
(Surplus) Deficit from Continuing Operations	(28,976)	(39,992)	(33,971)	(17,208)
(Surplus) Deficit from Continuing Operations before Capital Amounts	(11)	(322)	(441)	(498)
	Surplus	Surplus	Surplus	Surplus

Revised Long Term Financial Plan



2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget	2034-35 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)
(2,102)	(2,155)	(2,209)	(2,264)	(2,321)	(2,379)
(3,950)	(4,049)	(4,150)	(4,254)	(4,360)	(4,469)
(530)	(530)	(530)	(530)	(530)	(530)
(83,732)	(85,812)	(87,944)	(90,129)	(92,369)	(94,665)
30,185	30,939	31,713	32,506	33,318	34,151
31,772	32,566	33,380	34,215	35,070	35,947
304	259	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
75,256	77,085	78,997	80,967	82,989	85,061
(8,476)	(8,726)	(8,947)	(9,163)	(9,381)	(9,604)
(652)	(604)	(622)	(629)	(634)	(639)
Surplus	Surplus	Surplus	Surplus	Surplus	Surplus

Revised Long Term Financial Plan

Scenario 1

Balance Sheet

	2025-26 Budget Estimate \$,000	2026-27 Budget Estimate \$,000	2027-28 Budget Estimate \$,000	2028-29 Budget Estimate \$,000
ASSETS				
Current Assets				
Cash & cash equivalents	6,047	5,128	3,976	5,550
Investments	18,550	23,550	28,550	33,550
Receivables	4,257	4,257	4,257	4,257
Inventories	7	7	7	7
Other	344	344	344	344
Total Current Assets	29,205	33,286	37,134	43,708
Non Current Assets				
Investments	25,000	25,000	25,000	25,000
Infrastructure, property, plant & equipment	569,189	602,715	630,665	639,214
Investment property	40,570	40,570	40,570	40,570
Intangible assets	224	224	224	224
Right of use assets	495	495	495	495
Total Non-Current Assets	635,478	669,004	696,954	705,503
TOTAL ASSETS	664,683	702,290	734,087	749,211
LIABILITIES				
Current Liabilities				
Payables	11,568	10,818	10,068	9,318
Lease Liabilities	268			
Borrowings	1,367	1,423	1,334	1,302
Provisions	4,970	4,970	4,970	4,970
Total Current Liabilities	18,173	17,211	16,372	15,590
Non Current Liabilities				
Lease Liabilities				
Borrowings	6,625	5,201	3,867	2,566
Provisions	114	114	114	114
Total Non-Current Liabilities	6,739	5,315	3,981	2,680
TOTAL LIABILITIES	24,911	22,527	20,353	18,269
NET ASSETS	639,772	679,763	713,734	730,942
EQUITY				
Retained earnings	328,191	368,183	402,154	419,362
Revaluation reserves	311,580	311,580	311,580	311,580
TOTAL EQUITY	639,771	679,763	713,734	730,942

Revised Long Term Financial Plan

2029-30 Budget Estimate \$,000	2030-31 Budget Estimate \$,000	2031-32 Budget Estimate \$,000	2032 33 Budget Estimate \$,000	2033-34 Budget Estimate \$,000	2034-35 Budget Estimate \$,000
7,767	11,044	14,531	18,688	24,444	29,029
38,550	43,550	48,550	53,550	58,550	63,550
4,257	4,257	4,257	4,257	4,257	4,257
7	7	7	7	7	7
344	344	344	344	344	344
50,925	59,202	67,689	76,846	87,602	97,187
25,000	25,000	25,000	25,000	25,000	25,000
638,422	638,075	638,280	638,141	636,617	636,480
40,570	40,570	40,570	40,570	40,570	40,570
224	224	224	224	224	224
495	495	495	495	495	495
704,711	704,364	704,569	704,430	702,906	702,769
755,636	763,566	772,257	781,276	790,508	799,956
8,568	8,568	8,568	8,568	8,568	8,568
796	256	144	149	156	149
4,970	4,970	4,970	4,970	4,970	4,970
14,334	13,794	13,682	13,687	13,694	13,687
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
16,218	15,422	15,166	15,022	14,873	14,717
739,418	748,144	757,092	766,254	775,635	785,239
427,838	43 6,564	445,511	454,674	464,055	473,659
311,580	311,580	311,580	311,580	311,580	311,580
739,418	748,144	757,091	766,254	775,635	785,239

Revised Long Term Financial Plan

Scenario 1

Cashflow

	2025-26 Budget Estimate \$,000	2026-27 Budget Estimate \$,000	2027-28 Budget Estimate \$,000	2028-29 Budget Estimate \$,000
Cash Flow from Operating Activities				
Receipts	100,162	109,591	105,180	90,152
Payments	(59,703)	(59,967)	(61,191)	(62,702)
Net Cash Flow from Operating Activities	40,459	49,625	43,989	27,450
Cash Flow from Investing Activities				
Receipts				
Sale of Investments	40,000	30,000	30,000	30,000
Payments				
Purchase of Investments	(35,000)	(35,000)	(35,000)	(35,000)
Purchase of Property Plant & Equipment	(50,198)	(43,730)	(38,319)	(19,191)
Net Cash Flow from Investing Activities	(45,198)	(48,730)	(43,319)	(24,191)
Cash Flow from Financing Activities				
Receipts – Borrowings	5,000			
Payments – Borrowings	(1,247)	(1,814)	(1,823)	(1,684)
Payments – Principal Component of lease payments	(268)			
Net Cash Flow from Financing Activities	3,485	(1,814)	(1,823)	(1,684)
Net change in Cash and Cash Equivalents	(1,254)	(919)	(1,153)	1,575
Plus: Cash & Cash Equivalents at beginning of the year	7,301	6,047	5,128	3,976
Cash & Cash Equivalents at end of the year	6,047	5,128	3,976	5,550
Total Cash, Cash Equivalents and Investments				
Plus Investments on hand – end of year	43,550	48,550	53,550	58,550
Total Cash, Cash Equivalents and Investments	49,597	53,678	57,526	64,100
Cash and Investments				
External Restrictions	11,255	19,255	27,255	35,255
Internal Restrictions	23,658	23,658	23,658	21,658
Unrestricted	14,684	10,765	6,613	7,187
Total Cash, Cash Equivalents and Investments	49,597	53,678	57,526	64,100

Revised Long Term Financial Plan

2029-30 Budget Estimate \$,000	2030-31 Budget Estimate \$,000	2031-32 Budget Estimate \$,000	2032-33 Budget Estimate \$,000	2033-34 Budget Estimate \$,000	2034-35 Budget Estimate \$,000
83,202	85,282	87,414	89,599	91,839	94,135
(64,251)	(65,089)	(66,716)	(68,384)	(70,093)	(71,846)
18,951	20,193	20,698	21,216	21,746	22,290
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)
(15,128)	(15,861)	(16,706)	(16,663)	(15,586)	(17,289)
(1,605)	(1,056)	(506)	(395)	(405)	(415)
(1,605)	(1,056)	(506)	(395)	(405)	(415)
2,217	3,277	3,487	4,158	5,755	4,586
5,550	7,767	11,044	14,531	18,688	24,444
7,767	11,044	14,531	18,688	24,444	29,029
63,550	68,550	73,550	78,550	83,550	88,550
71,317	79,594	88,081	97,238	107,994	117,579
40,255	45,255	50,255	55,255	60,255	65,255
22,658	23,658	24,658	25,658	26,658	27,658
8,404	10,681	13,168	16,325	21,081	24,666
71,317	79,594	88,081	97,238	107,994	117,579

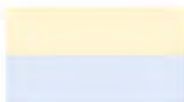
Scenario 1

Performance Indicators

	Target	2025-26 Budget Estimate \$,000	2026-27 Budget Estimate \$,000	2027-28 Budget Estimate \$,000	2028-29 Budget Estimate \$,000
Operating Performance Ratio	>0%	0.0%	0.5%	0.6%	0.7%
Own Source Operating Revenue	>60%	67.4%	61.3%	65.5%	78.3%
Unrestricted current ratio	>1.5%	3.01	2.93	2.79	2.86
Debt service ratio	>2.00x	1 3.01	1 2.63	1 3.51	17.62
Rates & annual charges outstanding percentage	<5%	3.8%	3.7%	3.6%	3.5%
Cash Expense Cover Ratio	>3 Months	9.5	10.2	10.7	11.7
Building and infrastructure renewals ratio	>100%	335%	469%	283%	133%

Meets Target Measure

Does Not Meet Target Measure



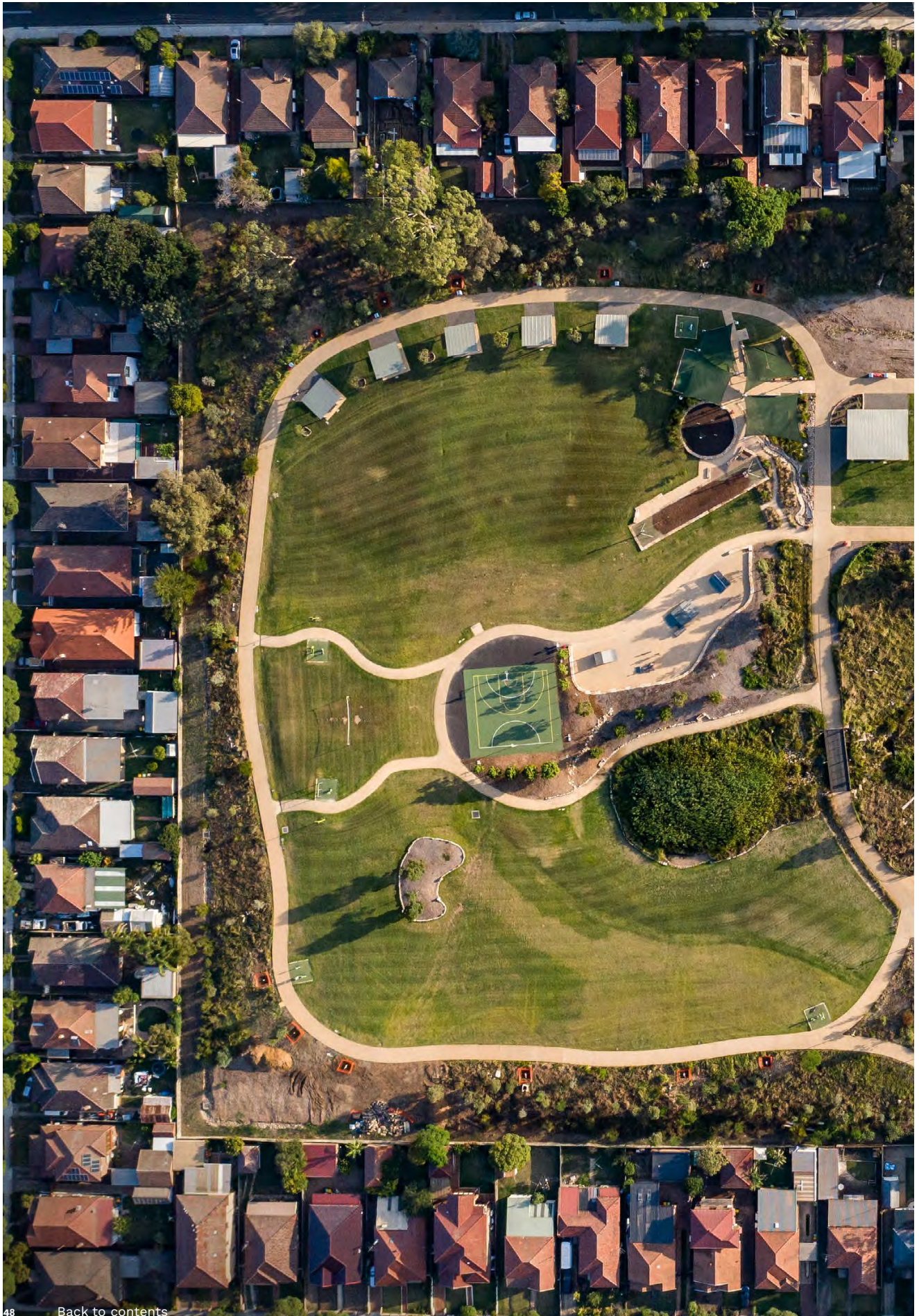
Note: Council has not factored in any capital grants received to fund building or infrastructure renewal works. Once added, it would improve the ratio to over 100%.



Revised Long Term Financial Plan

2029-30 Budget	2030-31 Budget	2031-32 Budget	2032-33 Budget	2033-34 Budget	2034-35 Budget
Estimate \$,000	Estimate \$,000	Estimate \$,000	Estimate \$,000	Estimate \$,000	Estimate \$,000
0.7%	0.8%	0.8%	0.8%	0.8%	0.7%
86.9%	86.9%	86.9%	86.9%	86.9%	86.9%
3.41	3.93	4.33	4.75	5.34	5.81
22.16	24.26	24.82	32.55	32.51	32.48
3.5%	3.4%	3.3%	3.2%	3.1%	3.1%
12.7	14.2	15.5	16.7	18.1	19.3
82%	84%	85%	82%	80%	86%





(Item 88/25) Budget Review for Quarter Ending 30 September 2025

File No: 25/54624

Report by Director Corporate Services

Summary

The 2025-2026 Budget was adopted at the Council Meeting held on 24 June 2025 with a surplus of \$29,002,000, with the operating result before capital grants and contributions forecast to be a surplus of \$37,000.

The following Statement of Budget Income and Expenditure identifies a forecast surplus of \$28,602,000 as at 30 September 2025, with the operating result before capital grants and contributions forecast to be a deficit of \$1,817,000.

Operational Plan Objective

2.3.1 Identify and maintain additional revenue sources to ensure financial sustainability

Background

This report includes the budget forecast for the Income Statement, which is prepared using both external and internal reporting consolidations to enhance the transparency and consistency of financial information. The Income Statement forms part of a suite of documents that must be presented to Council on a quarterly basis, in accordance with Clause 202(3) of the Local Government (General) Regulation 2021. Collectively, these are referred to as the Quarterly Budget Review Statements (QBRs).

Council's budget is developed on a program basis, forecasting expected operating and capital income and expenditure for the financial year. To support its budget, Council also draws on funds held in reserve from prior years, including Section 7.12 Local Infrastructure Contributions and Internally Restricted Reserves.

In addition, the Local Government Code of Accounting Practice and Financial Reporting requires Council to prepare its General Purpose Annual Financial Reports in accordance with the Australian Accounting Standards. As a result, Council must use a general purpose reporting format when presenting its financial information.

This requires Council to:

- Implement full accrual accounting, including the capitalisation of infrastructure assets.
- Prepare consolidated financial statements that incorporate all functions and entities under the Council's control.
- Shift the accounting focus from the fund result for the year (i.e. changes in working funds) to the gain or loss from ordinary activities.

These requirements apply when preparing the Annual Financial Reports as at 30 June each year. However, during the budget process, Council continues to focus on the funding result rather than the full accrual financial outcome.

At year-end, the financial result is determined, audited, and presented in Council's Annual Report, which includes both the Financial Reports and the Auditor's Report.

Summary of Movements

A summary of Council's revised budget for 2025/26 and a summary of budget movements have been included in this report:

	Original Budget 2025/26 '000	Recommended September Changes '000	Revised Budget '000
Income – Operating	70,003	(534)	69,469
Expenditure – Operating	69,966	1,320	71,286
Surplus/(Deficit) – before capital grants and contributions	37	(1,854)	(1,817)
Income – Capital	28,965	1,454	30,419
Surplus/(Deficit)	29,002	(400)	28,602
Expenditure - Capital	33,198	2,097	35,295
Reserve Transfers	2,530	(1,770)	760

Income – Operational

- \$665,000 decrease in Other Revenue
 - \$665,000 decrease due legal matter being finalised in 2024/25
- \$131,000 increase in Operating Grants and Contributions
 - \$76,000 decrease due to carryover grant received for Flood Management Program
 - \$80,000 increase due to carryover grant received for NSW Planning Portal
 - \$127,000 increase due to other carryover grant movements

Expenditure – Operational

- \$1,320,000 increase in Operational Expenses
 - \$200,000 increase due to transferring a Capital Budget to Operational Budget for Stormwater Management
 - \$147,000 increase due to transferring a Capital Budget to Operational Budget for Tree Planting
 - \$246,000 increase due to carryover for WHS initiatives funded from internal reserves
 - \$115,000 increase due to carryover for Croydon TOD SEPP funded from internal reserves
 - \$230,000 increase due to carryover for Information technology funded from internal reserves
 - \$146,000 increase due to grant carryover for Library Special Purpose Grant
 - \$50,000 increase for Website development
 - \$186,000 increase in expenses across multiple areas funded from reserves and grants

Income – Capital

- \$1,454,000 increase in Capital Grants and Contributions
 - \$963,000 increase due to grants carryover received for Western Sydney Infrastructure Grants
 - \$345,000 increase due to grant carryover received for Permit Plug Play Grant
 - \$146,000 increase due to grants received for Library Special Purpose Grant

Expenditure – Capital

- \$2,097,000 increase in Material and Services

- \$200,000 decrease due to transferring a Capital Budget to Operational Budget for Stormwater Management
- \$147,000 decrease due to transferring a Capital Budget to Operational Budget for Tree Planting
- \$365,000 increase due to carryover for fleet funded from internal reserve
- \$300,000 increase due to carryover for stormwater projects funded from internal reserve
- \$341,000 increase due to carryover for Walsh Ave playground funded from internal reserves
- \$963,000 increase due to grant carryover for Western Sydney Infrastructure Grant Program funded from grants
- \$345,000 increase due to grant carryover for Permit Plug Play Grant
- \$80,000 increase due to grant carryover for NSW Planning Portal
- \$50,000 increase due to carryover for Public Art funded from s7.12 reserve

Reserve Transfers

- \$1,770,000 increase in Reserve Transfers
 - \$365,000 increase transfer from plant and vehicle reserve due to carryover for fleet
 - \$300,000 increase transfer from project carryover reserve due to carryover for stormwater projects
 - \$282,000 increase transfer from project carryover reserve due to carryover for Information Technology Projects
 - \$246,000 increase transfer from WHS incentive rebate reserve due to carryover for WHS initiatives
 - \$115,000 increase transfer from project carryover reserve due to carryover for Croydon TOD SEPP
 - \$341,000 increase transfer from project carryover reserve due to carryover for Walsh Ave playground
 - \$50,000 increase transfer from s7.12 Contribution due to carryover for Public Art
 - \$71,000 increase transfer from various reserves

QBRs Financial Overview for quarter ended 30 September 2025

		Previous Year Actual 2024/25	Original Budget 2025/26	Approved Changes			Revised Budget	Recommended Changes for Council Resolution	Projected Year End Result 2025/26	Variance Original V Projected 2025/26	Actual YTD 2025/26
				Qtr 1 Review	Qtr 2 Review	Qtr 3 Review					
Net Operating Result before grants and contributions provided for capital purposes	General Fund	3,309	37	0	0	0	37	(1,854)	(1,817)	(1,854)	27,588
	Water Fund	0	0	0	0	0	0	0	0	0	0
	Sewer Fund	0	0	0	0	0	0	0	0	0	0
	Consolidated	3,309	37	0	0	0	37	(1,854)	(1,817)	(1,854)	27,588
Operating Results from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial	Consolidated	14,407	39,326	0	0	0	39,326	(400)	38,926	(400)	41,951
Borrowings	Total Borrowings	(3,860)	(3,577)	0	0	0	(3,577)	0	(3,577)	0	(3,807)
Liquidity	External Restrictions	20,024	22,331	0	0	0	22,331	(77)	22,254	(77)	20,024
	Internal Allocations	22,189	22,412	0	0	0	22,412	(1,693)	20,719	(1,693)	20,805
	Unallocated	11,554	11,554	0	0	0	11,554	0	11,554	(0)	27,317
	Total Cash and Cash Equivalents	53,767	56,297	0	0	0	56,297	(1,770)	54,527	(1,770)	68,147
Capital	Capital Funding	21,110	33,198	0	0	0	33,198	2,097	35,295	(2,097)	3,640
	Capital Expenditure	21,110	33,198	0	0	0	33,198	2,097	35,295	(2,097)	3,640
	Net Capital	0	0	0	0	0	0	(0)	(0)	0	(0)
		Opening Balance As at 1 July 2025	Total Contributions Received As at this Q	Total Interest Earned As at this Q	Total Expended As at this Q	Total Borrowings (to)/from As at this Q	Held as Restricted Asset As at this Q	Cumulative balance of internal borrowings (to)/from As at this Q			
Developer Contributions	Total Developer Contributions	16,435	1,464	0	0	0	17,899	0			

Income and Expenses Budget Review for quarter ended 30 September 2025

	Previous Year Actual 2024/25	Original Budget 2025/26	Approved Changes			Revised Budget	Recommended Changes for Council Resolution	Projected Year End Result 2025/26	Variance Original V Projected 2025/26	Actual YTD 2025/26
			Qtr 1 Review	Qtr 2 Review	Qtr 3 Review					
INCOME										
Rates & Annual Charges	40,942	43,824				43,824	0	43,824	0	43,869
User Charges & Fees	11,128	9,762				9,762	0	9,762	0	3,052
Other Revenues	7,170	7,361				7,361	(665)	6,696	(665)	1,605
Grants & Contributions - Operating Purposes	3,143	3,336				3,336	131	3,467	131	1,029
Grants & Contributions - Capital Purposes	1,031	28,965				28,965	1,454	30,419	1,454	4,301
Interest & Investment Revenue	3,156	2,350				2,350	0	2,350	0	764
Other Income	3,006	2,940				2,940	0	2,940	0	1,108
Net Gain from the disposal of assets	0	430				430	0	430	0	4
Net share of interest in Joint Ventures	0	0				0	0	0	0	0
TOTAL INCOME FROM CONTINUING OPERATIONS	69,576	98,968	0	0	0	98,968	920	99,888	920	55,733
EXPENSES										
Employee Benefits & On-Costs	24,021	27,553				27,553	5	27,558	5	5,945
Materials & Services	28,686	30,412				30,412	1,315	31,727	1,315	6,627
Borrowing Costs	290	283				283	0	283	0	53
Other Expenses	1,164	1,394				1,394	0	1,394	0	1,156
Loss on Disposal of Assets	1,008	0				0	0	0	0	0
Fair Value Decrement on Investment Properties	0	0				0	0	0	0	0
TOTAL EXPENSES FROM CONTINUING OPERATIONS excluding depreciation, amortisation and impairment of non financial assets	55,169	59,642	0	0	0	59,642	1,320	60,962	1,320	13,781
OPERATING RESULT FROM CONTINUING OPERATIONS excluding depreciation, amortisation and impairment of non financial assets	14,407	39,326	0	0	0	39,326	(400)	38,926	(400)	41,951
Depreciation & Amortisation	10,067	10,324				10,324	0	10,324	0	10,062
OPERATING RESULT FROM CONTINUING OPERATIONS	4,340	29,002	0	0	0	29,002	(400)	28,602	(400)	31,890
NET OPERATING RESULTS BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	3,309	37	0	0	0	37	(1,854)	(1,817)	(1,854)	27,588

Capital Budget Review Statement for quarter ended 30 September 2025

	Previous Year Actual 2024/25	Original Budget 2025/26	Approved Changes			Revised Budget	Recommended Changes for Council Resolution	Projected Year End Result 2025/26	Variance Original V Projected 2025/26	Actual YTD 2025/26
			Qtr 1 Review	Qtr 2 Review	Qtr 3 Review					
CAPITAL FUNDING										
Rates & other untied funding	1,388	6,775				6,775	(347)	6,428	347	802
Capital Grants and Contributions	8,431	21,137				21,137	1,388	22,525	(1,388)	2,839
Reserves - External Restrictions	7,488	4,028				4,028	50	4,078	(50)	0
Reserves - Internally Allocated	3,461	828				828	1,006	1,834	(1,006)	0
New Loans	0	0				0	0	0	0	0
Proceeds from sale of assets	342	430				430	0	430	0	0
Other - specify		0				0	0	0	0	0
TOTAL CAPITAL FUNDING	21,110	33,198	0	0	0	33,198	2,097	35,295	(2,097)	3,640
CAPITAL EXPENDITURE										
WIP	0	0				0	0	0	0	0
New Assets	2,494	7,659				7,659	(200)	7,459	200	847
Asset Renewal	9,916	25,539				25,539	2,297	27,836	(2,297)	2,793
Other - Property Acquisition	8,700	0				0	0	0	0	0
TOTAL CAPITAL EXPENITURE	21,110	33,198	0	0	0	33,198	2,097	35,295	(2,097)	3,640
NET CAPITAL FUNDING - SURPLUS/DEFICIT	0	0	0	0	0	0	0	0	0	0

Capital Budget Review Statement for quarter ended 30 September 2025

	Opening Balance As at 1 July 2025	Contributions Received			Total Interest Earned As at this Q	Total Expended As at this Q	Total Borrowings (to)/from As at this Q	Held as Restricted Asset As at this Q	Cumulative balance of internal borrowings (to)/from As at this Q
		Total Cash Received As at this Q	Total Non- Cash Land Received As at this Q	Total Non- Cash Other Received As at this Q					
Burwood Local Infrastructure Plan	497	1,464	-	-	-	-	-	1,961	-
s7.4 Planning agreements	15,938	-	-	-	-	-	-	15,938	-
Total Developer Contributions	16,435	1,464	0	0	0	0	0	17,899	0

Cash and Investments for quarter ended 30 September 2025

	Previous Year Actual 2024/25	Original Budget 2025/26	Approved Changes			Revised Budget	Recommended Changes for Council Resolution	Projected Year End Result 2025/26	Variance Original V Projected 2025/26	Actual YTD 2025/26
			Qtr 1 Review	Qtr 2 Review	Qtr 3 Review					
Total Cash, Cash Equivalent and Investment Securities	53,767	56,297				56,297	(1,770)	54,527	(1,770)	68,147
EXTERNAL RESTRICTIONS										
Developer Contributions	16,435	19,481	0	0	0	19,481	(50)	19,431	(50)	16,435
Unexpended Grants	65	65				65	(27)	38	(27)	65
Domestic Waste Reserve	3,252	2,513				2,513	0	2,513	0	3,252
Stormwater Management Charge	272	272				272	0	272	0	272
TOTAL EXTERNAL RESTRICTIONS	20,024	22,331	0	0	0	22,331	(77)	22,254	(77)	20,024
INTERNAL RESTRICTION										
Plant & Vehicle Replacement	1,704	1,606				1,606	(365)	1,241	(365)	1,704
Employees Leave Entitlements	1,171	1,171				1,171	0	1,171	0	1,171
Financial Assistance Grant	787	787				787	0	787	0	787
Election Reserve	144	194				194	0	194	0	144
WHS Incentive Rebate Reserve	246	246				246	(246)	0	(246)	246
Parking Meters	102	202				202	0	202	0	102
Property Reserve	221	322				322	0	322	0	221
Woodstock Community Building	287	287				287	0	287	0	287
Future Property Investment	27	97				97	0	97	0	27
Project Carryovers	1,082	1,082				1,082	(1,082)	0	(1,082)	1,082
Deposits & Bonds	6,077	6,077				6,077	0	6,077	0	6,077
LATMs	294	294				294	0	294	0	294
Insurances	150	150				150	0	150	0	150
Local Environmental Plan	519	519				519	0	519	0	519
Property Maintenance	1,271	1,271				1,271	0	1,271	0	1,271
Park Upgrades	165	165				165	0	165	0	165
Enfield Aquatic Centre Maintenance / Capital Improv	263	263				263	0	263	0	263
Business Continuity	600	600				600	0	600	0	600
Contract Liabilities (AASB 15 / AASB 1058)	5,685	5,685				5,685	0	5,685	0	4,301
Contract Liabilities - Revenue Receivd InAdv	1,146	1,146				1,146	0	1,146	0	1,146
Infrastructure - SRV	188	188				188	0	188	0	188
Miscellaneous	60	60				60	0	60	0	60
TOTAL INTERNAL RESTRICTIONS	22,189	22,412	0	0	0	22,412	(1,693)	20,719	(1,693)	20,805
TOTAL RESTRICTIONS	42,213	44,743	0	0	0	44,743	(1,770)	42,973	(1,770)	40,829
UNRESTRICTED CASH	11,554	11,554	0	0	0	11,554	0	11,554	(0)	27,317

Contracts Listing

Contractors	Contract details and purpose	Contract Value GST excl	Commencement Date	Duration of Contract	Budgeted (Y/N)
Civeco Pty Ltd	Rose Street Drainage Upgrade	\$325,600	5/8/2025	3.4 months	Y
Perfection Landscape Services Pty Ltd	Walsh Avenue Playground Upgrade	\$338,484	20/8/2025	8.4 months	Y
Warren and Mahoney Architects Australia Pty Ltd	EAC Architect - Consultant	\$1,797,002	21/8/2025	36.5 months	Y
Optimal Civil Pty Ltd	Burwood Road Slab Rectification	\$192,269	2/9/2025	2.7 months	Y
Attekus Pty Ltd	Bookable Subscription Until FY 2027/28	\$217,056	9/9/2025	34.2 months	Y
Selby's Pty Ltd	Supply and Install of 2026 Burwood Banner Program	\$65,812	11/9/2025	9.8 months	Y
Insight Enterprises Australia Pty Ltd	Microsoft Licenses Renewal Until 2028	\$655,176	1/9/2025	36.5 months	Y
Northrop Consulting Engineers Pty Limited	EAC CSA Consultant	\$412,940	17/7/2025	37.7 months	Y
Deiskami Pty Limited T/as Vertical Tree Management & Consultancy	Consultant Arborist 2025	\$58,482	30/9/2025	3.0 months	Y
Urbis Ltd	EAC_Traffic Consultant	\$58,300	8/8/2025	11.4 months	Y
Lucid Consulting Engineers (NSW) Pty Ltd	EAC_Multidisciplinary Consultant	\$338,668	17/7/2025	37.7 months	Y
KJ Civil & Paving Pty Ltd	Footpath Program 3	\$148,357	2/9/2025	3 months	Y

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser.
2. Contracts to be listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's preferred supplier list
3. Contacts for employment are not required to be included.
4. Where a contract for services, etc. was not included in the budget, an explanation is to be given (or reference made to an explanation in another Budget Review Statement)

Legal Expenses

Type	Individual Matter	Expenditure Year to Date	Cost Recovery / Fines Year to Date
Land & Environment Court	1 Lea Street Croydon	4,285	
Land & Environment Court	11 Stanley Street Burwood	9,075	
Land & Environment Court	18-20 Boundary Street Croydon and 19 Grosvenor Street Croydon	470	15,000
Land & Environment Court	27-33 Everton Road Strathfield	5,725	
Land & Environment Court	35 Young Street Croydon	4,000	
Local Court	185F Burwood Road Burwood		6,720
Local Court	19A Cheltenham Road Croydon		600
Local Court	47 Conder Street Burwood		1,600
Legal Advice - Council Contractual Obligations		1,552	
Voluntary Planning Agreements		5,380	
Legal Advice - Miscellaneous Matters		8,473	
		38,959	23,920

Annual Adopted Budget	545,000
Adopted/Proposed Variation	
Annual Budget	545,000

Conclusion

The current forecast budget result and the variation identified for the quarter were reviewed by the Executive Team and the Finance Manager. There were also minor income and expenditure changes made throughout the budget which has slightly increased the revised projected deficit.

The following statement, by the Responsible Accounting Officer, is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2021.

“It is my opinion that the Quarterly Budget Review Statement for Burwood Council for the quarter ended 30 September 2025 indicates that Council's projected financial position will be satisfactory at year end 30 June 2026, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.”

Recommendation(s)

1. That the Budget Review Statement of the 2025-26 Budget as at 30 September 2025, including the statement by the Responsible Accounting Officer, Finance Manager, be received and noted.
2. That in accordance with Clauses 203 and 211 of the Local Government (General) Regulation 2021, the revised estimates of income and expenditure for 2025-26 surplus of \$28,602,000, as shown in the report be approved and that Council's budget be adjusted accordingly and that the expenditure and income variations projected in the report and the transfers to and from External and Internal restricted Reserves be approved.

Attachments

There are no attachments for this report.

(Item 89/25) Investment Report as at 31 October 2025

File No: 25/55603

Report by Director Corporate Services

Summary

In accordance with Clause 212 of the *Local Government (General) Regulation 2005*, this report details all money that Council has invested under Section 625 of the *Local Government Act 1993*.

Operational Plan Objective

A.103 Implement and monitor appropriate investment strategies and prepare monthly investment reports.

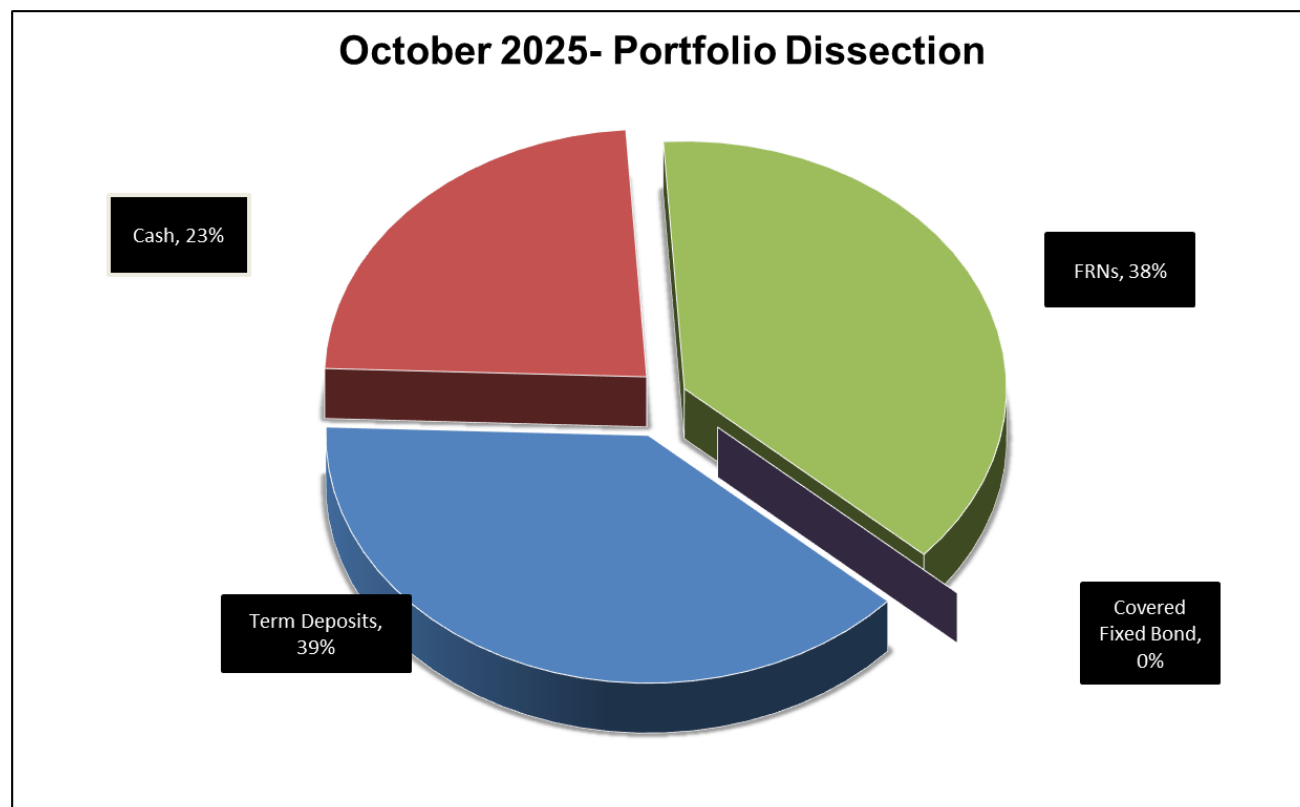
Background

As provided for in Clause 212 of the *Local Government (General) Regulation 2005*, a report listing Council's investments must be presented to Council.

Council's investments are made up of a number of direct investments, some of which are managed or advised by external agencies.

Investment Portfolio

Council has a diversified investment portfolio and has a number of direct investments in term deposits. Its investment portfolio as at 31 October 2025 is:



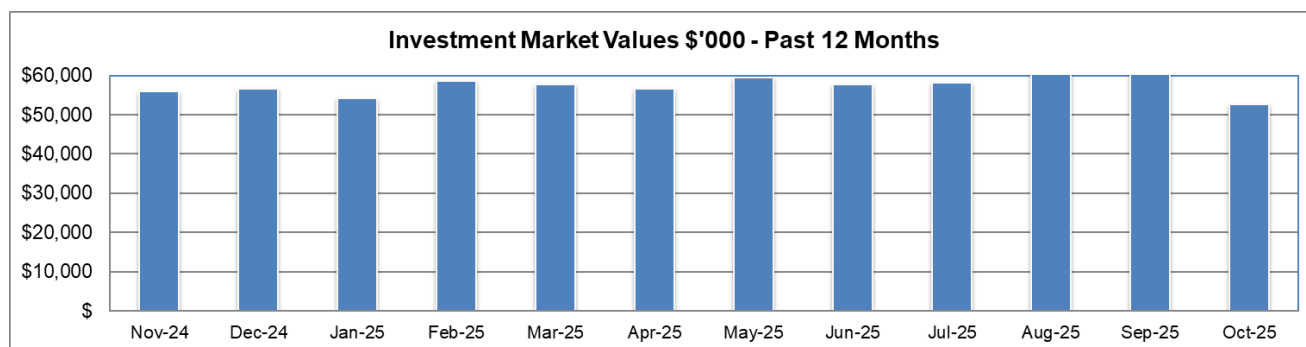
As at 31 October 2025 Council held the following term deposits:

Purchase Date	Financial Institution	Principal Amount	Interest Rate	Investment Days	Maturity Date
21 Feb 25	Westpac	4,000,000	4.81%	367	23 Feb 26
18 Mar 25	SunCorp	4,000,000	4.80%	272	15 Dec 25
27 Mar 25	SunCorp	4,000,000	4.80%	242	24 Nov 25
27 Mar 25	SunCorp	4,000,000	4.80%	257	09 Dec 25
22 Aug 25	NAB	4,000,000	4.14%	182	20 Feb 26
	Total	20,000,000			

As at 31 October 2025 Council held the following Floating Rate Notes:

Purchase Date	Financial Institution	Principal Amount	Current Coupon Rate	Investment Days	Maturity Date
24 Aug 21	National Australia Bank	1,500,000	3.9647%	1,826	24 Aug 26
18 Aug 22	Commonwealth Bank of Australia	2,400,000	4.6100%	1,826	18 Aug 27
07 Nov 22	Sumitomo Mitsui Banking Sydney	2,000,000	4.7906%	1,096	07 Nov 25
13 Jan 23	Commonwealth Bank of Australia	3,000,000	4.7250%	1,826	13 Jan 28
19 Jan 23	Rabobank U.A Australia Branch	1,500,000	4.6704%	1,826	19 Jan 28
10 Feb 23	Newcastle Permanent Building Society	1,000,000	4.6577%	1,461	10 Feb 27
03 Mar 23	HSBC Sydney Branch	2,000,000	4.6248%	1,827	03 Mar 28
16 Mar 23	United Overseas Bank Sydney	2,000,000	4.2900%	1,096	16 Mar 26
18 May 23	Suncorp-Metway Limited	1,500,000	4.6400%	1,096	18 May 26
16 Jun 23	QPCU Limited T/A QBANK	2,750,000	5.2600%	1,096	16 Jun 26
	Total	19,650,000			

The following graph highlights Council's investment balances for the past 12 months:



Council's investment portfolio is recognised at market value and some of its investments are based on the midpoint valuations of the underlying assets and are subject to market conditions that occur over the month.

Council's investment balances as at reporting date are detailed in Attachment 1. Definitions on the types of investments are detailed in Attachment 2.

Investment Performance and Market Commentary

At the Reserve Bank of Australia (RBA) meeting on the 4 November 2025, the Board decided to leave the official cash rate unchanged at 3.6 per cent. According to the Statement by the Reserve Bank board "...Inflation has fallen substantially since the peak in 2022, as higher interest rates have been working to bring aggregate demand and potential supply closer towards balance. More recently, however, inflation has picked up. Trimmed mean inflation was 1.0 per cent in the September quarter and 3.0 per cent over the year, up from 2.7 per cent over the year in the June quarter. This was materially higher than expected at the time of the August *Statement on Monetary*

Policy. Headline inflation rose sharply to 3.2 per cent over the year in the September quarter, a large part of which was expected given the cessation of electricity rebates in a number of states.

The Board's judgement is that some of the increase in underlying inflation in the September quarter was due to temporary factors. The central forecast in the November Statement on Monetary Policy, which is based on a technical assumption of one more rate cut in 2026, has underlying inflation rising above 3 per cent in coming quarters before settling at 2.6 per cent in 2027.

Data on consumption suggest that the pick-up in private demand evident in the June quarter is ongoing. The housing market is continuing to strengthen, a sign that recent interest rate reductions are having an effect. Housing prices are rising and dwelling construction costs have also started to increase again after a period of weak growth. Credit is readily available to both households and businesses.

Various indicators suggest that labour market conditions remain a little tight, notwithstanding a recent easing. Growth in employment has slowed by slightly more than expected and the unemployment rate rose to 4.5 per cent in September from 4.3 per cent in August. But measures of labour underutilisation remain at low rates, job vacancies are still at a high level and business surveys and liaison continue to suggest that a significant share of firms are experiencing difficulty sourcing labour. Looking through quarterly volatility, wages growth has eased from its peak, but productivity growth has been weak and growth in unit labour costs remains high.

There are uncertainties about the outlook for domestic economic activity and inflation stemming from both domestic and international developments. On the domestic side, if the pick-up in private demand continues to exceed expectations, this could increase the demand for labour, add to capacity pressures and make it easier for businesses to pass on cost increases. Alternatively, the improvement in private demand might not persist.

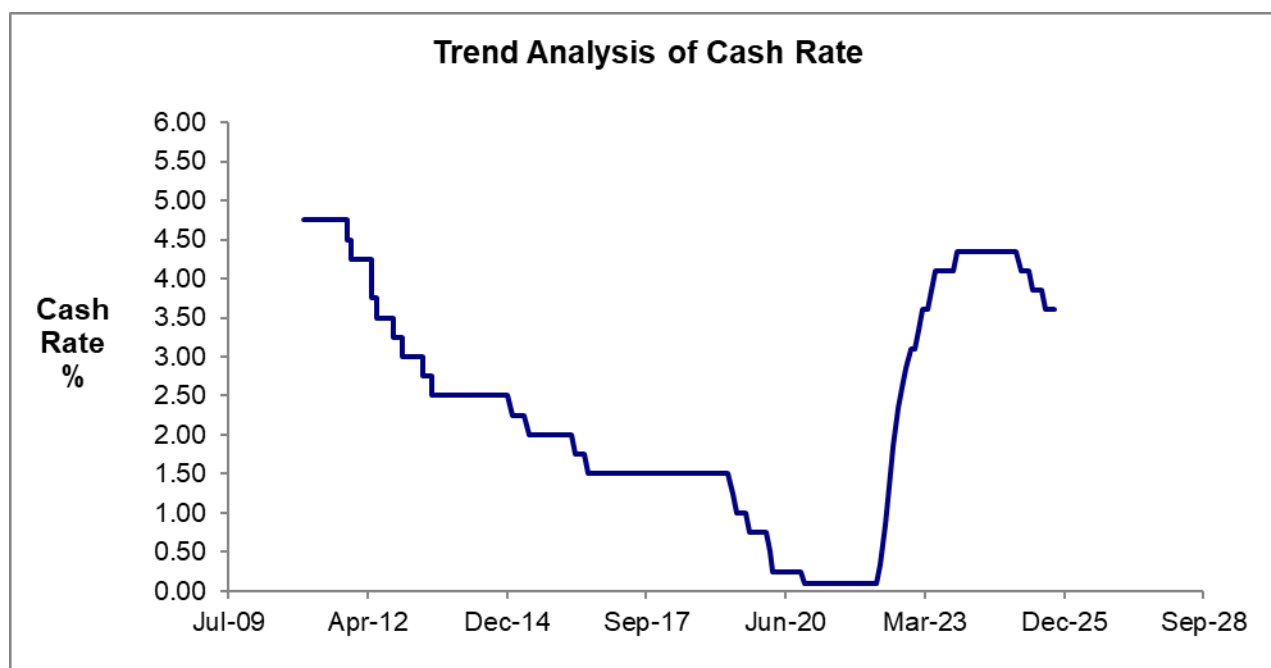
Uncertainty in the global economy remains elevated but so far there has been minimal impact on overall growth and trade, and many forecasters have revised up their near-term expectations for world growth. Trade policy developments are still expected to have an adverse effect on world growth over time. Beyond tariffs, a broader range of geopolitical risks remain a threat to the global economy. This could all weigh on growth in aggregate demand and lead to weaker labour market conditions in the domestic economy.

There are also uncertainties regarding the assessment that monetary policy remains a little restrictive, the lags in the effect of recent monetary easing, the balance between aggregate demand and potential supply for goods and services, conditions in the labour market and the outlook for productivity growth. These uncertainties present risks in both directions to the inflation and employment outlook.

The recent data on inflation suggest that some inflationary pressure may remain in the economy. With private demand recovering and labour market conditions still appearing a little tight, the Board decided that it was appropriate to maintain the cash rate at its current level at this meeting. Financial conditions have eased since the beginning of the year, but it will take some time to see the full effects of earlier cash rate reductions. Given this, and the recent evidence of more persistent inflation, the Board judged that it was appropriate to remain cautious, updating its view of the outlook as the data evolve. The Board remains alert to the heightened level of uncertainty about the outlook in both directions.

The Board will be attentive to the data and the evolving assessment of the outlook and risks to guide its decisions. In doing so, it will pay close attention to developments in the global economy and financial markets, trends in domestic demand, and the outlook for inflation and the labour market. The Board is focused on its mandate to deliver price stability and full employment and will do what it considers necessary to achieve that outcome."

The following graph provides information on the current RBA monetary policy:



Recommendation(s)

1. That the investment report for 31 October 2025 be received and endorsed.
2. That the Certificate of the Responsible Accounting Officer be received and noted.

Attachments

- 1 [Investment Register October 2025](#)
- 2 [Investment Types](#)

Item Number 89/25 - Attachment 1

Investment Register October 2025

BURWOOD COUNCIL INVESTMENT PORTFOLIO as at 31 October 2025

Investment Adviser	Issuer	ADI or N-ADI	Investment Name	Type	Rating S&P	Invested Amount	Market Value as at 31/08/2025	Market Value as at 30/09/2025	Market Value as at Reporting Date	% of Total Invested
Cash										23.42
Council	Commonwealth Bank	ADI	Operating Account	Cash	AA-	2,966,464	2,736,864	4,963,989	2,966,464	5.62
Council	Commonwealth Bank	ADI	Cash Deposit Account	At Call	AA-	0	-	-	-	0.00
Council	Commonwealth Bank	ADI	Online Saver	At Call	AA-	9,389,656	7,012,988	7,017,450	9,389,656	17.79
Council	AMP Bank Limited	ADI	AMP Business Saver	At Call	BBB-	1,272	1,268	1,270	1,272	0.00
Council	AMP Bank Limited	ADI	AMP Notice Account	Notice 30 days	BBB-	4,002	3,973	3,988	4,002	0.01
Term Deposits - Less than Three Months										-
Council	National Australia Bank	ADI	National Australia Bank	Term Deposit	AA-	-	8,028,877	8,056,822	-	0.00
Council	National Australia Bank	ADI	Commonwealth Bank of Australia	Term Deposit	AA-	-	5,010,697	5,027,588	-	0.00
Term Deposits - Longer than Three Months										38.87
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Term Deposit	AA-	4,000,000	4,082,586	4,098,367	4,114,674	7.80
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Term Deposit	AA-	4,000,000	4,082,586	4,098,367	4,114,674	7.80
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Term Deposit	AA-	4,000,000	4,087,321	4,103,101	4,119,408	7.81
Council	Westpac Banking Corporation Ltd	ADI	Westpac Banking Corporation Ltd	Term Deposit	AA-	4,000,000	4,100,681	4,116,494	4,132,835	7.83
Council	National Australia Bank	ADI	National Australia Bank	Term Deposit	AA-	4,000,000	4,004,083	4,017,694	4,031,759	7.64
Term Deposits - Covered Fixed Bond										-
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Covered Fixed Bond (4.85%) Semi Annual	AA-	-	1,018,970	1,022,310	-	0.00
Floating Rate Notes										37.70
Council	National Australia Bank	ADI	National Australia Bank	Floating Rate Notes (90 day BBSW +41 bps)	AA-	1,500,000	1,501,620	1,506,975	1,511,835	2.86
Council	Commonwealth Bank of Australia	ADI	Commonwealth Bank of Australia	Floating Rate Notes (90 day BBSW +102 bps)	AA-	2,400,000	2,428,632	2,438,136	2,445,720	4.63
Council	MyState Bank Ltd	ADI	MyState Bank Ltd	Floating Rate Notes (90 day BBSW +130 bps)	BBB	-	1,511,130	1,516,455	-	0.00
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Covered Floating Bond (90 day BBSW +88 bps)	AA-	-	805,256	807,800	-	0.00
Council	Sumitomo Mitsui Banking Corporation Sydney	ADI	Sumitomo Mitsui Banking Corporation Sydney	Floating Rate Notes (90 day BBSW +110 bps)	A	2,000,000	2,009,740	2,016,220	1,998,580	3.79
Council	Commonwealth Bank of Australia	ADI	Commonwealth Bank of Australia	Floating Rate Notes (90 day BBSW +112 bps)	AA-	3,000,000	3,061,230	3,073,230	3,047,070	5.77
Council	Rabobank U.A Australia Branch	ADI	Rabobank U.A Australia Branch	Floating Rate Notes (90 day BBSW mid + 118 bps)	A	1,500,000	1,527,765	1,534,335	1,521,150	2.88
Council	Newcastle Permanent Building Society	ADI	Newcastle Permanent Building Society	Floating Rate Notes (90 day BBSW +138 bps)	BBB	1,000,000	1,005,330	1,010,220	1,014,150	1.92
Council	The Hongkong and Shanghai Banking Corporation Limited Sydney Branch	ADI	The Hongkong and Shanghai Banking Corporation Limited Sydney Branch	Floating Rate Notes (90 day BBSW +105 bps)	AA-	2,000,000	2,044,620	2,029,280	2,036,960	3.86
Council	United Overseas Bank Ltd Sydney Branch	ADI	United Overseas Bank Ltd Sydney Branch	Floating Rate Notes (90 day BBSW +73 bps)	AA-	2,000,000	2,023,000	2,007,420	2,013,920	3.82
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Covered Floating Bond (90 day BBSW +105 bps)	AA-	1,500,000	1,509,675	1,514,685	1,519,875	2.88
Council	QPCU Limited T/A QBANK	ADI	QPCU Limited T/A QBANK	Floating Rate Notes (90 day BBSW +170 bps)	BBB-	2,750,000	2,804,835	2,778,573	2,788,390	5.28
Grand Total						52,011,394	66,403,728	68,760,769	52,772,394	100.00

Credit Ratings	
AAA	Extremely strong capacity to meet financial commitments Highest Rating
AA	Very strong capacity to meet financial commitments.
A	Strong capacity to meet financial commitments but somewhat susceptible to adverse economic conditions and changes in circumstances.
BBB	Adequate capacity to meet financial commitments, but more subject to adverse economic conditions.
CCC	Currently vulnerable and dependent on favourable business, financial and economic conditions to meet financial commitments
D	Payment default on financial commitments
+	Means that a rating may be raised
-	Means that a rating may be lowered

Certificate of Responsible Accounting Officer

I hereby certify that the investments listed have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policies at the time of their placement.



Sarah Seaman

Finance Manager

Investment Types

Types of Investments

Council's investment portfolio consists of the following types of investment:

1. **Cash and Deposits at Call** – Cash and Deposits at Call accounts are a flexible savings facility providing a competitive rate of interest for funds which are at call (available within 24hours). These accounts enable us to control Council's cashflows along with council's General Fund Bank account. Interest rates are updated in accordance with movements in market rates.

The following investments are classified as Cash and Deposits at Call:

- Commonwealth Bank of Australia – Online Saver AA-
- Commonwealth Bank of Australia – Operating Account AA-
- AMP Business Saver and Notice – At Call/Notice BBB-

2. **Floating Rate Notes (FRN)** - FRNs are a contractual obligation whereby the issuer has an obligation to pay the investor an interest coupon payment which is based on a margin above bank bill. The risk to the investor is the ability of the issuer to meet the obligation.

FRNs are either sub-debt or senior-debt which means that they are guaranteed by the bank that issues them with sub-debt notes rated a notch lower than the bank itself. The reason for this is that the hierarchy for payments of debt in event of default is:

1. Term Deposits
2. Global Fixed Income Deposits
3. Senior Debt
4. Subordinated Debt
5. Hybrids
6. Preference shares
7. Equity holders

In the case of default, the purchaser of subordinated debt is not paid until the senior debt holders are paid in full. Subordinated debt is therefore more risky than senior debt.

(Item 90/25) Code of Conduct Complaints Statistics 2024-2025

File No: 25/54197

Report by Director Corporate Services

Summary

To report to Council a summary of Code of Conduct complaint statistics in accordance with the requirements of clause 11.1 of the *Procedures for the Administration of the Codes of Conduct*.

Operational Plan Objective

C.11 Effective, innovative and collaborative leadership is underpinned by open, transparent and responsible governance

Background

Part 11 of the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* require that Council's Complaints Coordinator must report annually to the Council and to the Office of Local Government on a range of complaint statistics within three months from the end of September. These requirements are duly reflected in Part 11 of the *Procedures for the Administration of the Codes of Conduct* (the Procedures) adopted by Council.

The Procedures mandate the format of this statistical report for all councils to ensure consistency. The prescribed annual reporting period is from 1 September to 31 August each year. The report was lodged with the Office of Local Government on 28 October 2025, as required under the Procedures and is replicated below:

Number of Complaints			
1	The total number of complaints received in the reporting period about councillors and the General Manager (GM) under the code of conduct from the following sources:		
	i	Community	0
	ii	Other Councillors	0
	iii	General Manager	0
	iv	Other Council Staff	0
2	The total number of complaints finalised about councillors and the GM under the code of conduct in the following periods:		
	i	3 Months	0
	ii	6 Months	0
	iii	9 Months	0
	iv	12 Months	0
	v	Over 12 months	0

Overview of Complaints and Cost			
3	a	The number of complaints finalised at the outset by alternative means by the GM or Mayor	0
	b	The number of complaints referred to the Office of Local Government (OLG) under a special complaints management arrangement	0
	c	The number of code of conduct complaints referred to a conduct reviewer	0
	d	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	0
	e	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
	f	The number of finalised code of conduct complaints investigated by a conduct reviewer	0
	g	Cost of dealing with code of conduct complaints via preliminary assessment	0
	h	Progressed to full investigation by a conduct reviewer	0
	i	The number of finalised complaints investigated where there was found to be no breach	0
	j	The number of finalised complaints investigated where there was found to be a breach	0
	k	The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police	
		i ICAC	0
		ii NSW Ombudsman	0
		iii OLG	0
		iv Police	0
		v Other Agency (please specify)	0
	l	The number of complaints being investigated that are not yet finalised	0
	m	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	0

Preliminary Assessment Statistics		
4	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:	
	a	To take no action (clause 6.13(a) of the 2020 Procedures) 0
	b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2020 Procedures) 0
	c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2020 Procedures) 0
	d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2020 Procedures) 0
	e	To investigate the matter (clause 6.13(e) of the 2020 Procedures) 0
	f	Other action (please specify) 0

Investigation Statistics		
5	The number of investigated complaints resulting in a determination that there was no breach , in which the following recommendations were made:	
	a	That the council revise its policies or procedures 0
	b	That a person or persons undertake training or other education (clause 7.40 of the 2020 Procedures) 0
6	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:	
	a	That the council revise any of its policies or procedures (clause 7.39 of the 2020 Procedures) 0
	b	In the case of a breach by the GM, that action be taken under the GM's contract for the breach (clause 7.37(a) of the 2020 Procedures) 0
	c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.37(b) of the 2020 Procedures) 0
	d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.37(c) of the 2020 Procedures) 0
7	Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2020 Procedures) 0	

Categories of Misconduct		
8	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:	
a	General conduct (Part 3)	0
b	Non-pecuniary conflict of interest (Part 5)	0
c	Personal benefit (Part 6)	0
d	Relationship between council officials (Part 7)	0
e	Access to information and resources (Part 8)	0

Outcome of Determinations		
9	The number of investigated complaints resulting in a determination that there was a breach in which the council:	
a	Adopted the independent conduct reviewer's recommendation	0
b	Failed to adopt the independent conduct reviewer's recommendation	0
10	The number of investigated complaints resulting in a determination where:	
a	The external conduct reviewer's decision was overturned by OLG	0
b	Council's response to the external conduct reviewer's recommendation was overturned by OLG	0
11	Date Code of Conduct data was presented to council	18-Nov-25

Confidentiality

It should be noted that clause 12.1 of the Procedures requires that information about Code of Conduct complaints and their management and investigation is to be treated as confidential and is not to be publicly disclosed or discussed except as may be otherwise specifically required or permitted under the Procedures.

Recommendation(s)

That Council notes the Statistical Report on Code of Conduct Complaints relating to Councillors and the General Manager for the period 1 September 2024 to 31 August 2025.

Attachments

There are no attachments for this report.