



Burwood Council
heritage • progress • pride

BURWOOD COUNCIL

END OF TERM REPORT 2012-2017

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Message from the Mayor



Cr John Faker
Mayor

I am extremely proud of the many great achievements we have made as a Council over the past term and it has been an honour to serve our community as your Mayor during this time.

We have accomplished many great things as a Council over the past four years including opening the Burwood Library & Community Hub, Fitzroy Centre, Burwood Park Pavilion, George Street Centre, Water Play Park at Enfield Aquatic Centre, Railway Square and wetlands at Wangal Park.

In addition to providing new amenities and facilities to the community, we have continued to deliver an extensive range of services and initiatives for residents including our capital works program, ongoing community services, environmental initiatives and support for local business and community groups.

This report provides a snapshot of the many achievements we have made from 2012-2017 and outlines the objectives that have been completed in line with our *Burwood2030* Community Strategic Plan.

The Council has taken advantage of many opportunities and challenges faced during this term including Local Government reforms, Sydney-wide infrastructure projects and regional planning controls to solidify Burwood's position as the hub of the inner west while remaining focussed on delivering on the priorities identified by our community.

I would like to thank the General Manager and Council staff for the dedication and enthusiasm they have shown in helping to turn our vision into reality.

John Faker
Mayor of Burwood

Message from the General Manager



Michael McMahon
General Manager

I would like to thank the Councillors for the leadership and support they have given the organisation during this term.

With their vision, we have been able to continue to provide a high level of service to the community while delivering a range of new projects and initiatives.

This great achievement is reflected through the feedback from our community with a 90 per cent satisfaction rating for the level of service and initiatives Council provides in two consecutive community surveys in 2013 and 2015.

Throughout this term, Council has placed a strong focus on ensuring financial sustainability while maintaining existing service levels.

In particular, I am proud that Burwood Council was named as one of only five Councils in NSW with a positive financial outlook.

These actions, outlined in this report, have enabled Burwood to build on its image within the local community and become leaders in the Local Government sector.

On behalf of the Executive and staff, I would like to thank all the Councillors and Mayor for their direction and support during this term.

Michael McMahon
General Manager

Councillors



Cr John Faker
Mayor



Cr George Mannah
Deputy Mayor



Cr Sally Deans



Cr Tony Doueihi



Cr Lesley Furneaux-Cook



Cr Justin Taunton

Introduction

The End of Term report outlines how the Council is progressing towards achieving social, environmental, economic and civic leadership objectives.

Located between Sydney and Parramatta cities, Burwood Council is in a strong strategic and financial position to build on the NSW Government's vision for growing Sydney; taking advantage of its role as the strategic centre of the inner west, as identified in the NSW

Government's *A Plan for Growing Sydney* 2014 report, by accommodating ongoing job growth in its business precincts and higher density housing along the Parramatta Road corridor while continuing to provide a high level of services to its established residents and businesses.

Over the past few years, Council has addressed the challenges facing the Local Government sector by implementing various strategies and initiatives to improve financial sustainability.

The outgoing Council is required under s 428(2) of the *Local Government Act* 1993 (NSW) to report on Council's progress in implementing the Community Strategic Plan during the 2012-2017 term.

The report outlines how the Council is progressing towards achieving the social, environmental, economic and civic leadership objectives of the *Burwood2030* Community Strategic Plan (CSP).

In 2010, following extensive community consultation, Burwood Council adopted *Burwood2030*, a 20 year blueprint of all residents' and stakeholders' aspirations and needs for the area they live and operate in.

Cascading from the long term community plan is the four-year Delivery Program, listing the strategic actions Council has identified as necessary to achieve the community's priorities.

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

This report summarises the achievements and challenges Council has experienced in the delivery of the strategic objectives agreed with the community, since the adoption of *Burwood2030* and in relation to the term of office.

The report is based on a Quadruple Bottom Line assessment, developed by analysing the strategic goals and related progress under the following themes:

- Social
- Environmental
- Economic
- Civic leadership

The End of Term Report incorporates the 2016-2017 financial year due to the postponement of the Local Government Elections until 2017 as a result of the NSW Government's Local Government reforms.

Social

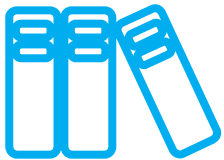
This theme relates to supporting the community to create a feeling of belonging, inclusiveness and wellbeing amongst Burwood's culturally and linguistically diverse population. In addition, it includes supporting our community through infrastructure including roads, public transport, health facilities and educational providers.

It's about people being proud of where they live, feeling safe and engaged in the community and having equitable access to facilities and services that ensure they can lead a healthy and satisfying lifestyle.

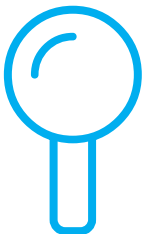
Burwood Library & Community Hub

The Burwood Library & Community Hub was officially opened on **12 March 2014** with local students and community groups helping to bury a time capsule.

The state of the art facility features a 200 seat auditorium, private study rooms, cafe, Wi-Fi and a comprehensive catalogue of books, DVDs and other resources.



1.2 million
books and resources
borrowed



2.67 million
visits to the Burwood
Library & Community Hub



Wangal Park

Sydney has a new oasis in the heart of the inner west with the wetlands at Wangal Park officially opened to the community on **2 October 2015**.

Wangal Park, located in Croydon, is a 4.2 hectare green space which features three wetlands surrounded by boardwalks, an observation deck, exercise track and other facilities.

The final stage of embellishment works are currently being undertaken.



Woodstock & Fitzroy Centres

The Fitzroy Centre was opened on **12 December 2014** and adjoins the Woodstock Centre providing a modern new space for the community.

The Woodstock Centre was restored to its original Victorian charm in June 2016.

Railway Square

Railway Square, located on the corner of Burwood Road and Railway Parade, was opened on **3 March 2015**.

The new open space features a café inside the old Railway Parcels Office to cure coffee and chocolate cravings, free public Wi-Fi to check emails and social media and a large screen television to watch the latest news or sporting events, while improving pedestrian flow to Burwood Station.



Burwood Park

The Burwood Park Pavilion was officially opened on **12 May 2016** with live performances from Platinum Vocal Studios and MLC Sydney.

At the heart of Burwood's town centre, Burwood Park continues to provide residents and visitors with a tranquil place to unwind with new additions including The Bugler from Burwood, Burwood Park Cafe and amenities, playground and paving upgrades.



Enfield Aquatic Centre

The Water Play Park and Henley Park Cafe officially opened on **10 February 2013**.

The Enfield Aquatic Centre implemented a new 'scan and go' system and undertook upgrades to the indoor and outdoor pools.

Further enhancement works have commenced as part of the Enfield Aquatic Centre Master Plan which was launched in October 2016.

Community

Council hosts a range of civic events and memorials throughout the year which help attract 350,000 visitors to the area.

These events include Burwood Festival, Anzac Day, Sandakan Remembrance Service, Carols in the Park, Australia Day, Seniors and Youth Week and more.



Safety



50%

reduction in
crime across
Burwood LGA

achieved through joint
initiatives with Burwood LAC



100,000+

parking patrols
and compliance
inspections in
the Burwood LGA



150+

CCTV footage
applications
from Police and

implementation of new
mobile CCTV cameras



Road and Safety

campaigns
including Watch
Out Cars About,

Safer Walkways and Choose
Right Buckle Tight reducing
motorist and pedestrian
incidents



Burwood Safer Taxis Project

3 new taxi ranks
installed across

Burwood and Strathfield with
CCTV cameras and improved
visibility



**Community
Safety & Crime
Prevention** plan
reviewed



Burwood LEP

Implemented November 2012
following extensive
community consultation



\$150,000

in grants given to local
groups and community
organisations

White
Ribbon
Days



1,508%

Increase in social media
audience

Infrastructure



47.8km

of road
resheeted



15,500sqm

of footpath
reconstructed



5,900m

of kerb and
gutter works



66

pram ramps
installed



3,500+

Volunteers recruited
by the Volunteer Network



1,060

Development Applications
assessed



Youth

The Burwood Youth Advisory Group (BYAG) continues to provide leadership opportunities for youth across the inner west. Council celebrates Youth Week annually.



Seniors

Council provides a range of services and activities to senior residents including Home and Community Care and an annual program of activities and events.



Culturally and Linguistically Diverse

A range of language services are on offer to community members including Speakers' Corner for those who speak English as a second language and other classes.



People living with a disability

Council continued hosting the Groovability Festival in Burwood Park and provides inclusive activities through its Have a Go Programs.

In addition, Council ensures infrastructure upgrades are equitable and accessibility to all residents including ambulatory restrooms in all new facilities.



Council produced residents guides in Arabic, Chinese, Greek, Korean and Italian. The kits provide information on Council's key services, initiatives and events.

Council also provides a translation service.



18,000+

Parking permits issued



1,200+

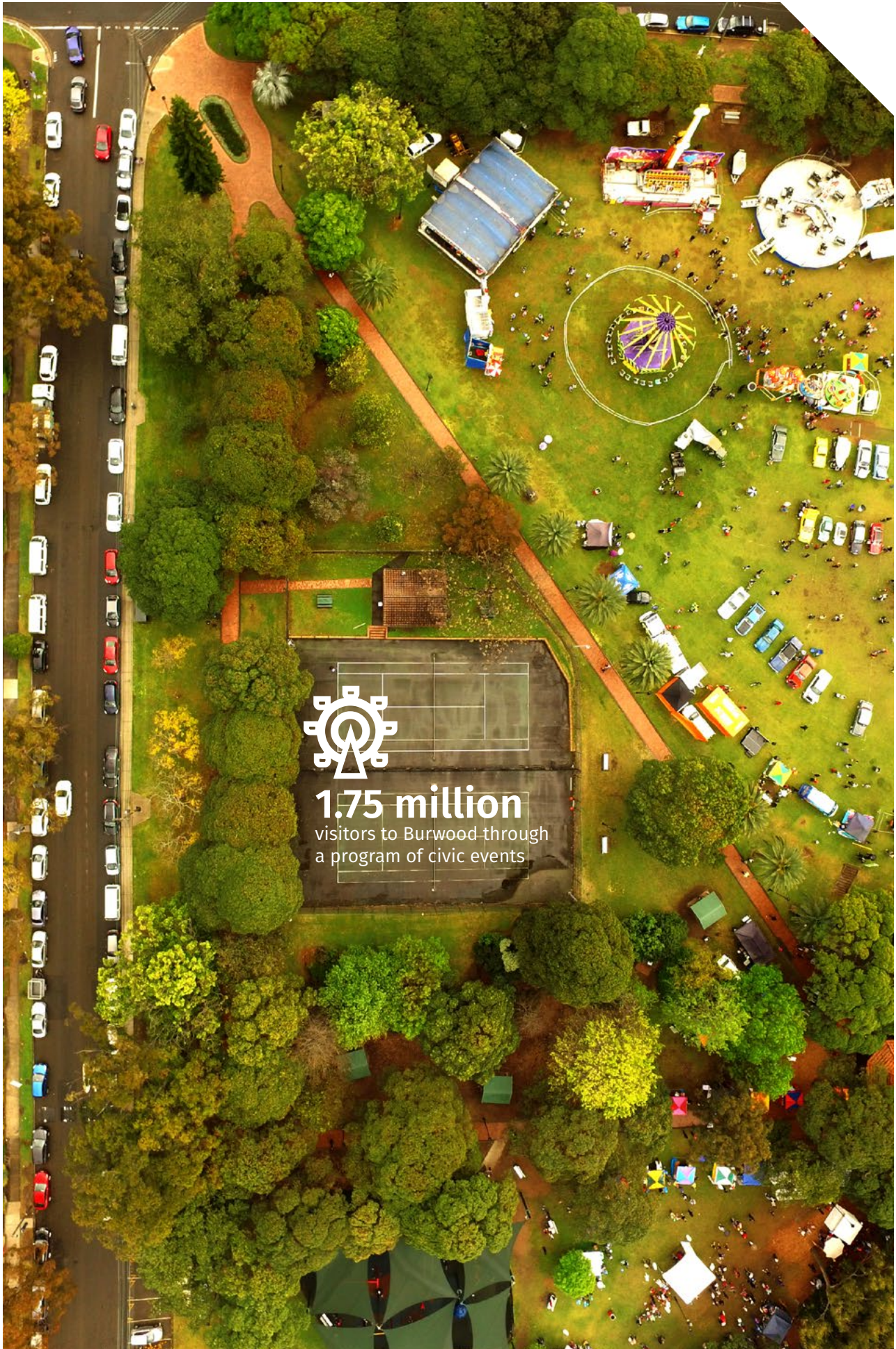
Clients serviced in podiatry



All Historical Rates and Valuation Books were digitised



10
playgrounds upgraded in
parks across the area



1.75 million

visitors to Burwood through
a program of civic events

Environmental

This theme is focused on maintaining and ensuring we live in a healthy, safe and sustainable natural environment. This theme aims to protect our natural resources and assets including parks, trees, open green spaces and also ensure that our impact on the environment is reduced.

Safe and Clean Team

Council's Safe and Clean Team was launched in September 2014 to maintain all the main business streets including Burwood town centre, Strathfield, Enfield, Croydon and Croydon Park.

The team focus on removing waste and cleaning infrastructure while reporting all crime activity and local law breaches.



Education and awareness

Council conducts a series of workshops and initiatives throughout the year to promote sustainable practices including the Treading Lightly Program, Compost Revolution, National Tree Day, Second Hand Saturday and MobileMuster.

Best practice

Council was awarded for several environmental initiatives during 2012-2017 including winning the MetroPool Risk Management Excellence Awards 2015 for its Health Inspection app and coming fifth in Australia in the Mobile Muster Awards for recycling the most mobile phones.





2,455

health inspections
conducted across the LGA



250

trees planted



1,768km

of street
sweeping



95 tonnes

of e-waste
collected



9

solar hot water systems
installed at Council facilities



626GJ

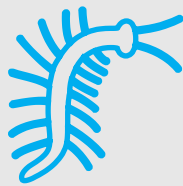
reduction in overall fuel
consumption across
Council's fleet.

Council only purchases
vehicles listed on the NSW
Government Prequalification
Scheme for Motor Vehicles.



Safe & Clean Team

removed **52,733L** of rubbish
from town centres since
launching in September 2014.



Compost Revolution

Council joined the Program
to promote the diversion of
organic material from
landfill. The program
encourages residents to
recycle food and organic
waste at home.



2,068

bins checked as part of the
Bin Inspection Program



5th in Australia

in the MobileMuster Awards
2016 for recycling the most
mobile phones in Australia.

Council was ranked second
in NSW.



Sustained practice

Council continues to
implement initiatives and
programs relating to the
following Plans:

- Green Action Plan
- Sustainability Action Plan
- Water Savings Action Plan
- Strategic Waste Action Plan
- Litter and Illegal Dumping Prevention Plan
- Sustainable Event Management Plan
- Waste Less Recycle More (WLRM) program



850GJ+

decrease in energy
consumption across
organisation since 2012-2013
leading to savings of more
than **\$100,000**



241

environmental workshops
conducted with local schools
and day care centres

Economic

This theme relates to the businesses and services that contribute to the wider Burwood economy. It aims to ensure an economically sustainable and prosperous future in Burwood with a strong network of services that support existing businesses and institutions, and attract new and diverse organisations.

Over the past few years, Council has made a concentrated effort on ensuring financial sustainability while continuing to deliver its existing level of services to the community.

In particular, Council's strong financial outlook was recognised in the NSW Treasury Corporation's (TCorp) *Financial Sustainability of the New South Wales Local Government Sector 2013*. In the report, Burwood Council was one of only five councils in NSW identified as having a 'positive' financial outlook.

This strong financial position was achieved the following ways:

- Implementation of an organisational structure which saved approximately \$380,000
- Implementation of a special variation (SV) for four years commencing in July 2014 expended on capital renewal and maintenance
- Reduced utilisation of contractors and temporary staff, saving approximately \$750,000
- Implementation of new procurement and contract management policies and corporate practices
- Instigation of a large number of service reviews, improving efficiencies and generating savings
- Implementation of a property strategy to provide additional funding following the end of the SV
- Implementation of an internal audit committee and independent internal auditor
- Working with neighbouring councils through Southern Sydney Regional Organisation of Councils (SSROC) on joint purchasing and procurement projects
- Invested with various financial institutions
- Joined the Metro Pool Mutual Insurance scheme to achieve insurance premium savings
- Received \$2 million in loans from the State Government in two rounds of the Local Infrastructure Renewal Scheme (LIRS)
- Development of a Long Term Financial Plan, regarded as best practice from the Office of Local Government, and Community Strategic Plan in conjunction with the community



\$4.2 million

average net operating result



1 of 5

Councils in NSW to receive a positive financial outlook from NSW Treasury Corp



\$57 million

property portfolio



\$840 million

worth of determinations on developments made

Grants

During the 2012-2017 term Council received the following grants:

Financial Assistance Grants	4,827,447
Pensioner Rebate Subsidies	1,213,347
Apprenticeship Subsidies	4,000
LIRS Interest Subsidies	224,492
Family Leave Subsidy	160,133
Fire & Emergency Services Levy	83,768
Street Lighting Subsidy	400,000
Bus Route Subsidy	106,626
HACC Development	1,019,359
HACC Podiatry Services	2,750,119
HACC Enablement & Training	439,560
Social Planning	92,134
Aged Disability Services	162,110
Children & Families	251,494
Volunteer Network & Projects	742,050
Youth Services & Projects	183,296
Community Grants - ANZAC/Sandakan	10,900
Library Per Capita Grant	329,121
Department of Planning	75,680
Environment Management - Education	928,068
Flood Studies	236,337
Recreational - Wangal Park	479,469
Recreational - Burwood Park	90,000
Recreational - Burwood Park Multipurpose Facility	174,350
RMS Road Safety Projects	368,411
RMS Road Capital Grants	1,049,870
Roads to Recovery Grant	1,083,142
Library Capital Resources Grant	161,051
Community Services Woodstock Centre	13,923
	17,660,256

Civic Leadership

This theme relates to the leadership not only of our elected representatives but also leaders in our business, volunteer, spiritual and environmental community. It is about encouraging greater participation and engagement in decision making processes, and about thinking outside the square to resolve some of the challenges facing our community as we strive to be a leading community in economic prosperity, environmental sustainability and social responsibility

Leading by example

Council ensures best practice across its organisation through a range of initiatives including ongoing reviews of policies and practices, risk management strategies and innovative projects.



Engaging with our community

Council undertook extensive community consultation on a range of matters including Local Government reforms and mergers, special variation, relocation of Burwood Library in addition to ongoing communication on Council's service and initiatives.

Celebrating our community

Council actively promotes the achievements of community members through a range of awards and events including Citizen of the Year ceremonies, Youth Week and recycling schemes.



**Over 90%**

level of satisfaction from residents in consecutive community surveys

**204,793**

calls answer by Customer Service

**3rd in NSW**

Ranked third in staff satisfaction across Councils in NSW

**3 million**

views on Council's website

**Increase**

in staff satisfaction and employee engagement since 2010

**1,508%**

increase in users engaging with Council on social media

**Winner**

of MetroPool Risk Management Excellence Award in Public Health Management

**Winner**

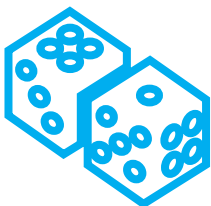
of National Youth Week Award for NSW Health's Safe Sexual Health Project

**80 students**

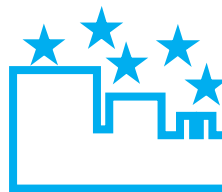
from local schools, TAFE and universities hosted for work placements/experience

**Second in NSW**

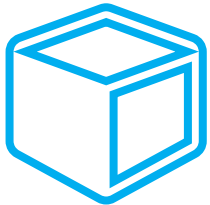
and fifth in Australia at the MobileMuster Awards 2016 for recycling mobile phones

**Sydney-wide**

Different People Different Voices Project rolled out across schools in NSW to counter cultural bullying, receiving national recognition.

**Strategic Centre**

Burwood has been identified as a strategic centre in Sydney by the NSW Government



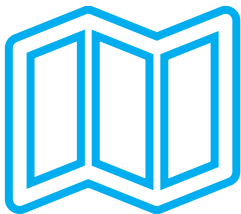
3D

modelling system for viewing Development Application



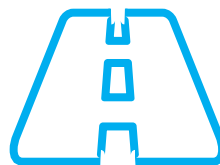
\$147,000

in recyclables generated through Commercial Trade Waste program



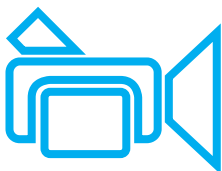
Interactive

online mapping system on Council's website for live capital works, zoning, waste collection and more



First

Council in NSW to deliver Smart Scheduling of Street Works in Partnership with NSW Government



CCTV Audits

of roads, footpaths, kerbs and gutter undertaken to determine priority works



Venue hire

Council facilities available for commercial hire to business and community groups



Partnerships

with Federal and State authorities, local business, education and community institutions



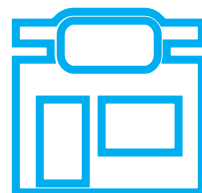
Best practice

Council's Long Term Financial Plan considered best practice by Office of Local Government



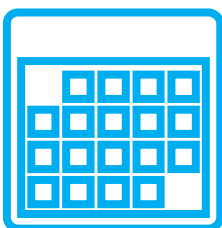
Targets

Council is meeting the NSW Government's population and workforce targets



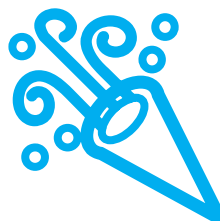
Business support

Small Biz Advisory Service providing free support to local businesses



70+

Public Council and committee meetings conducted



Celebration

Council hosts Citizen of the Year Awards on Australia Day

Internal audit

Council introduced an Audit Committee, consisting of two independent members and two Councillors, and implemented an independent Internal Auditor via a shared agreement through the Southern Sydney Regional Organisation of Councils (SSROC).

Risk management

Council joined the Metro Pool Mutual Insurance Scheme to achieve significant insurance premium savings which have been redistributed into core services for the community.

Council's workers compensation premiums have been reduced by over \$400,000.

Community Engagement

Council adopted its Media Policy, Communications Policy, Social Media Policy and Community Engagement Strategy. These policies provide guiding principles and frameworks for Council's engagement and communications activities.

Council carried out a range of engagement initiatives including Fit for the Future, Special variation application, Burwood Library relocation, #BeBurwood, Burwood United and a series of ongoing promotional campaigns.

Promoting Better Practice

The Division of Local Government released its *Promoting Better Practice* Report on Council in March 2013, confirming Burwood was in a strong position in relation to its program of continuous improvement, governance, service reviews and financial sustainability.



Local Government Reforms

Council worked alongside neighbouring councils to implement strategies to ensure a smooth transition into a new entity.

Council carried out extensive community consultation during the Council Boundary Review and Fit for the Future process to ensure the community was made aware of the significant reforms.

Records

The Records department introduced Action Tracking in Council's electronic document management system to monitor incoming correspondence sent to Council including applications, letters, emails and faxes. The action tracking allocates a set timeframe to an officer to ensure correspondence is investigated and responded to in a timely manner. This process has improved service delivery and provided more in depth reporting.

Management of Complaints


Council continued to seek feedback from residents and stakeholders through a process of compliments and complaints.

Through its Complaints Management Policy and the Internal Ombudsman Policy, Council promoted accountability and transparency in dealing with community feedback. Related data was analysed on a monthly basis by the Executive Committee.

Regular training is provided to staff on Customer Service and Complaint Handling and procedures have been implemented to ensure objective assessment of complaints and appropriate allocation of resources.

Conclusion

The End of Term report outlines how the Council is progressing towards achieving social, environmental, economic and civic leadership objectives.



The End of Term Report 2012-2017 was endorsed by Burwood Council at the Council Meeting of 25 July 2017.

The Report is available for the community to view on Council's website.





Burwood Council
heritage ■ progress ■ pride