



**Burwood** Inc.1874  
Burwood . Burwood Heights . Croydon . Croydon Park . Enfield . Strathfield

## ORDINARY MEETING

Notice is hereby given that a meeting of the Council of Burwood will be held in the Conference Room, Level 1, 2 Conder Street, Burwood on Tuesday 15 February 2022 at 6:00pm to consider the matters contained in the attached Agenda.

In the interest of public safety during the COVID-19 pandemic, the public gallery will be open but attendance will be strictly limited in accordance with Council's risk assessment. Anyone wishing to attend the meeting in person must be fully vaccinated, wear a mask and register their attendance in advance.

Please note that the number of people who may physically join the public gallery has had to be reduced from pre-COVID levels due to social distancing constraints under NSW Government Public Health Orders. Members of the public are encouraged to attend the meeting via teleconference link rather than rely on being able to secure a physical place in the Conference Room.

Tommaso Briscese  
**GENERAL MANAGER**

### Our Mission

**Burwood Council will create a quality lifestyle for its citizens  
by promoting harmony and excellence in the delivery of its services**

# AGENDA

FOR AN ORDINARY MEETING OF BURWOOD COUNCIL  
TO BE HELD IN THE CONFERENCE ROOM, LEVEL 1, 2 CONDER STREET, BURWOOD ON TUESDAY 15  
FEBRUARY 2022 AT 6.00PM.

**1. I DECLARE THE MEETING OPEN AT [TIME AS SHOWN ON COMPUTER] (ANNOUNCED BY CHAIR)**

**2. PRAYER (READ BY PASTOR DILAN JAYASINGHE)**

*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.*

**3. ACKNOWLEDGEMENT OF COUNTRY (READ BY CHAIR AS FOLLOWS)**

*I would like to acknowledge the Wangal people of the Eora Nation who are the traditional custodians of this land. I would also like to pay respect to their elders, both past and present, and extend that respect to other First Nations People who may be present.*

**4. RECORDING OF MEETING (ADVICE READ BY CHAIR AS FOLLOWS)**

*Please note that meetings of Council and Council Committees are audio recorded for the purpose of assisting with the preparation of meeting minutes and promoting public transparency. The recordings are subject to the provisions of the Government Information (Public Access) Act 2009 and are promptly made available for public review via the Council website.*

**5. APOLOGIES/LEAVES OF ABSENCE (CALLED FOR BY CHAIR)**

**6. DECLARATIONS OF INTERESTS BY COUNCILLORS (CALLED FOR BY CHAIR)**

**7. DECLARATION OF POLITICAL DONATIONS (ANNOUNCEMENT READ BY CHAIR AS FOLLOWS)**

*A person who makes a development application to Council (or any person with a financial interest in the application) must disclose any reportable political donation or gift made to any councillor or officer of Council. This statutory requirement for disclosure is highlighted on forms for submission of development applications to Council.*

*Council is also obliged by law to publish details of all reportable political donations or gifts on its website.*

*Any person present having business before Council today as an applicant (or other party with a financial interest in such application), and has not yet made an appropriate disclosure about a political donation, is now invited to approach the General Manager to make their statutory disclosure.*

**8. RECORDING OF COUNCILLORS VOTING ON PLANNING DECISIONS (ANNOUNCEMENT READ BY CHAIR AS FOLLOWS)**

*In accordance with Section 375A of the Local Government Act 1993, a division must be called for and taken on each planning decision made under the Environmental Planning & Assessment Act 1979. Details of voting for and against the resolutions will be recorded in the meeting minutes and in the statutory register of such voting.*

**9. CONFIRMATION OF MINUTES (RECOMMENDATION ANNOUNCED AS FOLLOWS)**

*I move that the minutes of the Council Meeting held on 16 November 2021, copies of which were previously circulated to all councillors be hereby confirmed as a true and correct record of the proceedings of that meeting.*

**10. ANNOUNCEMENT OF PUBLIC FORUM – OPEN FORUM THENCE ADDRESSES BY THE PUBLIC ON ITEMS LISTED IN THE AGENDA  
(CHAIR TO ANNOUNCE THE FOLLOWING THEN CALL FOR SPEAKERS AS PER REGISTRATION DETAILS PROVIDED WHERE APPLICABLE)**

*Participation by speakers is subject to them confirming they have read and accepted the guidelines about addressing the Council meeting. They also acknowledge that the meeting is being recorded and this forms part of records which are retained by Council and made publicly accessible. Speakers must refrain from providing personal information unless it is central to the subject being discussed, particularly where the personal information relates to anyone not present at the meeting. Council accepts no responsibility for any defamatory comments made.*

**OPTIONAL STATEMENT WHERE WRITTEN SUBMISSIONS HAVE BEEN LODGED**

*Written submissions have been submitted for this meeting and copies circulated directly to all councillors. The following submissions are acknowledged [details of the submissions as appropriate] and will be referenced in the minutes of the meeting.*

**11. OPEN FORUM**

**(CHAIR INVITES SPEAKERS TO BE HEARD AS PER REGISTRATION DETAILS)**

**12. ADDRESSES BY THE PUBLIC ON AGENDA ITEMS**

**(CHAIR INVITES SPEAKERS TO BE HEARD AS PER REGISTRATION DETAILS)**

**13. AGENDA ITEMS AS LISTED IN THE BUSINESS PAPER**

**(CHAIR MOVES THROUGH ITEMS OF BUSINESS AS PER CODE OF MEETING PRACTICE)**

**14.1 DECLARE THE MEETING CLOSED AT [TIME AS SHOWN ON COMPUTER]**

**(ANNOUNCED BY CHAIR)**

**OPEN FORUM COMMENCES**

**ADDRESS BY THE PUBLIC ON AGENDA ITEMS COMMENCES**

**MAYORAL MINUTES**

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## MAYORAL MINUTE

### (ITEM MM1/22) ESTABLISHMENT OF THE BURWOOD SUSTAINABILITY AND ENVIRONMENT COMMITTEE

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File No: 22/2205

MAYORAL MINUTE BY CR JOHN FAKER (MAYOR)

#### **Summary**

In October 2021, the draft *Sustainable Burwood* strategy was endorsed by Council for the purpose of public consultation. I understand that a consultation report is currently being prepared taking into consideration community feedback and will be submitted to Council for adoption at a subsequent meeting.

The purpose of *Sustainable Burwood* is to build on the work undertaken as part of the former Green Action Plan. It provides a framework for sustainable planning, decision making and actions to achieve improved sustainability and environmental outcomes over the coming years. It also proposes a number of 'big moves,' which can either be implemented as immediate actions or reflect a change that would make a fundamental impact to the achievement of a *Sustainable Burwood*.

Many of the actions within *Sustainable Burwood* will only be successful with a high level of community input and participation. Engagement with the community throughout the life of the strategy will ensure new initiatives are locally relevant and meaningful, and encourage the community to adopt a sustainability mindset and practices in their own lives.

Linked to this, and the growing importance of sustainability to our community, I propose the establishment of a Burwood Sustainability and Environment Committee for the term of this new Council.

I believe this new Committee should play a key role in actively guiding Council on the priorities outlined in *Sustainable Burwood*. It should also draw upon local expertise, experience and community networks to further Council's commitment to:

- Reduce waste
- Reduce our carbon footprint
- Maximise new green infrastructure; and
- Engage in community led participation.

I propose that the Committee membership include the Mayor (as Chair), Deputy Mayor and an alternate Councillor Representative along with other community and stakeholder positions filled through an open Expression of Interest process. This Mayoral Minute further proposes that a draft Terms of Reference for the Committee be presented to Council by June 2022 along with a report on any financial or resourcing implications for the consideration of Council.

#### **Operational Plan Objective**

- 1.2 A well informed, supported and engaged community
- 3.4.1 Invest in green and renewable technologies
- 3.4.2 Greater use of more efficient green technologies and alternative energy sources
- 3.4.3 Environmentally sustainable developments which reduce impacts on the environment.

**I therefore move that:**

1. Council endorses the establishment of the Burwood Sustainability and Environment Committee to include the Mayor as Chair, Deputy Mayor and an alternate Councillor Representative with other community and stakeholder positions to be filled through an open Expression of Interest nomination process.
2. The General Manager conducts an assessment of financial and other resourcing implications for the establishment and activities of the Committee and prepares a draft Terms of Reference to be presented as a report to Council by June 2022.

**Attachments**

There are no attachments for this report.

## MAYORAL MINUTE

### (ITEM MM2/22) IMPLEMENTATION OF A PERMANENT BURWOOD DESIGN REVIEW PANEL

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File No: 22/3984

MAYORAL MINUTE BY CR JOHN FAKER (MAYOR)

#### **Summary**

I have been briefed by the General Manager on the success of the special Burwood Design Review Panel that has been convened to undertake independent design review of a large development currently under assessment for our town centre. This has provided additional confidence to the Sydney City East Planning Panel in their assessment of applications as the consent authority and has brought beneficial design improvements to the proposal.

Given the forecast growth and development in our Burwood Town Centre, it is an absolute imperative that Council promotes design excellence through every possible channel.

In addition to the ongoing efforts of our staff, I believe it is now essential for us to have an established Design Review Panel to support our City Excellence vision with all major developments.

#### **Operational Plan Objective**

2.1.3: Ensure transparency and accountability in decision making

2.5.3: Strive for business excellence through innovation

4.3.1.1 Planning policies to enhance and promote architectural integrity and aesthetically appealing buildings

#### **I therefore move that:**

1. The General Manager investigates the implementation of a permanent Burwood Design Review Panel; and
2. That a further report be brought back to Council outlining the process by which a panel will be engaged, terms of reference and general procedures for the panel, including the criteria for any particular application being referred to the panel.

#### **Attachments**

There are no attachments for this report.



## **(ITEM 1/22) FILLING OF CASUAL VACANCIES IN FIRST 18 MONTHS OF COUNCIL TERM BY COUNTBACK OF VOTES**

File No: 21/57343

REPORT BY DIRECTOR CORPORATE SERVICES

### **Summary**

This report seeks Council's approval to fill casual vacancies in civic office within the first 18 months of a Local Government Election by way of a countback of votes cast at the Local Government Elections held on 4 December 2021, in accordance with section 291A of the *Local Government Act 1993*.

### **Operational Plan Objective**

2.5.1 Provide strong leadership and advocacy on behalf of the community

### **Background**

Section 291A of the *Local Government Act 1993* provides that, should any casual vacancy occur within the first 18 months of an election, the opportunity to fill those vacancies by way of the "countback of votes" method (instead of a full by-election) must be determined by Council at the first Council Meeting of the new term. See Attachment 1.

A countback option for Councils has been introduced to give councils the option of avoiding the cost of by-elections in the first 18 months of Councils' terms by filling vacancies via countback.

Where Council resolves to fill casual vacancies using a countback, the General Manager is required under Section 393C of the *Local Government (General) Regulation 2021* to notify the Council's election manager (being the NSW Electoral Commission) within 7 days of the resolution.

If Council does not resolve to allow a countback at the first meeting after the election, Council will be required to fill casual vacancies through a by-election.

Countbacks are not available to fill casual vacancies in the office of a councillor where:

- the councillor who vacated office was elected at an election using the optional preferential voting system (i.e. elections where only one civic office is required to be filled such as the election of popularly elected mayors), or
- the councillor was elected at an uncontested election.

A by-election must be used to fill these types vacancies.

It is noted that the countback option is not available for a popularly elected Mayor, as is the case at Burwood Council, and hence a by-election would be required to fill a vacancy in this role within 18 months of the election.

### **Proposal**

In light of the costs associated with running a by-election, it is proposed that Council declares at this meeting its intention to use the countback method in the event of a casual vacancy within 18 months of the 4 December 2021 election.

### **Planning or Policy Implications**

No planning or Policy implications.

### **Financial Implications**

If Council resolves to implement the countback option for a councillor vacancy that may arise within 18 months of the election, there will be minimal cost impact.

The cost to Council of holding a by-election would be considerable. The 4 December 2021 election cost Burwood Council approximately \$233,000. This takes into account additional State Government funding that was provided to the NSW Electoral Commission to reduce the costs to councils of those particular elections. That additional financial support may not be provided in the case of a by-election.

### **Conclusion**

Adopting a policy position which takes advantage of the countback option for filling casual vacancies within the first 18 months of the term of Council is explicitly supported by statute. It offers a reasonable balance between maintaining the integrity of democratic election processes and minimising costs associated with a by-election to fill a casual vacancy for the position of councillor.

### **Recommendation(s)**

That:

- (a) Pursuant to section 291A(1)(b) of the *Local Government Act 1993*, Burwood Council declares that casual vacancies occurring in the office of a councillor within 18 months after the last ordinary election of councillors for the Council on 4 December 2021 are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act.
- (b) The General Manager is to notify the NSW Electoral Commission of the Council's decision within 7 days of the decision.

### **Attachments**

- 1 Section 291A - Local Government Act 1993 No 30 - Accessed 20 January 2022



## Local Government Act 1993 No 30

Current version for 1 December 2021 to date (accessed 20 January 2022 at 11:23)

[Chapter 10](#) > [Part 5](#) > Section 291A

### 291A Countback to be held instead of by-election in certain circumstances

- (1) This section applies to a casual vacancy in the office of a councillor if—
  - (a) the casual vacancy occurs within 18 months after the date of the last ordinary election of the councillors for the area, and
  - (b) the council has at its first meeting following that ordinary election of councillors, by resolution, declared that any such casual vacancy is to be filled by a countback of votes cast at the last election for that office.
- (2) This section does not apply to a casual vacancy in the office of a councillor if the councillor who vacated office was elected—
  - (a) in an election using the optional preferential voting system (including the election of a mayor elected by the electors of an area), or

**Note—**

See section 285 (Voting system for election of councillors).

  - (b) in an election without a poll being required to be held.

**Note—**

See section 311 (Uncontested elections).
- (3) A casual vacancy to which this section applies is to be filled by a countback election conducted in accordance with the regulations.
- (4) A countback election to fill a casual vacancy to which this section applies must be conducted—
  - (a) if the election at which the person whose departure created the casual vacancy was elected was administered by the Electoral Commissioner—by a returning officer appointed by the Electoral Commissioner, or
  - (b) if the election at which the person whose departure created the casual vacancy was elected was administered by a returning officer appointed by an electoral services provider engaged by the council—by a returning officer appointed by the electoral services provider.
  - (c) (Repealed)
- (5) If a countback election fails or the returning officer is otherwise unable to fill the casual vacancy by a countback election—
  - (a) the returning officer must notify the general manager of the council concerned, and
  - (b) a by-election in accordance with this Part must be held to fill the casual vacancy.
- (5A) If an electoral services provider engaged by the council is unable to appoint a returning officer for the purposes of subsection (4)(b), a by-election in accordance with this Part must be held to fill the casual vacancy.

- (6) This section does not apply to a casual vacancy in the office of a councillor if the vacancy occurs before the day prescribed for the purposes of this section by the regulations.

## **(ITEM 2/22) ELECTION OF DEPUTY MAYOR**

File No: 21/57344

REPORT BY DIRECTOR CORPORATE SERVICES

### **Summary**

Section 231 of the *Local Government Act 1993* outlines options for the election of a Deputy Mayor, should Council deem it appropriate at any time to elect one.

### **Operational Plan Objective**

2.1 Community confidence in Council's decision making

2.1.3 Ensure transparency and accountability in decision making

### **Background**

Under the Section 231 (1) of the *Local Government Act 1993* (the Act), following an ordinary local government election and the election of the Mayor, Council may decide to nominate a Deputy Mayor from among the councillors. There is also some flexibility under the Act with respect to the length of term for the position of Deputy Mayor.

It has been customary for Burwood Council to conduct an election via open ballot for the position of Deputy Mayor each September, which generally coincides with local government elections. The delayed election has impacted that timeframe on this occasion. Section 231 (2) of the Act has provision for the election of a Deputy Mayor to serve for the same period as the Mayor or for a shorter term.

The Deputy Mayor may, under Section 231 (3) of the Act, exercise any function of the Mayor for any of the following reasons:

- (a) at the request of the Mayor
- (b) if the Mayor is prevented by illness, absence or otherwise from exercising the function
- (c) if there is a casual vacancy in the office of the Mayor.

If councillors do not proceed with the election of a Deputy Mayor at this meeting they reserve the right to elect a Deputy Mayor at another time if the Mayor is prevented by illness, absence or otherwise prevented from exercising their role. In the event that the Deputy Mayor is elected and is subsequently prevented by illness, absence or otherwise from exercising their role the councillors may elect another councillor from within their ranks to act as the Deputy Mayor for the relevant period.

### **Nomination Process**

The General Manager has invited nominations on the basis that the Council is likely to have an interest in proceeding with the election of a Deputy Mayor. He has been designated as the Returning Officer for the election of a Deputy Mayor, accordingly. His role as Returning Officer is to be in accordance with statutory obligations under Schedule 7 of the *Local Government (General) Regulation 2005* – see Attachment 1 of this report.

Nominations for the position of Deputy Mayor must be in writing and signed by two or more councillors, one of whom may be the nominee. A standard nomination form has been prepared for this purpose and circulated to all councillors – see copy appearing as Attachment 2 of this report.

Each nominee must confirm their consent to their nomination in writing. Nominations are to be forwarded to the General Manager before or at the meeting of Council at which the proposed

election is to be conducted. The General Manager will announce details of any nominations at that meeting, then assist with conduct of polling as per the agreed method.

If Council proceeds with the election of a Deputy Mayor and there is only one nominee, that nominee is to be declared elected. If there is more than one nominee for election, Council is to confirm the preferred method of voting and proceed accordingly.

### **Voting Options**

The methods of voting available are:

- (a) Ordinary ballot
- (b) Open ballot
- (c) Preferential ballot

Details of the three methods of voting are outlined in Schedule 7 of the *Local Government (General) Regulation 2005* – see Attachment 1 to this report for more information.

### **Recommendation(s)**

That the Council

1. determine at its meeting of 15 February 2022 whether to immediately proceed with the election of a Deputy Mayor
2. agree on the period of appointment for the position of Deputy Mayor before proceeding with any candidate voting
3. confirm the nomination status of potential candidates immediately before any voting proceeds to the election of a councillor to the position of Deputy Mayor
4. pursue any agreement to proceed with the election of a Deputy Mayor by
  - a. means of open ballot if more than a single nomination is received for the position, or
  - b. in the event that only a single nomination for the position is received, declare the single nominee elected as Deputy Mayor for the agreed period of service.

### **Attachments**

- 1 Schedule 7 - Local Government (General) Regulation 2021 - Accessed 20 January 2022
- 2 Nomination Form - Election of Deputy Mayor - February 2022



## Local Government (General) Regulation 2021

Current version for 26 November 2021 to date (accessed 20 January 2022 at 10:44)

Schedule 7

### Schedule 7 Election of mayor by councillors

(Section 394)

#### Part 1 Preliminary

##### 1 Returning officer

The general manager (or a person appointed by the general manager) is the returning officer.

##### 2 Nomination

- (1) A councillor may be nominated without notice for election as mayor or deputy mayor.
- (2) The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- (3) The nomination is to be delivered or sent to the returning officer.
- (4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.

##### 3 Election

- (1) If only one councillor is nominated, that councillor is elected.
- (2) If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.
- (3) The election is to be held at the council meeting at which the council resolves on the method of voting.
- (4) In this section—

*ballot* has its normal meaning of secret ballot.

*open voting* means voting by a show of hands or similar means.

#### Part 2 Ordinary ballot or open voting

##### 4 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

##### 5 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.

(2) The formality of a ballot-paper under this Part must be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.

(3) An informal ballot-paper must be rejected at the count.

#### **6 Count—2 candidates**

(1) If there are only 2 candidates, the candidate with the higher number of votes is elected.

(2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

#### **7 Count—3 or more candidates**

(1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.

(2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.

(3) If, after that, 3 or more candidates still remain, the procedure set out in subsection (2) is to be repeated until only 2 candidates remain.

(4) A further vote is to be taken of the 2 remaining candidates.

(5) Section 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.

(6) If at any stage during a count under subsection (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

### **Part 3 Preferential ballot**

#### **8 Application of Part**

This Part applies if the election proceeds by preferential ballot.

#### **9 Ballot-papers and voting**

(1) The ballot-papers are to contain the names of all the candidates. The councillors are to mark their votes by placing the numbers “1”, “2” and so on against the various names so as to indicate the order of their preference for all the candidates.

(2) The formality of a ballot-paper under this Part is to be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.

(3) An informal ballot-paper must be rejected at the count.

#### **10 Count**

(1) If a candidate has an absolute majority of first preference votes, that candidate is elected.

(2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.

(3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter’s preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.

(4) In this section, *absolute majority*, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.



**11 Tied candidates**

- (1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- (2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

**Part 4 General**

**12 Choosing by lot**

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

**13 Result**

The result of the election (including the name of the candidate elected as mayor or deputy mayor) is—

- (a) to be declared to the councillors at the council meeting at which the election is held by the returning officer, and
- (b) to be delivered or sent to the Secretary and the Chief Executive Officer of Local Government NSW.



# NOMINATION FORM

## ELECTION OF DEPUTY MAYOR - FOR TERM COMMENCING FEBRUARY 2022

*To be delivered to the General Manager any time before the conduct of the election  
mooted for the ordinary meeting of Council on 15 February 2022*

*- Please use block letters to print name details in relevant sections below -*

We the undersigned nominate

.....  
(name of councillor being nominated)

for election to the position of Deputy Mayor of Burwood Council for a period to be confirmed at the ordinary meeting of Council scheduled for 15 February 2022.

---

### Nominating Councillor #1

.....  
(name and signature)

.....  
(date of nomination)

### Nominating Councillor #2

.....  
(name and signature)

.....  
(date of nomination)

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### NOMINEE CONSENT TO NOMINATION

I agree to the nomination for the election of Deputy Mayor.

.....  
(Nominee signature and date)

## (ITEM 3/22) REVISION OF CHARTER - AUDIT, RISK AND IMPROVEMENT COMMITTEE

File No: 21/51480

REPORT BY DIRECTOR CORPORATE SERVICES

### **Summary**

New statutory provisions in relation to Audit, Risk and Improvement Committees (ARICs) in NSW local councils are due to commence on 4 June 2022. ARIC establishment requirements represent the first statutory compliance milestone in a program to implement a risk management and internal audit framework. Council last reviewed its ARIC Charter at its meeting of 25 August 2020. At that meeting it resolved to note that a comprehensive revision of the ARIC Charter would be required to reflect statutory changes on the horizon. This report addresses the substance of that resolution.

### **Operational Plan Objective**

- 2.1 – Community confidence in Council's decision making
- 2.3 – Ensure financial sustainability and organizational effectiveness

### **Background**

1. The NSW Government has commenced activation of statutory provisions in relation to compulsory establishment and operation of Audit Risk and Improvement Committees (ARICs) in NSW local councils. These provisions were foreshadowed in 2016 as part of a package of broader local government reforms underpinned by amendments to the *Local Government Act 1993*.
2. The ARIC requirements are a key part of a framework being implemented via the NSW Office of Local Government (OLG) with its *Guidelines for Risk Management and Internal Audit for Local Councils in NSW*. Deadlines for meeting all compliance requirements of the Guidelines are being staggered from 2022 through to 2027.
3. Action on this area of reform has been keenly anticipated by many local government practitioners and relevant specialists that support their work. It was delayed due to NSW Government resource constraints and decisions by the state to prioritise other elements of local government reform first. The COVID-19 pandemic disruption has been another significant factor in the delay.
4. Industry consultation on the framework commenced in late 2019 and peaked in late 2021 with the release of a revised draft of the Guidelines. The OLG is on the cusp of releasing the final version of Guidelines which is expected to be much the same as the revised draft. The framework that it addresses is based on three core requirements:
  - Audit, risk and improvement committees (ARICs)
  - Risk Management
  - Internal audit function
5. The OLG advised in its Circular 21-26 of August 2021 that councils with ARICs already in place would be compliant with the first new compliance deadline to have an ARIC by 4 June 2022. It also advised in Circular 21-26 that councils needed to begin taking steps towards ensuring that they would have a risk management framework and internal audit function that complied with the Guidelines in place by 30 June 2024.

## Discussion

6. Audit committees, audit and risk committees and ARICs have featured within the broader governance framework of many local councils in NSW. Surprisingly, the establishment of such bodies has not previously been compulsory for NSW local government. Some committees like the one at Burwood Council which was initiated over 10 years ago have been in place for many years. They have evolved in various ways and to varying degrees with membership composition varying widely in terms of size and representation type; some include councillors and others do not.
7. Burwood Council already has had strong foundations in place for its enterprise risk framework and internal audit function. There is good potential to strengthen these along with its ARIC in line with the emerging minimum standards from the OLG.
8. The Guidelines include a number of valuable resources including model instruments, such as an ARIC Charter, that locally adopted instruments will need to be consistent with. A copy of the model ARIC Charter appears as Attachment 2 of this report.
9. Another notable requirement of Guideline implementation is the phasing out of any arrangements for voting councillor members of ARICs. Participation of a councillor as a non-voting member will be permitted as an option – this recognises that a councillor can share valuable insights on local issues and strategic priorities. The other key membership feature is the phasing in of the requirement to have a minimum of three independent members; the current Burwood Council ARIC Charter only provides for two.
10. It should be emphasised that, while ARIC members vote on various matters put before them, the role of the ARIC is one of an independent oversight body. It provides assurance and assistance to Council in the effective discharge of its responsibilities for financial reporting, risk management, internal controls and governance more generally as well as internal and external audit. Whilst it can make various recommendations it cannot act autonomously outside of any actions endorsed by elected Council.
11. Following the expiry of service terms for independent members of the ARIC in August 2021, a merit-based recruitment process was completed. In accordance with the prevailing ARIC Charter – see Attachment 3 to this report – an independent chair and a second independent member were appointed to the local ARIC by Council in October 2021. The appointments are for a 3-year term expiring at the end of September 2024 i.e. roughly coinciding with the end of term of the recently elected Burwood Council. The recruitment exercise attracted several strong candidates and a live eligibility list from it currently exists.
12. Councillor representation on the local ARIC expired on 4 December 2021 as a consequence of the Burwood Council election. The newly elected Council needs to resolve how it wishes to proceed with councillor involvement in the ARIC. A draft revised ARIC Charter based on the model provided by the OLG has been prepared to assist Council with its decision making – it appears as Attachment 1 to this report. (For the purposes of review, the red text reflects local terminology and provisos added to content from the model instrument that are to be in place by 30 June 2024.)
13. Burwood Council has been an industry leader in establishment of its ARIC long before many other councils. Now is an excellent time to remake the ARIC Charter as part of preparations for the 30 June 2024 deadline on compliance with essential elements covered in the model charter. Council has a mature ARIC, a new council, and the benefit of an eligibility list from recent recruitment activity to refresh independent membership of the ARIC. It is also activating a key phase of organisational transformation which takes into account, among other things, capability development requirements for enterprise risk management and its internal audit function.

## Options

- **Option 1 – Proceed under the existing ARIC Charter** and appoint two councillors for at least 12 months. This option does not address the need to proceed with subsequent revision of the ARIC Charter to reflect enterprise risk management and internal audit function provisions under the model charter which must be in place by 30 June 2024.
- **Option 2 - Take no immediate action and note that the ARIC will be unable to achieve a quorum at its meetings** because the prevailing charter requires a minimum of 3 members to be in attendance, including one that is a councillor. This option is unsustainable beyond 4 June 2022 because it will represent a practical breach of the compliance requirement to have an operative ARIC. (Note that the Burwood Council ARIC is currently scheduled to meet two more times before 4 June 2022 – the next meeting is set down for 22 February where a report on an assurance audit on procurement is due to be presented.)
- **Option 3 – Capitalise on the existing conditions to accelerate progress** on achieving full compliance with emerging statutory requirements reflected in the *Guidelines for Risk Management and Internal Audit for Local Councils in NSW*. This option recognises existing levels of organisational maturity on the path to full compliance, and incorporates retention of councillor membership in line with long term requirements along with a third independent member.

## Consultation

Senior officers and specialist officers of Council who are well versed in audit, risk and improvement matters have been continuing a well-established dialogue on industry reforms in enterprise risk management and internal audit. They sought out a detailed presentation on the topic – it was delivered by an OLG representative to the July 2021 meeting of ARIC (shortly before the release of the draft Guidelines.) The two current independent members of the ARIC have been appraised ‘out of session’ on the critical timing and nature of this report and support the adoption of the proposed Charter attached to it.

## Planning or Policy Implications

Council is obliged to regularly review its ARIC Charter. The coalescence of factors outlined in preceding sections of this report create ideal conditions for moving ahead on changes that have practical value to Council and the community it serves. The Council will ultimately have to meet statutory obligations that are coming down the line – the question is more one of ‘when’ rather than ‘what’ action is to be taken.

The model ARIC Charter prepared by the OLG addresses several critical gaps in the existing ARIC Charter for Burwood Council. Immediate improvements to the ARIC Charter will provide a valuable springboard for work on other instruments that also need to be bedded down by 30 June 2024. The next critical instrument being a companion ‘Internal Audit Charter’ to fill a gap where no such charter currently exists.

The NSW Government has yet to finalise updates to the *NSW Local Government (General) Regulation 2021* to confirm the statutory mandates of some elements of the Guidelines. This does not prevent the Council from proceeding with a revised Charter that reflects the better practice details contained in the model instrument from the Guidelines.

## Financial Implications

If Council chooses to proceed with Option 3, there will be a modest increase in expenditure to cover the sitting fees for an additional independent member of the ARIC. There are sufficient funds within the operating budget for ARIC support and the internal audit function to cover this for the two meetings of ARIC scheduled for 22 February 2022 and 7 May 2022.

## **Conclusion**

Bringing a third independent member to the ARIC sooner rather than later will provide Council access to extra expertise at a critical time in organisational transformation. Early adoption of the better practice model for the structure and operation of the ARIC smooths the way for progress work on complementary governance pieces such as the development of a companion charter that better recognises and articulates critical elements of the internal audit function.

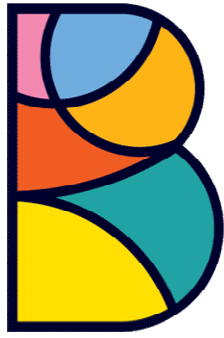
## ***Recommendation(s)***

That Council

- a) adopt the proposed revised version of the Audit, Risk and Improvement Committee Charter that appears as Attachment 1 to the 22 February 2022 report to Burwood Council on “Revision of Charter – Audit, Risk and Improvement Committee”
- b) note that a current eligibility list for appointment of an additional independent member to the ARIC exists, and authorise the General Manager to proceed with appointment of a third independent member based on order of merit from the eligibility list that Council was alerted to as part of reporting in October 2021 on recruitment of the current two independent members
- c) make provision in the 2022-23 budget to cover the cost of three rather than two independent members of the ARIC.

## **Attachments**

- 1 Draft [Version 7] Audit Risk & Improvement Committee Charter
- 2 Draft Model Terms of Reference for Local Government Audit, Risk and Improvement Committees
- 3 Audit Risk and Improvement Committee Charter - Adopted by Council 25 August 2020



**Burwood** <sup>Inc.1874</sup>

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

## **AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER**

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Phone: 9911-9911 Fax: 9911-9900  
Email: [council@burwood.nsw.gov.au](mailto:council@burwood.nsw.gov.au)  
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**DRAFT**

Public Document  
Adopted by Council: **<Date and Minute # TBC>**  
Ref. No.: 22/3494  
Version No.: 7.0  
Ownership: Governance & Risk

## Context

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Burwood Council has established its Audit, Risk and Improvement Committee in compliance with section 428A of the *Local Government Act 1993* and relevant supporting clauses of the *Local Government (General) Regulation 2021*. These terms of reference set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

## Objective

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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.

## Independence

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The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to

- act independently, and
- provide Burwood Council with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only. It is to have no administrative function, delegated financial responsibility or any management functions of the Burwood Council.

The Committee will provide independent advice to Burwood Council that is informed by

- the Council's internal audit and risk management activities, and
- information and advice provided by officers of Council, relevant external bodies and subject matter experts.

The Committee must at all times ensure that it maintains a direct reporting line to and from the Burwood Council's internal audit function. It must also act as a mechanism for internal audit to report to the elected body of Council and its general manager on matters affecting the performance of the internal audit function.

## Authority

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Burwood Council authorises the Committee, for the purposes of exercising its role and responsibilities, to:

- have access to council resources and information necessary to fulfil its role
- have direct and unrestricted access to the General Manager and senior managers of the Council
- seek the General Manager's permission to meet with any other council officers i.e. employees and delegates (including volunteers, consultants, contractors or any other service provider involved in exercising a Council function)
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee or delegate at committee meetings, and
- obtain external legal or other professional advice in accordance with prevailing corporate practices and budgetary arrangements of Council.



Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release **Council** information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the **General Manager**.

**Exceptions to the prohibition on information release to external parties are:**

- 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, and / or
- meeting any overriding release obligations compelled by statute, or
- meeting release obligations under Council policy, where this does not compromise the integrity and confidentiality of the work of the Committee or the internal audit function of Council.

## Composition and tenure

The Committee consists of **one independent voting chair, two independent voting members and one optional non-voting councillor member** in accordance with the *Guidelines for Risk Management and Internal Audit in Local Councils in NSW*. **As per the Guidelines, the Mayor is ineligible to be a Councillor Member.**

The **elected body of Council** is to appoint the Chair and members of the Committee. The Chair is counted as one member of the Committee. Current committee members are:

<b>Mr Daniel Carbone</b>	Independent <b>Chair</b> (voting)
<b>Mr Jesse Jo</b>	Independent <b>Member</b> (voting)
<b>[TBC]</b>	Independent <b>Member</b> (voting)
<b>[TBC]</b>	<b>Councillor Member</b> (non-voting)

All **new** committee members are to meet the independence and eligibility criteria prescribed in the *Guidelines for Risk Management and Internal Audit in Local Councils in NSW* **as per the current staged roll out by the NSW Government of the framework that the Guidelines support.** **Once existing terms of membership expire, members will be appointed for a four-year period.**

Members can be reappointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as **Member** or **Chair**) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of **Burwood Council**, ideally, no more than one member should leave the Committee because of rotation on any one year.

Specific member terms and conditions are to be disclosed in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Prior to approving the reappointment or extension of the **term of a Chair** or an **Independent Member**, the **elected body of Burwood Council** is to undertake an assessment of **that person's** performance. Reappointment of the Chair and **Independent Members** is also to be subject to the individual still meeting independence and eligibility requirements.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of **Burwood Council**, the environment in which **Burwood Council** operates, and the contribution that the Committee makes to the **Council**. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a

local government environment. All members should have sufficient understanding of **Burwood Council's** financial reporting responsibilities to be able to contribute to the Committee's consideration of the **Council's** annual financial statements.

## Role

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In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to the **Council** regarding the following aspects of the **Council's** operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by Burwood Council and
- internal audit.

The Committee must also provide information to the **Council** for the purpose of improving **Council's** performance of its functions.

The Committee's specific audit, risk and improvement responsibilities under section 428A of the *Local Government Act 1993* are outlined in Schedule 1 of this Charter.

The Committee will act as a forum for the **Council's** internal audit function and oversee its planning, monitoring and reporting to ensure **that** it operates effectively.

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken, but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the **elected body of Burwood Council** for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the **Council** rests with the **elected body of Burwood Council** and **its General Manager**.

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the **elected body of Burwood Council** from time to time.

## Responsibilities of members

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### Independent members

The Chair and **other** members of the Committee are expected to understand and observe the requirements of the *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of **Burwood Council**
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry

- maintain effective working relationships with the **elected body of Council and officers of Council**
- have strong leadership qualities (Chair)
- lead effective committee meetings (Chair), and
- oversee the **Council's** internal audit function (Chair).

### **Councillor Member**

To preserve the independence of the Committee, the **Councillor Member** of the Committee is a non-voting member. Their role is to:

- relay to the Committee any concerns the **elected body of Council** may have regarding the **Council** and issues being considered by the Committee
- provide insights into local issues and the strategic priorities of **Burwood Council** that would add value to the Committee's consideration of agenda items
- advise the **elected body of Council** (as necessary) of the work of the Committee and any issues arising from it, and
- assist the **elected body of Council** to review the performance of the Committee.

Issues or information the **Councillor Member** raises with or provides to the Committee must relate to the matters listed in Schedule 1 **of this Charter** and issues being considered by the Committee.

The **Councillor Member** of the Committee must conduct themselves in a non-partisan and professional manner. The **Councillor Member** of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function, or that could be seen to do so.

If the **Councillor Member** of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the **Council** that the **Councillor Member** be removed from membership of the Committee. Where the **Council** does not agree to the Committee Chair's recommendation, the **Council** must give reasons for its decision in writing to the Chair.

### **Conduct**

Independent members are required to comply with the **Burwood Council Code of Conduct** and be held to the same ethical, behavioural and conduct standards as officials (**councillors and officers**) of the council.

Complaints or breaches of **Burwood Council Code of Conduct** by an independent committee member are to be dealt with in accordance with the **Burwood Council Procedures for the Administration of the Code of Conduct**. The **General Manager** must consult with the **elected body of Council** before taking any disciplinary action against an independent committee member in response to a breach of the **Burwood Council Code of Conduct**.

### **Conflicts of interest**

Once a year, Committee members will provide written declarations to the **Council** stating that they do not have any conflicts of interest that would preclude them from being members of the Committee.

Independent members are 'designated persons' **within the meaning of the Local Government Act 1993**. They must also complete and submit returns of interest **at least once a year as per provisions of the Act**.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest that may have at the start of each meeting, before discussion of the relevant agenda item or issue, and when the issue arises. Where committee members and observers are deemed to have a pecuniary or a significant non-pecuniary conflict of interest, they are to remove themselves

from Committee deliberations on the issue. Details of any conflicts of interest **must** also be appropriately minuted.

### Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing (issued by the Institute of Internal Auditors) and **current Australian risk management standards**, where applicable.

## Work plans

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The work of the Committee is to be thoroughly planned and executed to ensure that all **Council** activities and functions are reviewed. The Committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 **of this Charter** are reviewed by the Committee and the internal audit function over each **full Council** term. The strategic **work** plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the **elected body of Council** vary the strategic work plan at any time to address new or emerging risks. The **elected body of Council** may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual work plan to guide its work, and the work of the **Governance & Risk unit of Council in managing the internal audit function**, over the forward year.

The Committee may, in consultation with the **elected body of Council**, vary the annual work plan to address new or emerging risks. The **elected body of Council** may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

## Assurance reporting

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The Committee must regularly report to the **Council** to ensure that the **Council** is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the **Council**, or the achievement of the **Council's** goals and objectives.

The Committee will provide an update to the **elected body of Council** and **the General Manager** of its activities and opinions after every Committee meeting.

The Committee will provide an annual assessment to the **elected body of Council** and **the General Manager** each year on the Committee's work and its opinion on how **the Council** is performing.

The Committee will provide a comprehensive assessment every council term of all the matters listed in Schedule 1 **of this Charter** to the **elected body of Council** and **General Manager**.

The Committee may at any time report to the **elected body of Council** and **the General Manager** on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the **elected body of Council** 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 **elected body of Council** where the Chair is satisfied that it is reasonably necessary for the **elected body of Council** 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.

## Administrative arrangements

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### Meetings

The Committee will meet at least **five** times per year, **including a special meeting to review the Council's financial statements**.

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the **General Manager** or the **elected body of Council**.

Committee meetings can be held in person, by telephone, **by videoconference or via a hybrid of the aforementioned methods**. Proxies are not permitted if a member is unable to attend a meeting.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The **General Manager, Director Corporate Services** and **Manager Governance & Risk** are to attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The Chair can request the **Council's Chief Finance Officer, Coordinator Risk, other Director**, any **councillors**, any **Managers or other officers** of the council and any subject matter expert to attend committee meetings. These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet with the **Manager Governance & Risk in their capacity as Chief Audit Executive**, and the **Council's** external auditor at least once per year.

### Dispute resolution

Members of the Committee and the **Council's Leadership Team** should maintain an effective working relationship 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 Committee and the **General Manager** or **Directors**, the dispute is to be resolved by the **elected body of Council**.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

### Secretariat

The **General Manager** will appoint **an officer** to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated to each member.

### Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give **six weeks of** notice to the Chair and **elected body of Council** prior to their resignation to enable the **Council** to ensure a smooth transition to a new committee member.

The **elected body of Council** can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the **Burwood Council Code of Conduct**
- performed unsatisfactorily or not to expectations
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a **Councillor Member** on the Committee can be terminated at any time by the **elected body of Council** via resolution.

### Review arrangements

At least once every council term the **elected body of Burwood Council** must conduct an external review of the effectiveness of the Committee.

These terms of reference are to be reviewed annually by the Committee and once each council term by the **elected body of Burwood Council**. Any substantive changes are to be approved by the **elected body of Burwood Council**.

## Further information

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For further information on **the Burwood Council Audit, Risk and Improvement Committee** contact **the Manager Governance & Risk** on [Governance@burwood.nsw.gov.au](mailto:Governance@burwood.nsw.gov.au) or by phone via **+61 2 9911 9911**.

Reviewed by Chair of the audit, risk and improvement committee

[signed]

[date]

Reviewed in accordance with a resolution of the governing body

[signed]

[date]

[resolution reference]

Next review date: [date]

Schedule 1
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## Burwood Council Audit, Risk and Improvement Committee responsibilities

Responsibilities of the Committee related to each matter listed in section 428A of the *Local Government Act 1993* are detailed in this schedule.

### Audit

#### Internal audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the **elected body of Council**, the **General Manager**, the **senior managers of Council**, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise **Burwood Council**:
  - on whether the **Council** is providing the resources necessary to successfully deliver the internal audit function
  - if the **Council** is complying with internal audit requirements, including conformance with the *International Professional Practices Framework of the Institute of Internal Auditors*
  - if the **Council's Internal Audit Charter** is appropriate and whether the internal audit policies and procedures and audit / risk methodologies used by the **Council** are suitable
  - of the strategic four-year plan and annual work plan of internal audits to be undertaken by the **Council's** internal audit function
  - if **Council's** internal audit activities are effective, including the performance of the head of the internal audit function and **the** internal audit function
  - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
  - of the implementation **Council** of these corrective actions
  - on the appointment of the head of the internal audit function and external providers, and
  - if the internal audit function is structured appropriately and **is supported with** sufficient skills and expertise to meet its responsibilities

#### External audit

- Act as a forum for communication between the **elected body of Council**, **General Manager**, **Leadership Team**, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and 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 to the **elected body of Council** and / or **the General Manager** on action taken on significant issues raised in relevant external audit reports and better practice guides

## Risk

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### Risk management

Review and advise the Council on:

- if the Council has in place a current and appropriate risk management framework that is consistent with prevailing Australian risk management standards
- whether the Council is providing the resources necessary to successfully implement its risk management framework
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces - including those associated individual projects, programs and other activities
- if 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
- if Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if 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 management of its assets, and
- 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 the Council on:

- whether Council's approach to maintaining an effective internal audit framework, 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 sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

### Compliance

Review and advise the Council 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 the **Council** 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 the **Council**:

- if the **Council** is complying with accounting standards and external accountability requirements
- of the appropriateness of the **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:
  - management compliance/representations
  - significant accounting and reporting issues
  - the methods used by the **Council** to account for significant or unusual transactions and areas of significant estimates or judgements
  - 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:
  - appropriate authorisation and approval of payments and transactions
  - adequate segregation of duties
  - timely reconciliation of accounts and balances
  - 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 the **Council** regarding its governance framework, including the **Council's**:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key role 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**

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### **Strategic planning**

Review and advise the **Council**:

- of the adequacy and effectiveness of the **Council's Integrated Planning & Reporting** processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and

## ITEM NUMBER 3/22 - ATTACHMENT 1

### Draft [Version 7] Audit Risk & Improvement Committee Charter

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- whether the **Council** is successfully implementing and achieving its **Integrated Planning & Reporting** objectives and strategies.

#### **Service reviews and business improvement**

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the **Council**:
  - if **the 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 the **Council**:

- if **the Council** has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators **that Council** uses are effective, and
- of the adequacy of performance data collection and reporting.

## Model Terms of Reference for local government audit, risk and improvement committees

[Council/joint organisation] has established an audit, risk and improvement committee in compliance with section 428A of the *Local Government Act 1993* and clauses (#tbc) of the *Local Government (General) Regulation 2005*. These terms of reference set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

### Objective

The objective of [council's/joint organisation's] audit, risk and improvement committee is to provide independent assurance to [council/joint organisation] by monitoring, reviewing and providing advice about the [council's/joint organisation's] governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

### Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and provide [council/joint organisation] with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only and is to have no administrative function, delegated financial responsibility or any management functions of the [council/joint organisation]. The Committee will provide independent advice to the [council/joint organisation] that is informed by the [council's/joint organisation's] internal audit and risk management activities and information and advice provided by [council staff/joint organisation], relevant external bodies and subject matter experts.

The Committee must at all times ensure it maintains a direct reporting line to and from the [council's/joint organisation's] internal audit function and act as a mechanism for internal audit to report to the [governing body/board] and [general manager/executive officer] on matters affecting the performance of the internal audit function.

### Authority

[Council/joint organisation] authorises the Committee, for the purposes of exercising its role and responsibilities, to:

- access any information it needs from the [council/joint organisation]
- use any [council/joint organisation] resources it needs
- have direct and unrestricted access to the [general manager/executive officer] and senior management of the [council/joint organisation]
- seek the [general manager's/executive officer's] permission to meet with any other [council/joint organisation] staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at committee meetings, and
- obtain external legal or other professional advice. [Detail any prior approval needed or pre-determined budget for costs].

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release [council/joint organisation] information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the [general manager/executive officer], 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. [change if documentation is to be made available to the public]

## Composition and tenure

The Committee consists of [tier 1 – one independent prequalified voting Chair, two independent voting members and one non-voting councillor/board member] [tier 2 – one independent prequalified voting Chair, one independent prequalified voting member, one independent voting member and one non-voting councillor/board member] [tier 3 – one independent prequalified voting Chair, two independent prequalified voting members and one non-voting councillor member/board member], in accordance with the *Guidelines for risk management and internal audit in local councils in NSW*.

[If applicable - council/joint organisation has been granted an exemption by the Secretary of the Department of Planning, Industry and Environment from the requirement that the Chair of the Committee be prequalified under the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme*.]

The [governing body/board] is to appoint the Chair and members of the Committee. The Chair is counted as one member of the Committee. Current committee members are:

[name]	Independent chair (voting)
[name]	Independent member (voting)
[name]	Independent member (voting)
[name]	[Councillor/board] member (non-voting) (if applicable) [cannot be the mayor]

All committee members are to meet the independence and eligibility criteria prescribed in the *Guidelines for risk management and internal audit in local councils in NSW*.

Members will be appointed for a four-year period. Members can be reappointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of [council/joint organisation], ideally, no more than one member should leave the Committee because of rotation on any one year.

Specific member terms and conditions are to be disclosed in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Prior to approving the reappointment or extension of the Chair's or an independent member's term, the [governing body/board] is to undertake an assessment of the Chair's or committee member's performance. Reappointment of the Chair and members is also to be subject to the individual still meeting independence and eligibility requirements.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of [council/joint organisation], the environment in which [council/joint organisation] operates, and the contribution that the Committee makes to the [council/joint organisation]. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the [council's/joint organisation's] financial reporting responsibilities to be able to contribute to the Committee's consideration of the [council's/joint organisation's] annual financial statements.

[Add any relevant details about shared arrangements, if applicable].

## Role

In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to the [council/joint organisation] regarding the following aspects of the [council's/joint organisation's] operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the [council/joint organisation], and
- internal audit

The Committee must also provide information to the [council/joint organisation] for the purpose of improving [council's/joint organisation's] performance of its functions.

The Committee's specific audit, risk and improvement responsibilities under section 428A are outlined in Schedule 1 to this charter.

The Committee will act as a forum for the [council's/joint organisation's] internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the [governing body of the council/board of the joint organisation] for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the [council/joint organisation] rests with the [governing body/board] and [general manager/executive officer].

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the [governing body of the council/board of the joint organisation] from time to time.

## Responsibilities of members

### Independent members

The Chair and members of the Committee are expected to understand and observe the requirements of the *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of the [council/joint organisation]
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the [council/joint organisation]
- have strong leadership qualities (Chair)
- lead effective committee meetings (Chair), and
- oversee the [council's/joint organisation's] internal audit function (Chair).

### [Councillor/board] members (if applicable)

To preserve the independence of the Committee, the [councillor/board] member of the Committee is a non-voting member. Their role is to:

- relay to the Committee any concerns the [governing body/board] may have regarding the [council/joint organisation] and issues being considered by the Committee
- provide insights into local issues and the strategic priorities of the [council/joint organisation] that would add value to the Committee's consideration of agenda items
- advise the [governing body/board] (as necessary) of the work of the Committee and any issues arising from it, and
- assist the [governing body/board] to review the performance of the Committee.

Issues or information the councillor member raises with or provides to the Committee must relate to the matters listed in Schedule 1 and issues being considered by the Committee.

The [councillor/board] member of the Committee must conduct themselves in a non-partisan and professional manner. The [councillor/board] member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

If the [councillor/board] member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the [council/joint organisation], that the [councillor/board] member be removed from membership of the Committee. Where the [council/joint organisation] does not agree to the Committee Chair's recommendation, the [council/joint organisation] must give reasons for its decision in writing to the Chair.

### Conduct

Independent committee members are required to comply with the [council's/joint organisation's] code of conduct and be held to the same ethical, behavioural and conduct standards as officials of the council.

Complaints or breaches of [council's/joint organisation's] code of conduct by an independent committee member 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/executive officer] must consult with the [governing body/board] before taking any disciplinary action against an independent committee member in response to a breach of the [council's/joint organisation's] Code of Conduct.

Prequalified Committee members are also required to comply with the code of conduct governing the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme*.

### Conflicts of interest

Once a year, Committee members will provide written declarations to the [council/joint organisation] stating that they do not have any conflicts of interest that would preclude them from being members of the Committee. Independent committee members are 'designated persons' and must also complete and submit returns of interest.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest that may have at the start of each meeting, before discussion of the relevant agenda item or issue, and when the issue arises. Where committee members and observers are deemed to have a pecuniary or a significant non-pecuniary conflict of interest, they are to remove themselves from Committee deliberations on the issue. Details of any conflicts of interest should also be appropriately minuted.

### Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [current Australian risk management standard], where applicable.

### Workplans

The work of the Committee is to be thoroughly planned and executed to ensure that all [council/joint organisation] activities and functions are reviewed. The 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/joint organisation] term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the [council's/joint organisation's] [governing body/board], vary the strategic work plan at any time to address new or emerging risks. The [governing body/board] of the [council/joint organisation] may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual workplan to guide its work, and the work of the [name of internal audit function], over the forward year.

The Committee may, in consultation with the [council's/joint organisation's] governing body, vary the annual work plan to address new or emerging risks. The [governing body/board] of the [council/joint organisation] may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the workplan.

## Assurance reporting

The Committee must regularly report to the [council/joint organisation] to ensure that the [council/joint organisation] is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the [council/joint organisation] or the achievement of the [council's/joint organisation's] goals and objectives.

The Committee will provide an update to the [governing body/board] and [general manager/executive officer] of its activities and opinions after every Committee meeting.

The Committee will provide an annual assessment to the [governing body/board] and [general manager/executive officer] each year on the Committee's work and its opinion on how [council/joint organisation] is performing.

The Committee will provide a comprehensive assessment every council term of all the matters listed in Schedule 1 to the [governing body/board] and [general manager/executive officer].

The Committee may at any time report to the [governing body/board] or [general manager/executive officer] on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the [governing body/board] 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/board] where the Chair is satisfied that it is reasonably necessary for the [governing body/board] to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the Committee.

## Administrative arrangements

### Meetings

The Committee will meet at least [number] times per year, [including a special meeting to review the [council's/joint organisation's financial statements]].

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the [general manager/executive officer] or the [governing body/board].

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted if a member is unable to attend a meeting.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The [general manager/executive officer] and [head of the internal audit function] are to attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The Chair can request the



[council's/joint organisation's] [Chief Finance Officer or equivalent], [head of risk management function or equivalent], [senior managers or equivalent], any [councillors/board members], any employee/contractor of the council and any subject matter expert to attend committee meetings. These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet separately with both the [name of internal audit function] and the [council's/joint organisation's] external auditor at least once per year.

### Dispute resolution

Members of the Committee and the [council's/joint organisation's] management should maintain an effective working relationship 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 Committee and the [general manager/executive officer] or other senior managers, the dispute is to be resolved by the [governing body of the council/board of the joint organisation].

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

### Secretariat

The [general manager/executive officer] will appoint a [council/joint organisation] employee/s to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least [number] weeks before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated within [agreed timeframe] of the meeting to each member.

### Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give [agreed timeframe] notice to the Chair and [governing body/board] prior to their resignation to enable the [council/joint organisation] to ensure a smooth transition to a new committee member.

The [governing body/board] can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the conditions of, or become ineligible under the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme*
- breached the council's Code of Conduct
- performed unsatisfactorily or not to expectations
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a [councillor/board] member on the Committee can be terminated at any time by the [governing body/board] via resolution.

### Review arrangements

At least once every council term the [governing body/board] must conduct an external review of the effectiveness of the Committee.

These terms of reference are to be reviewed annually by the Committee and once each council term by the [governing body/board]. Any substantive changes are to be approved by the [governing body/board].

### Further information

For further information on [council's/joint organisation's] audit, risk and improvement committee contact [name] on [email address] or by phone [phone number].

Reviewed by Chair of the audit, risk and improvement committee  
[signed]  
[date]

Reviewed by [council/joint organisation] or in accordance with a resolution of the governing body  
[signed]  
[date]  
[resolution reference]  
Next review date: [date]

## Schedule 1 – Audit, risk and improvement committee responsibilities

*[Note: each council/joint organisation is to determine the responsibilities of its Committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the Committee's terms of reference. Suggested responsibilities are provided below and further detailed in core requirement 1 and Appendix 2 of these Guidelines.]*

### Audit

#### Internal audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the [governing body/board], [general manager/executive officer], senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise the [council/joint organisation]:
  - on whether the [council/joint organisation] is providing the resources necessary to successfully deliver the internal audit function
  - if the [council/joint organisation] is complying with internal audit requirements, including conformance with the International Professional Practices Framework
  - if the [council's/joint organisation's] Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the [council/joint organisation] are suitable
  - of the strategic four-year plan and annual work plan of internal audits to be undertaken by the [council's/joint organisation's] internal audit function
  - if [council's/joint organisation's] internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function
  - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
  - of the implementation by [council/joint organisation] of these corrective actions
  - on the appointment of the head of the internal audit function and external providers, and
  - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

#### External audit

- Act as a forum for communication between the [governing body/board], [general manager/executive officer], senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and 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 to the [governing body/board] and/or [general manager/executive officer] on action taken on significant issues raised in relevant external audit reports and better practice guides

## Risk

### Risk management

Review and advise the [council/joint organisation]:

- if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the [council/joint organisation] is providing the resources necessary to successfully implement its risk management framework
- whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated individual projects, programs and other activities
- if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the [council's/joint organisation'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
- if [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements
- of the effectiveness of [council's/joint organisation's] management of its assets, and
- 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 the [council/joint organisation]:

- whether [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether [council/joint organisation] 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/joint organisation's] monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

### Compliance

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] compliance framework, including:

- if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework
- how the [council/joint organisation] 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 the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

### Financial management

Review and advise the [council/joint organisation]:

- if [council/joint organisation] is complying with accounting standards and external accountability requirements
- of the appropriateness of [council's/joint organisation's] accounting policies and disclosures
- of the implications for [council/joint organisation] of the findings of external audits and performance audits and [council's/joint organisation's] responses and implementation of recommendations
- whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound
- the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:
  - management compliance/representations
  - significant accounting and reporting issues
  - the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
  - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the [council's/joint organisation's] report is consistent with signed financial statements
- if the [council's/joint organisation's] financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
  - appropriate authorisation and approval of payments and transactions
  - adequate segregation of duties
  - timely reconciliation of accounts and balances
  - 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/joint organisation] are adequate
- if [council's/joint organisation's] grants and tied funding policies and procedures are sound.

## Governance

Review and advise the [council/joint organisation] regarding its governance framework, including the [council's/joint organisation's]:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key role 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 the [council/joint organisation]:

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

### Service reviews and business improvement

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the [council/joint organisation]:
  - if [council/joint organisation] 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/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

### Performance data and measurement

Review and advise the [council/joint organisation]:

- if [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators [council/joint organisation] uses are effective, and
- of the adequacy of performance data collection and reporting.




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## AUDIT, RISK & IMPROVEMENT COMMITTEE CHARTER

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Version: 6.1  
Public Document  
Endorsed by the ARIC: 18/08/2020  
Approved by Council: 25 August 2020  
Sponsorship: Deputy General Manager Corporate, Governance & Community

### 1 PURPOSE

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To identify the role, composition, authority, responsibilities and operation for the Burwood Council Audit, Risk and Improvement Committee (ARIC).

### 2 OBJECTIVE

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The ARIC is to provide independent assurance and assistance to Burwood Council in the effective discharge of its responsibilities for risk management, internal controls, governance, internal audits, organisational performance and external accountabilities.

### 3 AUTHORITY

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The ARIC is established by Council's authority under Section 355 of the *Local Government Act 1993*. Council authorises the ARIC, within the scope of its role and responsibilities, to:

1. Obtain any information it needs from any employee or external party (subject to their legal obligation to protect information).
2. Discuss any matters with the external auditor or other external parties (subject to confidentiality considerations).
3. Request the attendance of any employee or Councillor at ARIC meetings.
4. Obtain external legal or other professional advice, as considered necessary to meet its responsibilities.

### 4 ROLE AND RESPONSIBILITIES

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1. The role of the ARIC is to oversee risk management, compliance, governance, external accountability and the internal control systems on behalf of Council.
2. The ARIC has no executive powers, except those expressly provided by Council.
3. In carrying out its responsibilities, the ARIC must at all times recognise that the primary responsibility for management of Council rests with Council and the General Manager as defined by the *Local Government Act 1993*.
4. The responsibilities of the ARIC may be revised or expanded by Council from time to time.

Specifically, the ARIC's responsibilities are:

***Risk Management – oversee Council's risk management arrangements and review whether or not:***

1. Council complies with AS/NZS ISO 31000: 2009 Risk Management, Principles and Guidelines, and any other relevant risk management standards.



2. Management has in place a current and comprehensive risk management framework, as well as associated procedures for effective identification and management of business and financial risks, including fraud.
3. A sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings.
4. A sound and effective approach has been followed in establishing business continuity planning arrangements, including whether or not plans have been tested periodically.

***Control Systems – review whether or not:***

1. Management has taken steps to embed a culture which is committed to achieving efficient and effective operations in an ethical and lawful behaviour.
2. Management has adequate and effective internal controls in place, including over external parties such as contractors and advisors.
3. Management has in place relevant policies and procedures, and if these are periodically reviewed and updated.
4. Appropriate processes are in place to assess compliance with policies and procedures.
5. Appropriate policies and procedures are in place for the management and exercise of delegations.

***External Accountability***

1. Be satisfied that the annual financial reports comply with applicable Australian Accounting Standards and are supported by appropriate management sign-off on the statements, as well as the adequacy of internal controls.
2. Review the External Audit opinion, including whether or not appropriate action has been taken in response to audit recommendations and adjustments.
3. Consider contentious financial reporting matters in conjunction with senior management and External Auditors.
4. Review the processes in place designed to ensure financial information included in the annual report is consistent with the signed financial statements.
5. Satisfy itself there are appropriate mechanisms in place to review and implement, where appropriate, relevant State Government reports and recommendations.

***Compliance***

1. Determine if management has appropriately considered legal and compliance risks as part of risk assessment and management arrangements.
2. Review the effectiveness of the system for monitoring compliance with relevant laws, regulations and associated government policies.

***Internal Audit***

1. Act as a forum for communication between Council, General Manager, senior management, as well as the Internal and External Audit functions.
2. In partnership with senior management and the Contracted Internal Auditor, develop and authorise the Internal Audit Program, including consideration of risk management issues.
3. Support the independence of the Internal Audit function.
4. Make recommendations to commission audits of any kind.





5. Review all audit reports and consider significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of better practices.
6. Monitor the acceptance and implementation of Internal Audit recommendations by management.
7. Review the performance of all Contracted Internal Audits on an annual basis.

#### ***External Audit***

1. Act as a forum for communication between the Council, General Manager and senior management with both the Internal and External Audit functions.
2. Provide input and feedback on the financial statements and performance audit coverage proposed by the External Auditor, and feedback on the External Audit services provided.
3. Review all external plans and reports in respect of planned or completed external audits, and monitor management's implementation of audit recommendations.
4. Consider significant issues arising in relevant reports and better practice guides.

#### ***Responsibilities of Members***

Members of the ARIC are expected to:

1. Understand the relevant legislative and regulatory requirements appropriate to Burwood Council.
2. Contribute the time needed to study and understand the papers provided.
3. Apply analytical skills, objectivity and sound judgment.
4. Express opinions frankly, ask questions and pursue independent lines of enquiry.
5. Undertake annual performance review of Internal Audit providers engaged by Council in the previous 12 months.

Additional Responsibilities of the Chair:

1. Review draft minutes of meetings and confirm accuracy within 10 working days from distribution.
2. Prepare an annual summary report on activities undertaken by the ARIC by October each year, to be presented to Council at either a formal Council meeting or at a Councillor workshop.

## **5 MEMBERSHIP AND TENURE OF THE ARIC**

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### **Skills and Experience**

1. The members of the ARIC, taken collectively, will have a broad range of skills and experience relevant to the operations.
2. At least one external independent member of the ARIC shall have accounting and related financial management experience, as well as an understanding of accounting and auditing standards in a public sector environment.

Membership of the ARIC is by virtue of the appointed position; no delegates of the members are permitted.



## Membership

The ARIC will consist of:

### Members (voting)

- Two Independent External Members – appointed through merit based selection
- Two Council members – councillors as confirmed by resolution of Council each September at a meeting of Council

### Attendees (non-voting) for all agenda items

- General Manager (or delegate)
- Deputy General Manager Corporate, Governance & Community (or delegate)
- Internal Ombudsman (or delegate)
- Internal auditor/s contracted to Council (or delegate/s)

### Attendees (non-voting) for specific agenda items

- Representative of external auditor (Audit Office of NSW)
- Other Council directors, managers and / or specialist staff may attend to address agenda items relevant to their areas of responsibility

## Selection of Members

The selection criteria and process for the appointment of the independent external members shall ordinarily be as follows:

1. The Council shall seek nominations from persons interested in being appointed to the available position.
2. The eligible persons will be interviewed by a panel that may include the Deputy General Manager and the Internal Ombudsman.
3. Following receipt of recommendations from the above persons, the General Manager may appoint the independent external members.

## Term of Office

Independent External Members shall be appointed by resolution of Council for an initial period of at least three years and no more than five years. They must not be employees of Burwood Council or have served as an elected member of Burwood Council in the current or previous term of the Council following general elections.

An Independent External Member may be re-appointed for one further term but shall not serve more than two consecutive terms in either the role of Chair or non-chairing Member. They are eligible under normal circumstances for extension or re-appointment up to a maximum of 8 years of continuous service. Consideration may be given by Council to a part term extension of appointment of up to 12 months to enable Independent External Members to have overlapping terms or to deal with transitional exigencies outside the direct control of Council.



### **Vacancy/Absence**

In the case of resignation from the ARIC by an independent external member, the General Manager will select a new independent member following the process outlined in this Charter.

In the case of resignation by the Chair, the other current serving independent external member will be appointed as Chair.

In the absence of the appointed Chair, the other current serving independent external member shall serve as the Chair for the period of absence of the duly nominated Chair.

### **Code of Conduct**

All members of the Audit, Risk and Improvement Committee are to abide by Burwood Council's Code of Conduct.

### **Operational Handover**

Following the appointment of a new Audit, Risk and Improvement Committee, the outgoing Chair will be invited to attend the first meeting of the new Committee to update the new Chair and independent members on activities undertaken by the Committee in the previous term.

### **Quorum**

A quorum will consist of a majority of Committee members, including at least one independent external member.

### **Proceedings**

#### ***Meetings***

1. The Committee shall meet at least four times a year, with one of these meetings to include review and endorsement of the annual audited financial reports and external audit opinion as well as review and endorsement of the annual Internal Audit Plan.
2. Meetings can be held in person, by telephone or by video conference but preferably face-to-face.
3. A forward meeting plan, including meeting dates and agenda items, will be agreed to by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in this Audit, Risk and Improvement Committee Charter.

Where internal audit priorities change between meetings or new urgent issues arise, and where it is not possible to schedule an additional meeting, the Committee will be kept fully informed of all changes via email.

The Committee may, at any time, consider any other matter it deems of sufficient importance. In addition, at any time an individual Committee member may request a meeting with the Chair of the Committee.

**Attendance of Non-Members:**

1. The attendance of non-members is subject to invitation by the Chair.
2. Following each internal audit review, the Contracted Internal Auditor will be invited to attend a committee meeting to present the findings of the review.

**Conflicts of Interest**

1. Committee members must declare any conflicts of interest at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.
2. Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Audit, Risk and Improvement Committee.

**Minutes**

1. Secretariat support is provided to the Committee by Council Management.
2. The Secretariat will ensure the agenda for each meeting and supporting papers are circulated, at least one week before the meeting, and ensure minutes of the meetings are prepared and maintained.
3. Minutes shall be approved by the Chair and circulated to each member within three weeks of the meeting being held.

**Induction**

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

**Reporting**

The Committee shall prepare an annual summary report on activities undertaken by October each year, to be presented to Council at either a formal Council meeting or at a Councillor workshop.

**Decision Making / Deliverables**

1. The Committee makes decisions by resolutions, which are to be recorded in the minutes.
2. Each member of the Audit, Risk and Improvement Committee shall be entitled to one vote only. In the case of an equality of votes on any issue, the Chair shall have the casting vote.
3. Between meetings, the Chair may circulate to members by email specific proposals for adoption by the Committee. Members shall be given a set time – at least 5 (five) days – in which to reply to indicate their agreement with a particular proposal.
4. A member's failure to respond within the timeframe given shall be taken as a vote against the proposal. Any decision taken by the Committee by email is to be noted and minuted at the commencement of the next meeting.



The Contracted Internal Auditor, External Auditor and Council Officers are not voting members of the Committee.

**Review of the ARIC**

1. The ARIC shall review the scope and effectiveness of its activities and performance at least every two years.
2. The ARIC shall review the ARIC Charter at least once every year.
3. Amendment of this ARIC Charter is subject to the approval of Council following review and endorsement by the ARIC itself and the Executive Team of Council.

## **(ITEM 4/22) COUNCILLOR REPRESENTATION ON COMMITTEES AND OTHER BODIES**

File No: 22/1083

REPORT BY DIRECTOR CORPORATE SERVICES

### **Summary**

To determine the formation of Committees to assist Council in their decision making on various community, technical and management issues, as well as determine Council representation on such Committees and other industry bodies of relevance to the exercise of Council functions.

### **Operational Plan Objective**

- 2.1 Community confidence in Council's decision making
- 2.1.3 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. There has been a convention of making determinations on membership of those committees each September even though there is often flexibility to establish appointments for terms greater than one year.

### **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 150 Years Steering Committee
- Burwood Anzac Commemorative Service Committee
- Multicultural Advisory Committee
- Sandakan Community Educational Committee
- National Servicemen's Association 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 Traffic Committee
- 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*. A series of highly significant statutory changes affecting the way the ARIC is set up and operates are about to start coming into force.

The Burwood Local Traffic Committee (BLTC) deals with roads and traffic management responsibilities delegated to Council by the NSW Government under road transport legislation. The Council must refer all traffic related matters to the BLTC prior to exercising its delegated functions. Council is not bound by the advice given by the BLTC. However, if Council seeks to act contrary to the advice of the BLTC, it must notify Roads and Maritime Services and the NSW Police and wait 14 days before proceeding, pending any return advice on a notification.

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 – Sustainability Standing Committee
- SSROC – Program Delivery Standing Committee

### Historical representation arrangements

The following table indicates the councillor appointments to committees and other bodies as established during the previous term of council:

	<b>Committee/Board</b>	<b>Chairperson</b>	<b>Delegate(s)</b>	<b>Alternate(s)</b>
1.	Burwood 150 Years Steering Committee	Mayor	1 Councillor	1 Councillor
2.	Burwood Anzac Commemorative Service Committee	1 Councillor	N/A	1 Councillor
3.	Burwood Local Traffic Committee	Mayor	N/A	1 Councillor
4.	General Manager's Contract Review Panel	Mayor	2 Councillors	1 Councillor
5.	Audit, Risk and Improvement Committee	N/A	2 Councillors*	<i>Nil – no provision for this in ARIC charter</i>
6.	Multicultural Advisory Committee	1 Councillor	N/A	1 Councillor
7.	National Servicemen's Association Committee	1 Councillor	N/A	1 Councillor
8.	Sandakan Community Educational Committee	1 Councillor	N/A	1 Councillor

	<b>Committee/Board</b>	<b>Chairperson</b>	<b>Delegate(s)</b>	<b>Alternate(s)</b>
9.	Sydney Eastern City Planning Panel	N/A	Mayor Deputy Mayor	All Councillors other than the Mayor and Deputy Mayor
10.	SSROC – Full Committee	N/A	Mayor Deputy Mayor	2 Councillors
11.	SSROC – Sustainability Committee	N/A	2 Councillors who will not be expected to serve on other SSROC Committees	<i>Nil – based on existing convention</i>
12.	SSROC – Program Delivery Committee	N/A	2 Councillors who will not be expected to serve on other SSROC Committees	<i>Nil – based on existing convention</i>

\*Note – While the Burwood ARIC has previously included two councillors as members in addition to its independent members, the *Risk Management and Internal Audit Framework* that will soon be mandated by statute for all councils will preclude the appointment of councillors as members. The new Framework instead allows for the option of a single councillor with non-voting status to participate in ARIC meetings.

### **Proposal**

It is proposed Council addresses these appointments as follows:

1. That, to maintain continuity in advocacy and third party support of key Council functions, Council confirms its representation arrangements for the independent industry bodies that are currently in place. In particular, respond to the Sydney and Regional Planning Panels Secretariat request for confirmation of Council's nominations for the Sydney Eastern City Planning Panel. (Note that the standard term for nominated members for that Panel is 3 years unless otherwise advised by council.) Continue, as part of its membership, to offer councillor representatives for the Southern Sydney Regional Organisation of Councils (SSROC) committees so that Burwood's interests continue to be represented in SSROC decisions.
2. That Council nominate one councillor and at least one alternate councillor to serve as the single voting Council representative on the Burwood Local Traffic Committee, under the delegated authority of the NSW Minister for Transport.
3. That Council makes provision for councillor participation at each ARIC meeting in the capacity outlined in the prevailing ARIC Charter. Given that the current independent members of ARIC have been appointed until 30 September 2024 – a period that closely aligns to that of the current term of Council – consider making a councillor appointment for the duration of the current term of Council.
4. That Council consider its position on the composition, representation requirements and terms of appointment for the General Manager's Contract Review Panel.
5. That Council consider its position on its sponsorship or support for various community based committees and the nature of councillor involvement with these.

### **Planning or Policy Implications**

Timely nominations for the Sydney Eastern City Planning Panel and SSROC are vital to sustaining regional planning and co-operative local government programs, respectively. Timely nominations



for the ARIC and the BLTC are needed to fulfil statutory obligations under the *Local Government Act 1993* and road transport legislation, respectively.

While a decision must be made on councillor involvement in the General Manager's Contract Review Panel, this is not quite as time sensitive as determinations in relation to the Planning Panel, SSROC, the ARIC and the BLTC. The next annual review of the General Manager's performance is not due for several months.

Council is not obliged to make an immediate decision on support and representation on community based advisory committees. It may care instead to initiate a review of current and potential future arrangements for sponsorship and terms of reference.

### **Financial Implications**

There are no direct budgetary impacts with maintaining councillor representation similar to that under existing practice. The current budget has provision for support of existing arrangements until the end of the current financial year. Potential budgetary impacts of any changes in the policy position of Council around sponsorship and support of discretionary committees will need to be considered separately once any change options are made clear.

### **Conclusion**

Council needs to give attention with varying degrees of urgency to matters arising from existing commitments to councillor representation on committees and other bodies. The most urgent of these are high profile statutory commitments and business continuity commitments under regional cooperation arrangements.

### **Recommendation(s)**

That Council:

1. Determines councillor representation arrangements for the Sydney Eastern City Regional Planning Panel for a term of up to 3 years.
2. Determines councillor representation and the length of term for such representation for the SSROC Full Committee, SSROC Sustainability Committee and SSROC Program Delivery Committee.
3. Determines councillor representation and the length of term for such representation for the Burwood Council Audit Risk and Improvement Committee (ARIC) consistent with requirements under the prevailing ARIC Charter adopted by Council.
4. Determines its position on the composition, representation requirements and terms of appointment for the General Manager's Contract Review Panel.
5. Determines councillor representation and role arrangements for community based advisory committees.

### **Attachments**

There are no attachments for this report.

## **(ITEM 5/22) COUNCIL MEETING SCHEDULE FOR 2022**

File No: 21/45369

REPORT BY DIRECTOR CORPORATE SERVICES

### **Summary**

The 2022 schedule for ordinary meetings of Council, meetings of the Burwood Local Planning Panel and Councillor briefing sessions was approved by Council on 26 October 2021. Approval at that time was for the purpose of advance planning for those bodies and was subject to re-confirmation by the incoming Council at its first meeting in 2022.

### **Operational Plan Objective**

2.5.1 Provide strong leadership and advocacy on behalf of the community.

### **Background**

Elected Council is required under Section 365 of the *Local Government Act 1993* to meet at least 10 times in a given year, each time in a different month, to conduct the business of Council.

Its decisions on management of the local area environment are complemented by decisions made by the Burwood Local Planning Panel (BLPP), which is required under Division 2.5 of the *Environmental Planning and Assessment Act 1979* to deal with certain development and building proposals submitted to Council.

A schedule of minimum meeting requirements to effectively handle the anticipated levels of business for both bodies in 2022 was approved by Council on 26 October 2021. See Attachment 1. While approval was given at that time for the purpose of forward planning, the decision was subject to re-confirmation by the incoming Council at its first meeting in 2022.

### **Proposal**

#### **Ordinary Council Meetings**

Burwood Council normally convenes one ordinary meeting of Council in every month of the year, with the exception of January. Meetings from March to November have typically been convened on the fourth Tuesday of the month, whilst 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:

- Local Government NSW Special Conference – 28 February to 2 March 2022
- Local Government NSW 2022 Annual Conference – 23 to 25 October 2022
- Australian Local Government Association National General Assembly – 19 to 22 June 2022 public holidays

Council meetings and briefings for 2022 will be planned on the basis of face-to-face sessions at 2 Conder Street in Burwood, subject to any changing public health advice or guidance from the Office of Local Government about statutory provisions for virtual meetings.

### **Councillor Workshops and Briefings**

As per the *Councillor Induction, Briefings and Workshop Policy* the councillor briefings that proceed on the same days as ordinary meetings of Council will be focused on matters set down in the agenda for the Council meeting to immediately follow. Councillors will be consulted on opportunities to attend workshops and extra briefing sessions on days other than those nominated for ordinary meetings of Council. Workshops and briefings will continue to focus on learning and discussion opportunities that help councillors prepare for decision making at formally constituted meetings of Council.

### **Burwood Local Planning Panel**

The provisions under the *Environmental Planning and Assessment Act 1979* governing the conduct of local planning panels were modified in mid-2020 to reduce potential barriers to timely determinations. This included eliminating the obligation of Panels to convene public hearings on matters that do not meet certain thresholds. Officers of Council consider that the existing model of monthly meetings of the BLPP from February to December will continue to meet the efficiency expectations of the NSW Minister for Planning and Public Spaces. Panel Members have commenced their planning for 2022 on that basis.

As part of the Burwood Council response to COVID-19, the BLPP has conducted its hearings and deliberations completely electronically for most of 2020 and 2021. It appears that such virtualisation is increasingly favoured by the Minister for Planning and Public Spaces as a long term option, where it can improve the speed with which determinations can be reached.

### **Planning or Policy Implications**

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

### **Financial Implications**

No Financial implications.

### **Conclusion**

Council is obliged to determine scheduling arrangements for ordinary meetings of Council and ancillary briefings, as well as minimum scheduling requirements for the BLPP. Timely determination of these commitments is important for ensuring that stakeholders can effectively plan their commitments. This commitment does not preclude Council from convening extraordinary meetings to deal with urgent items of business as per provisions under the *Local Government Act 1993*.

### ***Recommendation(s)***

That Council confirms:

1. The schedule for ordinary meetings of Council, meetings of the Burwood Local Planning Panel and Councillor Briefing sessions in 2022 as proposed in the attachment to this report.
2. Ordinary meetings of Burwood Council commence at 6:00pm in the Conference Room at 2 Conder Street in Burwood and accommodate virtual participation consistent with requirements under the *Local Government Act 1993* and any prevailing Public Health Orders.
3. Meetings of the Burwood Local Planning Panel meetings commence with public hearings (where required) at 6:00pm and accommodate virtual participation consistent with requirements under the *Environmental Planning and Assessment Act 1979* and any prevailing Public Health Orders.

4. Councillor briefing sessions preceding ordinary meetings of Council commence no later than 5:00pm (unless otherwise negotiated) and will be convened at 2 Conder Street in Burwood.
5. Councillor workshops and briefings on days other than those nominated for ordinary meetings of Council continue to be scheduled as required.

**Attachments**

- 1 Council and Burwood Local Planning Panel Meeting Schedule 2022

**ITEM NUMBER 5/22 - ATTACHMENT 1**

**Council and Burwood Local Planning Panel Meeting Schedule 2022**

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<b>Burwood Local Planning Panel and Burwood Council Meetings Schedule 2022 (proposed)</b>			
<b>Date</b>	<b>Burwood Local Planning Panel</b>	<b>Ordinary Meeting of Council</b>	<b>Councillor Briefing on Agenda</b>
8 February 2022	x		
15 February 2022		x	x
<i>28 February–2 March 2022 – LG NSW Special Conference (Sydney)</i>			
8 March 2022	x		
22 March 2022		x	x
12 April 2022	x		
26 April 2022		x	x
10 May 2022	x		
24 May 2022		x	x
14 June 2022	x		
<i>19–22 June 2022 – ALGA National General Assembly</i>			
28 June 2022		X	x
12 July 2022	x		
26 July 2022		x	x
9 August 2022	x		
23 August 2022		x	x
13 September 2022	x		
27 September 2022		x	x
11 October 2022	x		
18 October 2022 <sup>1</sup>		x	x
<i>23–25 October 2022 – LGNSW Annual Conference (Hunter Valley)</i>			
8 November 2022	x		
22 November 2022		x	x
6 December 2022	x		
13 December 2022		x	x

<sup>1</sup> Third week of the month to allow for LGNSW Annual Conference on 23–25 October 2022.

## **(ITEM 6/22) DELIVERY PROGRAM 2018-2022 AND OPERATIONAL PLAN 2021-2022 HALF YEARLY REPORT, 1 JULY - 31 DECEMBER 2021**

File No: 22/2966

REPORT BY GENERAL MANAGER

### **Summary**

A report on the progress of Council's Delivery Program 2018-22 is to be presented to Council on a half yearly basis in accordance with legislative requirements of the State Government's Integrated Planning and Reporting Framework (406(5) of the Local Government Act 1993).

### **Operational Plan Objective**

2.1.3.2 – Ensure that all public information is accessible and made available in a timely manner  
Provide a diverse range of strategies and initiatives that meet the needs of the community>

### **Background**

Council's Integrated Planning & Reporting (IP&R) documentation reports qualitative information while providing communication in a transparent and streamlined process to provide easy access to information for residents.

Reflecting the IP&R Framework, reporting follows the structure of the Delivery Program 2018-22 and Operational Plan 2021-2022, which delivers to the strategic goals identified by the community in the Burwood2030 Community Strategic Plan.

This Half Yearly Report is the first report for the Operational Plan 2021-2022 covering the period 1 July to 31 December 2021.

The strategic goals are divided into five themes:

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

Each strategic goal is divided into actions which represent the specific initiatives Council proposes to implement to achieve the identified targets. The Delivery Program includes a total of 151 actions which are incorporated into the Operational Plan.

### **Reporting Structure**

Key users are required to provide a rating status and comment for each strategic action they are responsible for as follows:

On watch	The activity/project is underway but may not be completed in time or it has been postponed
Progressing	The activity/project is ongoing, progressing or scheduled to commence on schedule
Milestone	A significant achievement has been reached during the reporting period (such as the completion of a project or a highlight for the activity)

These requirements support and promote a continuous risk evaluation process for staff and management which allows the identification of risks and opportunities at an early stage in the delivery of activities/projects.

### Measuring our Success

For the period 1 July 2020 to 31 December 2021, Council has registered the following progress:

Status	Number
On watch	0
Progressing	147
Milestone	5
<b>Total</b>	<b>152</b>

The significant milestones reached were:

#### **1.1.2.1 Construct a new 25m indoor pool at Enfield as part of the Enfield Aquatic Centre**

Construction of indoor 25metre pool at Enfield Aquatic Centre has been completed.

#### **1.1.3 4 Implement master plans for major parks and upgrade existing parks and reserves according to usage type**

Staff have prepared master plans for Henley Park, Blair Park and the Woodstock Park. Some major projects in these and other parks are underway or have been completed as follows:

##### Henley Park

Design for the construction of new field irrigation, drainage and turf works for the two southern fields, No's 1&2 and mini fields with works are expected to be completed in March 2022.

##### Grant Park

The Construction of two new multi-purpose courts and extension to the Enfield Aquatic Centre carpark is completed

##### Flockhart Park

A Burwood Gateway signage has been completed on Fifth Avenue entrance to Park. Upgrade of the cricket practice nets and cricket pitch have been completed.

#### **1.2.3.1 Ensure the Burwood brand reflects community aspirations**

Council continues its brand development extending the brand guidelines to include the development of a sub-brand visual identity and guidelines for the Enfield Aquatic Centre to reflect its local, family orientated personality that while linked to Council, relates with the customers of the Centre.

Council has commenced rollout of the signage and wayfinding strategy. This includes new street blades, gateway signage at entrances into the Burwood LGA and new park signage.

#### **1.4.4.2 Acknowledge and celebrate the local indigenous history and community**

Council engaged First Nations artists to design and implement a series of public artworks in Wangal Park, gateway signage including light poles, floor and pavement areas and on play and skate park equipment, that recognise Aboriginal heritage and add to the work already completed in early 2021 in Unity Place.

#### **2.1.1.1 Undertake community consultation for input and feedback on projects and major decisions**

In October Council launched a community engagement platform 'Participate Burwood' for community to have their say on draft plans, policies and major projects that Council is accessing.

This enables Council to better understand the community's needs and aspirations.

During the reporting period community consultation included the proposed Burwood Park Nature Play, Sensory Garden and Pond Upgrade, the proposed Grant Park All Inclusive Playground, the draft Sustainable Burwood Strategy, and the proposed Burwood North Precinct. These included face to face community stalls at several locations, letterbox drops and online Zoom community meetings.

### **Consultation**

Once the Half Yearly Report is endorsed it will be made available to the public on Council's website and in hard copy at the Customer Service Centre.

### **Planning or Policy Implications**

In accordance with s 404(5) of the *Local Government Act 1993* the General Manager must provide progress reports to Council, at least every six months, as to its progress with respect to the principal activities detailed in its Delivery Program. Burwood Council's Delivery Program 2018-22 (Strategic Goal 2.1.3.2) requires that public information is made available in a timely manner

### **Financial Implications**

No Financial implications

### **Conclusion**

Council's Delivery Program 2018-22 Half Yearly Report provides Council with ongoing updates on the progress of the objectives identified in Council's Delivery Program and Operational Plan.

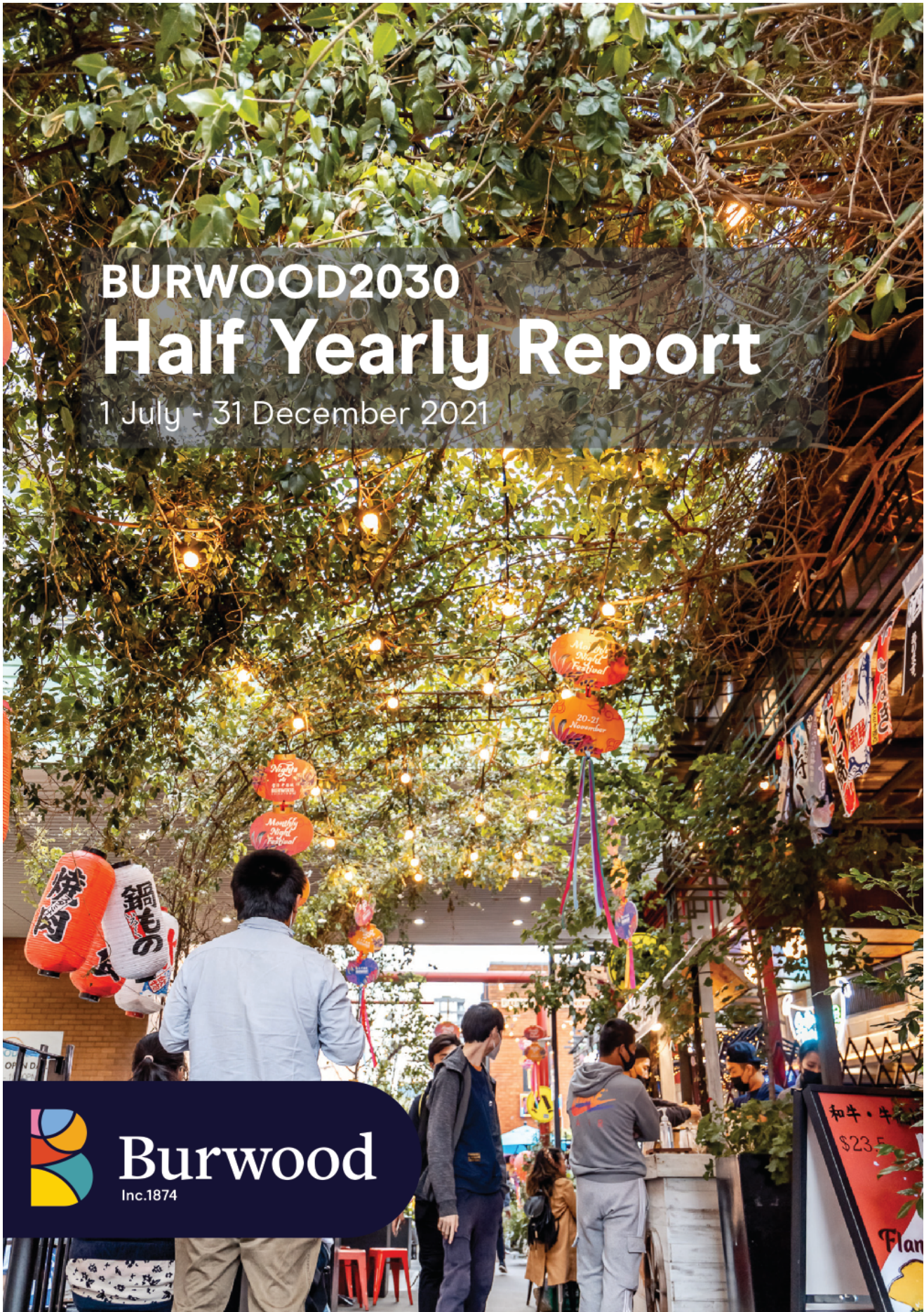
### **Recommendation(s)**

That Council endorse the Delivery Program 2018-2022 and Operational Plan FY2021-2022 Half-Yearly Report for the Period of 1 July 2021 to 31 December 2021.

### **Attachments**

1 Half yearly report July - Dec 2021





# BURWOOD2030 Half Yearly Report

1 July - 31 December 2021



**Burwood**  
Inc.1874

# Introduction



This report forms part of Council's Integrated Planning & Reporting documentation. It is qualitative reporting communicated through a transparent and streamlined process to allow better access to information for residents.

This Half Yearly Report is the final report for the Operational Plan FY2021-2022. It provides the community with a summary of how Council has responded in the second half of this financial year to the strategic goals, objectives and planned actions outlined in the Delivery Program 2018-22.

Strategic goals, objectives and actions are grouped under five themes:

1. Community and lifestyle
2. Leadership and innovation
3. Healthy and sustainable environment
4. Planning and infrastructure
5. Vibrant city and villages

This report addresses the 152 actions incorporated under these themes and found into the Operational Plan.

## Measuring our success

Each action has a rating status and comment section to provide information on the progress.

<b>On watch</b>	The activity/project is underway but may not be completed in time or it has been postponed
<b>Progressing</b>	The activity/project is ongoing, progressing or on schedule
<b>Milestone</b>	A significant achievement has been reached during the reporting period - such as the completion of a project or a highlight for the activity

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## Acknowledgment of Country

Burwood Council acknowledges the Wangal Clan of the Eora Nation, the traditional custodians of the lands in which the Burwood local government area is located. We pay our respects to their elders past, present and emerging. We acknowledge and respect their cultural heritage, beliefs and ongoing relationship with the land.

# Our highlights



- Completion of new 25m all activities indoor pool at Enfield Aquatic Centre
- Grant Park Multipurpose Courts project completed
- Completion and commenced rollout of Council Wayfinding and Signage Strategy
- Launch of Participate Burwood community engagement digital platform
- Messages of hope in recognition of the community's efforts during COVID displayed across the LGA by commissioned artist Nadia Hernandez
- Burwood Bounceback program introduced to support businesses to reactivate following lockdowns.
- Burwood Cares program secured \$250,000 from the NSW Government Local Councils COVID-19 Grants Program for Council-led community initiatives which rapidly delivered pandemic support to vulnerable communities.
- Additional 526 street trees planted and 104 trees in Wangal Park
- Continuation of the Public Art program including a mural and light installation in Burwood Chinatown by artists Christina Huynh and Sophei Odling





# Community and lifestyle

High quality facilities, services and initiatives to meet the diverse needs of the community

Provide a diverse range of strategies and initiatives that meet the needs of the community

Use the results of the Community Facilities and Open Space Strategy to provide services to meet the current and future needs of diverse members in the community. (LSPS Actions 2.3 and 10.1)

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.1.1	Community, Library & Aquatic Services	Monitor, review and develop programs to assist diverse groups in the community such as seniors, youth, families and children, people living with a disability and people on low income	Progressing	<p>Council staff continued to convene monthly online Burwood Youth Advisory Group (BYAG) meetings. These meetings provide an opportunity to consult with local young people to provide feedback on Council proposals, plan youth-targeted initiatives, develop leadership capabilities and provide relevant training.</p> <p>Council worked with a number of local disability groups to develop the 'B Active, B Creative, B Well' programs. These were modified to meet COVID safe guidelines and restrictions with some programs delivered online and returning to face-to-face when restrictions eased. Council staff also implemented new programs to meet the emerging needs of the community, including Chess Club, Meditation &amp; Movement, DanceWise, Earthbeats Early Childhood Music Program, Mental Wellbeing &amp; Exercise Program, Dancing Reciters, Hip Hop Program, Circle of Security, Chair Yoga, Fitter &amp; Stronger, Line Dancing and Community Soccer Program. These programs were provided at no cost to the community and ran at full capacity.</p>

*Provide financial assistance for community projects and actively seek funding from other sources*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.1.2	Community, Library & Aquatic Services	Administer a grants program and actively promote other funding opportunities available to community groups	Progressing	Council staff administered the annual Club Grants program for the Burwood area, working in partnership with Burwood RSL.  Council's annual Community Grants program opened and will close in February 2022 with \$55,000 to be allocated to services providing support to the local community. This year Council staff are offering enhanced grant seeking assistance to organisations, including grants writing training.

*Investigate options for shared use of land, for example, schools. (LSPS Action 10.2)*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.1.3	Strategic Planning, Heritage & Place Planning	Engage with other agencies to determine options for shared use of land.	Progressing	The Strategic Planning, Heritage and Place Planning team collaborates with other agencies such as the Department of Planning, Industry and Environment and surrounding councils to facilitate shared uses of land. Council's approach involves discussing ideas internally before reaching out to other agencies. On-going collaboration with neighbouring councils includes discussions with Canada Bay and Strathfield Councils regarding the Parramatta Road Corridor Urban Transformation Strategy. Recent discussions have taken place with Sydney Metro for the planning of land around the Burwood North Metro Station.

Provide library services that engage the community in lifelong learning and provide recreational and social opportunities in accessible and people-friendly environments and spaces

Provide a range of information and services to meet the needs of new and existing members

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.2.1	Community, Library & Aquatic Services	Identify and implement resources and information services	Progressing	<p>Online membership registration increased between July and December 2021. In that period 458 new members registered compared with 258 new registrations for the same period in 2020.</p> <p>Burwood Library News - the library's monthly online newsletter - continues to be popular with library customers. The contents cover a wide range of topics and information including online events, highlights of online resources, Local History nuggets and Council service updates.</p> <p>The loans of audiobooks and e-books from July to December 2021 totalled 8,550 compared with 4,056 for the same period in 2020, representing an increase of 210%.</p> <p>Click and Collect Service - this service started on 9 July 2021 to provide the local community access to physical library resources during the library closure as a result of the lockdown period. Between 9 July and 17 October 2021, 4,473 items were picked up by 2,027 customers.</p> <p>Computer terminals available for access - the library maintains 14 public access PCs and a Wi-Fi network providing access to the internet. The PCs were unavailable between 1 July and 17 October 2021 as the library was closed due to the lockdown period. Between 18 October and 30 November 2021 there were 867 PC sessions. Over the six month period there were 8,423 Wi-Fi logins.</p>

*Provide resources to reflect the needs and interests of the multicultural community*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.2.2	Community, Library & Aquatic Services	Increase number of language resources available based on the demands and needs of the community	Progressing	<p>A total of 516 items in Chinese, Korean and Hindi were added to the Language Other Than English (LOTE) collections between July and December 2021. These included books, DVDs and magazines for children and adults.</p> <p>By December 2021, library customers had access to the following LOTE digital resources via Overdrive:</p> <p>Chinese - e-books 178, magazines 104                      Korean - magazines 4                      Italian - magazines 56                      Arabic - magazines 6                      Vietnamese - magazines 1                      Spanish - e-books 74, magazines 227                      German - magazines 104                      French - magazines 184</p>

*Establish key partnerships with agencies and services providers*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.2.3	Community, Library & Aquatic Services	Deliver services, resources and initiatives in conjunction with agencies and service providers	Progressing	<p>From July 2021, the lockdown meant that all library programmes were delivered from an online platform. The Library held 106 programmes attended by 1,292 people. The programmes included English conversation classes, chess club, macramé, gardening workshop, writing your lock down experience and a K-pop dance class.</p> <p>Library staff supported a photographic competition designed to engage young people called Give us your best Shot and co-hosted a successful online poetry slam programme, which included a poetry performance session that was livestreamed via Facebook.</p>



Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>To entertain children during the lockdown and promote the theme of the environment, library staff distributed eco-creative kits, which included a birdhouse, kite and mini green house.</p> <p>In October 2021 the Library concentrated on supporting the mental health of the community. Events included yoga, meditation sessions, mental health awareness talks in Mandarin and resume writing for young job seekers.</p> <p>Following lockdown, staff focused on HSC and stage 1 primary school students. HSC care packs and literacy packs for younger students were provided.</p> <p>During the COVID lockdown the HSC collection was still available through the Click &amp; Collect service, but students missed the chance to study outside of their homes or with friends. When the library reopened Council launched the Midnight Library Study Hours trial. This trial was attended by 290 students and the feedback was very positive.</p> <p>Under the NSW Reads initiative the community was able to attend online talks with luminaries such as Costa Georgiadis, Judy Nunn, Sir Peter Cosgrove, Wendy Harmer and Jeff Apter.</p> <p>Social media has also been an invaluable tool for the library in reaching out to the community over the period with current figures as follows:                      Instagram - 1,313 followers; Twitter - 1,141 followers; Facebook - 491 followers.</p>

## Provide active and passive recreational and sporting activities that contribute to health and wellbeing

## Enhance facilities at the Enfield Aquatic Centre to optimise use

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.3.1		Construct a new Learn to Swim -25m indoor pool at Enfield as part of the Enfield Aquatic Masterplan	Milestone	Construction of a new Learn to Swim 25m indoor pool at the Enfield Aquatic Centre has been completed. The new pool is set to open early in 2022.

## Offer programs at the Enfield Aquatic Centre based on the needs of residents and patrons

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.3.2	Community, Library & Aquatic Services	Improve the design of Learn to Swim and other programs and actively promote to the community	Progressing	A total of 740 student bookings were made for Term 4 2021, resulting in programs running at around 70% capacity. Bookings went online from October 2021, improving access and digital services for customers. Aqua classes also re-commenced in November 2021.  With the new programs pool scheduled to open for swimming lessons in early 2022 it is anticipated that program participation will return to pre-Covid levels and in fact grow further.

## Provide a safe and healthy environment for patrons

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.3.3	Community, Library & Aquatic Services	Undertake continual testing of water quality, safety audits and staff training to ensure a healthy and safe environment in accordance with NSW health standards	Progressing	This is an ongoing action for staff at the Enfield Aquatic Centre.  Water testing is carried out multiple times daily to maintain appropriate management of water quality in accordance with NSW Health requirements. Monthly independent testing has also been undertaken. The results confirm that staff maintain a high standard of water quality at all times.

Code	Responsible Officer Unit	Action Name	Status	Comments
				Council has also been regularly audited by the Royal Lifesaving Society of Australia (RLSSA) and has a five star rating.
<b>Enhance parks and open spaces to promote recreational activities</b>				
Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.3.4	Assets & Infrastructure	Implement master plans for major parks and upgrade existing parks and reserves according to usage type	Milestone	<p>Staff have prepared master plans for Henley Park, Blair Park and the Woodstock Park.</p> <p>Some major projects in these and other parks are underway or have been completed as follows:-</p> <p>Henley Park Further upgrade works in Henley Park are also underway and these include:</p> <ul style="list-style-type: none"> <li>• Design for the construction of new field irrigation, drainage and turf works for the two southern fields, No's 1&amp;2 and mini fields with works are expected to be completed in March 2022.</li> </ul> <p>Woodstock Community Centre Capital works according the master plan underway/complete include:</p> <ul style="list-style-type: none"> <li>• A concept design for the sensory garden is complete.</li> <li>• A new shelter with BBQ's and table settings is schedule to commence in February 2022</li> </ul> <p>Grant Park</p> <ul style="list-style-type: none"> <li>• The Construction of two new multi-purpose courts and extension to the Enfield Aquatic Centre carpark is completed</li> <li>• Consultation has been completed and currently in design phase for the new Grant Park All-Abilities Playground</li> </ul>

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>Flockhart Park</p> <p>Masterplan Design for Flockhart Park to include 10 X Exercise Equipment Stations, Reconstruction of Cricket Nets, New Playground Equipment and New Fencing along Burwood Road, Hextol Street and Lees Ave. Also stabilising the embankment under the road bridge on the pathway cyclist at Georges River Road.</p> <p>A Burwood Gateway signage has been completed on Fifth Avenue entrance to Park.</p> <p>Upgrade of the cricket practice nets and cricket pitch have been completed.</p> <p>Burwood Park</p> <p>Initial concept plans where developed by Council staff and were presented as part of the recently completed Community consultation for the proposed new Burwood Park Nature Play, Pond upgrade and Sensory Garden. Following review of the community consultation and approval by Council, Council will move to refining the concept design and to the detailed design stage by mid 2022.</p>

*Promote an active and healthy lifestyle*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.3.5	Community, Library & Aquatic Services	Offer programs and activities that promote active and passive recreation in partnership with local organisations and groups	Progressing	<p>The Burwood Youth Outreach Program re-commenced in November 2021 and was delivered by Fusion Australia in partnership with Council. This was a drop-in and life skills youth outreach program held after school in Burwood Park for young people aged 12 to 18 years. Around 20 young people from local high schools attended weekly.</p> <p>Council partnered with local groups and organisations to provide community activities including Zumba, Chinese Line Dancing, Chinese Traditional Dancing, Chinese Art Workshop, Chess Club, Meditation &amp; Movement, DanceWise, Earthbeats Early Childhood Music Program,</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				Mental Wellbeing & Exercise Program, Dancing Reciters, Hip Hop Program, Circle of Security, Chair Yoga, Fitter & Stronger, Line Dancing and Community Soccer. All activities were popular and well received by the community.

**Provide initiatives and facilities that encourage community participation and promote a healthy and harmonious lifestyle**

**Provide a range of venues and facilities for residents and community groups to meet their diverse needs**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.4.1	Customer Service & Records	Offer a range of facilities for hire that accommodate the various types of use required by the community	Progressing	Council continues to promote and facilitate the use of its venues to community groups, particularly local groups, senior's groups and not for profit organisations.  Community facilities usage from 1 July 2021 - 31 December 2021 included: Community Hub (88), Woodstock & Fitzroy Hall (109), George Street Centre (0), Burwood Park Community Centre (36). Woodstock Artisan Market was held on 7 November 2021 and 5 December 2021.  As part of the 'Burwood Bounce Back Support Package' a 50% discount for the hire and use of the Community Hub, Woodstock Centre and Fitzroy Hall was applied to hirers until 31 December 2021.

**Provide space for sporting and recreational activities**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.4.2	Customer Service & Records	Offer parks for hire and identify green and open spaces that can be used for passive and active use by the community	Progressing	Sports field usage from 1 July 2021 - 31 December 2021 included: Henley Park (77), Blair Park (35), Burwood Park (38) and Flockhart Park (22). The Grant Park Multipurpose Courts project was also completed with two new courts to accommodate a range of sports including netball, basketball and volleyball. The works also included a carpark extension to relieve parking congestion in the surrounding streets and includes new

Code	Responsible Officer Unit	Action Name	Status	Comments
				lighting for night time training.  Council has also recently completed a review of park bookings and associated fees and charges, with ongoing responsibility of the park bookings function now transferred to Council's Facilities Officer to ensure ongoing improvements to customer service for park and sportsground users.  As part of the 'Burwood Bounce Back Support Package' a 50% discount to community sporting groups for the hire and use of Council sports fields and amenities was applied until 31 December 2021. Mobile food truck vendors were also trialed in both Henley Park and Wangal Park for the month of November as part of the Burwood Bounce Back activation initiative.

*Promote an inclusive and harmonious lifestyle in the community*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.1.4.3	Community, Library & Aquatic Services	Provide programs and activities that encourage active community participation	Progressing	Council staff collaborated with Word Travels and Strathfield Council to deliver an Australian Poetry Slam event during September 2021. Young people who participated were aged between 12-18 years and had the opportunity to attend two preparation online workshops prior to the main online event. There were over 20 entries and eight went through to the finals.  Community activities and programs were provided face-to-face and online including Zumba, Chinese Line Dancing, Chinese Traditional Dancing, Chinese Art Workshop, Chess Club, Meditation & Movement, DanceWise, Earthbeats Early Childhood Music Program, Mental Wellbeing & Exercise Program, Dancing Reciters, Hip Hop Program, Circle of Security, Chair Yoga, Fitter & Stronger, Line Dancing and Community Soccer. These activities were well received by the community.

Code	Responsible Officer Unit	Action Name	Status	Comments
				The Give Us Your Best Shot photo competition was run from June - September 2021. Young people aged between 10-16 years sent in photos of their favourite place or space in Burwood. There were two prize winners in each age group and the prize money included \$500 for Best Photographic award and \$250 for the People's Choice award.

A well informed, supported and engaged community  
 Inform the community of Council's activities, facilities and services using accessible communication  
 Provide regular information in a range of formats to ensure that it is accessible to all members of the community

Code	Responsible Officer Unit	Action Name	Status	Comments
1.2.1.1	Corporate Planning & Communications	Deliver ongoing communication through appropriate channels based on the target audience	Progressing	With the demise of the local newspaper and with COVID-19 lockdown restrictions affecting the Burwood community, Council focused its efforts on increasing digital and print communications and simplifying complex and rapidly changing state government messaging on COVID-19 for our community. During the reporting period three newsletters were distributed LGA wide. Burwood Update E-Newsletters were increased to weekly and emailed to the database of over 14,000 subscribers. Burwood Cares COVID-19 Update was emailed daily throughout the lockdown and currently emailed weekly. Burwood Cares for Business e-newsletter was emailed fortnightly during the lockdown period and currently emailed monthly. Communications, marketing and engagement campaigns that were developed and delivered over the six month period utilised videos, mailbox brochures, flyers and letters, handout postcards, maps, digital displays, e-signatures, street flags and banners, phone and online surveying and giveaway merchandise. Regular full page Council columns were produced and appeared in foreign language press: Korean, Chinese and Nepali newspapers and online media monthly. Council's social media (Facebook, Twitter, Instagram, LinkedIn and

Code	Responsible Officer Unit	Action Name	Status	Comments
				WeChat) continues to grow in reach and influence with higher quality, regular posts supported by videos and photos. Additional material was produced to support critical COVID-19 messaging including street banners and location signage. Portable digital screens were located in the high foot traffic areas of Henley Park and Burwood Park to increase reach of restrictions updates and messaging.

**Enhance communication and community engagement through innovative solutions**

**Establish regular interaction and communication with the community through targeted channels**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.2.2.1	Corporate Planning & Communications	Monitor and identify emerging technology and communication tools to enhance engagement	Progressing	In October Council launched a community engagement platform 'Participate Burwood' for the community to have input into draft plans, policies and major projects that Council is accessing. This enables Council to better understand the community's needs and aspirations. The platform has provided Council with a complete community engagement solution that supports online participation, broadens our reach by enabling social mapping, collect stories and ideas directly from the participants, establish digital conversations and forums, set up surveys with better analytics, quick 'pulse' polling and automated response back and timelines.

**Foster a sense of community pride**

**Provide leadership on the community's vision and values**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.2.3.1	Corporate Planning & Communications	Ensure the Burwood brand reflects community aspirations	Milestone	Council continues its brand development extending the brand guidelines to include the development of a sub-brand visual identity and guidelines for the Enfield Aquatic Centre to reflect its local, family orientated



Code	Responsible Officer Unit	Action Name	Status	Comments
				personality that while linked to Council, relates with the customers of the Centre. Council has commenced rollout of the signage and wayfinding strategy. This includes new street blades, gateway signage at entrances into the Burwood LGA and new park signages. Street Banners designed in the reporting period - titled "Together we are strong", and "Thankyou Burwood" were created by a commissioned artist as part of the Council's Public Art project and reflected Burwood's bold, progressive, colourful and creative brand.

**A safe community for residents, works and visitors**

**Work with key partners and the community to minimise crime and enhance community safety**  
*Maintain and enhance CCTV capabilities*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.1.1	Community Safety	Ensure CCTV technology is up to date and utilised in key areas around Burwood as needed	Progressing	Council worked closely with the Burwood Police Area Command on developing strategies to reduce crime including the installation of CCTV cameras in public domain areas. Council continued to meet with Police on a monthly basis to discuss crime trends and strategies to reduce all crime patterns. Council processed six CCTV footage request applications in the period within the service level target. Generally crime statistics for the LGA are low and this is partly due to the active Council and Police relationship.

**Work in partnership with NSW Police to support crime prevention and increase community safety**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.1.2	Community, Library & Aquatic Services	Deliver and support safety campaigns to target specific	Progressing	Council staff have been working closely with Burwood Police to conduct risk assessments in relation to local bike racks and conducted community surveys to gauge community views on bike usage. This information will

Code	Responsible Officer Unit	Action Name	Status	Comments
		crimes and raise awareness in the community		inform a Bike Safety Strategy to reduce bike thefts within the Burwood LGA.  Council staff have provided safety tips on relevant crime issues to the community through Council's newsletter and social media. Safety topics have included bike safety - encouraging bike users to register with BikeVAULT, domestic violence, cyber-crime, stealing from persons and fraud.

**Liaise closely with NSW Police and other stakeholders to identify crime activity and trends**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.1.3	Community, Library & Aquatic Services	Regularly meet with NSW Police and other stakeholders and implement strategies to address crime activities and trends	Progressing	Council staff continued work closely with local Police to work towards a healthier and safer community. Council staff met regularly with the Police to identify and prioritise crime issues in the Burwood LGA and developed education and awareness campaigns on matters including fraud, retail and bike theft and domestic violence.

**Support and implement programs that aim to reduce anti-social behaviour**

**Implement strategies to reduce illegal dumping, vandalism, graffiti and abandoned trolleys**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.2.1	Community Safety	Deliver campaigns and provide initiatives to target illegal dumping and abandoned trolleys	Progressing	The Community Safety Team have developed several initiatives to target illegal dumping and abandoned trolleys - such campaigns include "Dob in a Dumper" for illegal rubbish dumping, installation of signage at targeted locations and trolley impoundment for trolleys left unattended in a public place. Educational campaigns were also delivered in October and November with educational campaigns promoted through Council's Educational Calendar on Council's website.

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.2.1		Provide initiatives to target vandalism and graffiti	Progressing	<ul style="list-style-type: none"> <li>* Graffiti is being removed from Council property and infrastructure as it is reported.</li> <li>* Illegal dumping is being attended to as it is reported.</li> <li>* Vandalism repairs are ongoing.</li> <li>* Council implements a pro-active program to tag and impound abandoned trolleys.</li> </ul>

*Defer anti-social behaviour through design*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.2.2	Community, Library & Aquatic Services	Implement place activation and design solutions that beautify the area and deter anti-social behaviour	Progressing	<p>The Shopfront Improvement Program continues to provide local businesses who want to improve the appearance of their shopfront with funding opportunities. The program supports local economic development, improves community safety and enhances the overall appearance of the local area. This year a total pool of \$50,000 was available for eligible projects within the priority locations of Burwood and Enfield.</p> <p>The Burwood Bounce Back program was introduced to support businesses to reactivate following the extended lockdown period. With a focus on expanding opportunities for business trade and live entertainment, the program has already seen 9 businesses apply for expanded outdoor dining with upcoming road closures and activations earmarked for early 2022. The program seeks to deepen people's connection to place as well as to each other, empowering local communities and stakeholders to drive change in partnership with Council.</p> <p>Upgrades and beautification works continue to be rolled out, including the Strathfield Town Centre, Burwood Main Street Refurbishment, Railway Parade East Streetscape, Henley Park Sports Field Upgrade and Jackson Park Playground Upgrade. Works were also completed on the Everton Road Pocket Park, a welcome addition for residents and nearby</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>commuters of Strathfield Station as a refurbished and urban area to share, meet and relax in.</p> <p>Henley Park upgrades were completed in December 2021 solidifying it as a major sporting and recreational hub in the Burwood area, increasing community engagement in productive activity that supports their general wellbeing both during the day and at night.</p> <p>Council has continued its efforts in greening the LGA by planting an additional 500 trees on streets following the completion of the first 500 tree planting program last year.</p> <p>Additionally, nearly 100 advanced native trees were planted in Wangal Park as part of the Greening our City Program, further enhancing the park's ecological character.</p>

#### Encourage and promote a safe night time culture

Code	Responsible Officer Unit	Action Name	Status	Comments
1.3.2.3	Assets & Infrastructure	Enhance street lighting, increase visibility and promote activities in and around town centres at night	Progressing	<p>LED lighting has become an integral part of the street lighting network. Given the importance of the technology, Ausgrid has continued to update its list of approved lanterns for pedestrian (P) category lighting and has now included a more diverse range of LED options. Fundamentally, LED technology has provided an increase in visibility, improved reliability, enhanced energy efficiency but more importantly has reduced the overall running costs for Council. As of 31 December 2021, 100% of Burwood Council's local road street lighting inventory has been upgraded to LED's, an equivalent of 1367 street lights.</p> <p>Solar tree uplighting has been installed within the Everton Road Pocket Park to not only improve the appearance of the area, but to provide some much needed activation for local residents. This adds to the recent installation of fairy lights around the tree trunks of the existing street</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				trees within the Burwood Town Centre, at the Georges River Road shopping precinct as well as along The Strand in Croydon. Catenary lighting has also been mounted in Hornsey Lane, adjacent to the new Burwood Council Chambers. All these lighting projects have been designed and developed to add much needed life and vibrancy within Burwood.

**A proud and inclusive community that celebrates diversity**  
**Celebrate the achievements of the local community**  
**Encourage and award achievements within the community**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.1.1	Community, Library & Aquatic Services	Provide initiatives such as awards and incentives to promote and share achievements and encourage community participation	Progressing	Planning is underway for the Citizen of the Year Awards to be held in January 2022 and the Volunteer Awards to be held in May 2022.

**Engage with Culturally and Linguistically Diverse communities**  
**Ensure information is accessible to CALD community members**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.2.1	Corporate Planning & Communications	Provide translation technology and support in relevant languages where appropriate across communications channels	Progressing	The Council website includes enhanced digital translation for top nine languages spoken in the LGA. Contact details for Council's interpreter service feature in Council publications, residential newsletters and Council's letterhead. WeChat continues to provide Council news to the Chinese community and the council column appears in the Korean, Chinese and Nepali foreign press. During the COVID-19 period Council has translated and delivered

Code	Responsible Officer Unit	Action Name	Status	Comments
				COVID community support information into Korean, Chinese, Nepali and Arabic as part of the Council newsletter October edition. Council also has provided printed business factsheet and hosted a series of business webinars with updates and support information in English and Chinese to local businesses.

*Develop key relationships with CALD service providers*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.2.2	Community, Library & Aquatic Services	Identify and support CALD service providers that offer services within the community	Progressing	Council staff worked with local charitable services throughout the COVID-19 lockdown to offer culturally appropriate support. This included increased emergency relief packages, mental health support and friendly phone calls in a range of community languages by request from community members.  Council's Multicultural Advisory Committee continued to meet to provide advice to Council in relation to issues impacting on local CALD communities. This resulted in an anti-racism campaign that continues to be rolled out.

*Provide opportunities for CALD communities to share and celebrate their cultures*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.2.3	Community, Library & Aquatic Services	Host and support inclusive activities and initiatives to improve communication between different cultural groups and between cultural groups and council	Progressing	Council staff convene the Multicultural Advisory Committee (MAC) to discuss and implement actions to address issues impacting on local CALD communities. This provides an opportunity for direct input from community leaders into Council planning. One of the key actions was the roll out of an anti-racism campaign, including an inclusive and welcoming artwork in Burwood Chinatown that was developed following feedback from the MAC.

Coordinate, facilitate and support inclusive cultural events and initiatives to celebrate community, diversity and cultural heritage

Provide a program of inclusive community events which celebrate diversity

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.3.1	Community, Library & Aquatic Services	Engage with different cultural groups and encourage participation in events and services	Progressing	Council utilises a bi-cultural support worker who speaks Mandarin and Cantonese to attend Mobile Play Van to assist parents and grandparents who speak limited English. This is an invaluable service as the bi-cultural worker has provided feedback about issues and concerns in the Chinese community and, more recently, advised on concerns about child language development and overall milestone development. Play Van staff will continue to support families to link to services that can assist with identified issues.

Seek to support events and activities within the area that celebrate diversity

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.3.2	Corporate Planning & Communications	Provide support or sponsorship to community cultural events and activities	Progressing	Council supports community groups and associations to hold public events that celebrate cultural heritage. Due to the COVID-19 restrictions the scheduled Moon Festival, Burwood Festival and Carols in the Park were cancelled.

Promote and celebrate the area's heritage and Indigenous history

Preserve and maintain the area's heritage and history

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.4.1	Community, Library & Aquatic Services	Support initiatives which celebrate the area's history and heritage	Progressing	Council engaged First Nations artists, Maddison Gibbs and Jason Wing, to develop a series of artwork treatments throughout Wangal Park. Themed around the six Aboriginal seasons, installation of works has commenced with vinyl wrap artworks installed on 11 light poles throughout the park and plans for floor treatments to be applied to the key pathways and skate park. New gateway signage has been installed at both entryways

Code	Responsible Officer Unit	Action Name	Status	Comments
				into the park which now highlight the park location and reference that 'Sovereignty Was Never Ceded'. Artwork by Gibbs and Wing using the term "Always Was, Always Will Be" pays respect to the Traditional Custodians of the land the Wangal People. For the Wangal Park project and other projects involving First Nations communities, Council is working closely with a Local Elder to follow cultural protocols and consult on project processes and outcomes.

**Preserve and promote the local Indigenous history and identify existing cultures**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.4.2	Community, Library & Aquatic Services	Acknowledge and celebrate the local Indigenous history and community	Milestone	Council engaged First Nations artists to design and implement a series of public artworks in Wangal Park, including light poles, floor and pavement areas and on play and skate park equipment, that will recognise Aboriginal heritage and add to the work already completed in early 2021 in Unity Place.

**Remember and reflect on Australia's history in local context**

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.4.3	Corporate Planning & Communications	Deliver events that commemorate Australian history such as Australia Day and Anzac Day and history of a local significance	Progressing	Due to COVID-19 restrictions the Annual Sandakan Remembrance Service was a small wreath laying event. At the request of the Burwood RSL, Council conducted a Remembrance Day Service under COVID safe restrictions.



*Identify and protect scenic and cultural landscapes within the Burwood LGA. (LSPS Action 17.1)*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.4.4	Strategic Planning, Heritage & Place Planning	Scenic and cultural landscapes identified and protected.	Progressing	Scenic and cultural landscapes have been identified through the Local Strategic Planning Statement and Urban Design Study and Masterplan. Ongoing work is being conducted to identify areas which can be protected and enhanced.

*Promote volunteering opportunities and local participation*

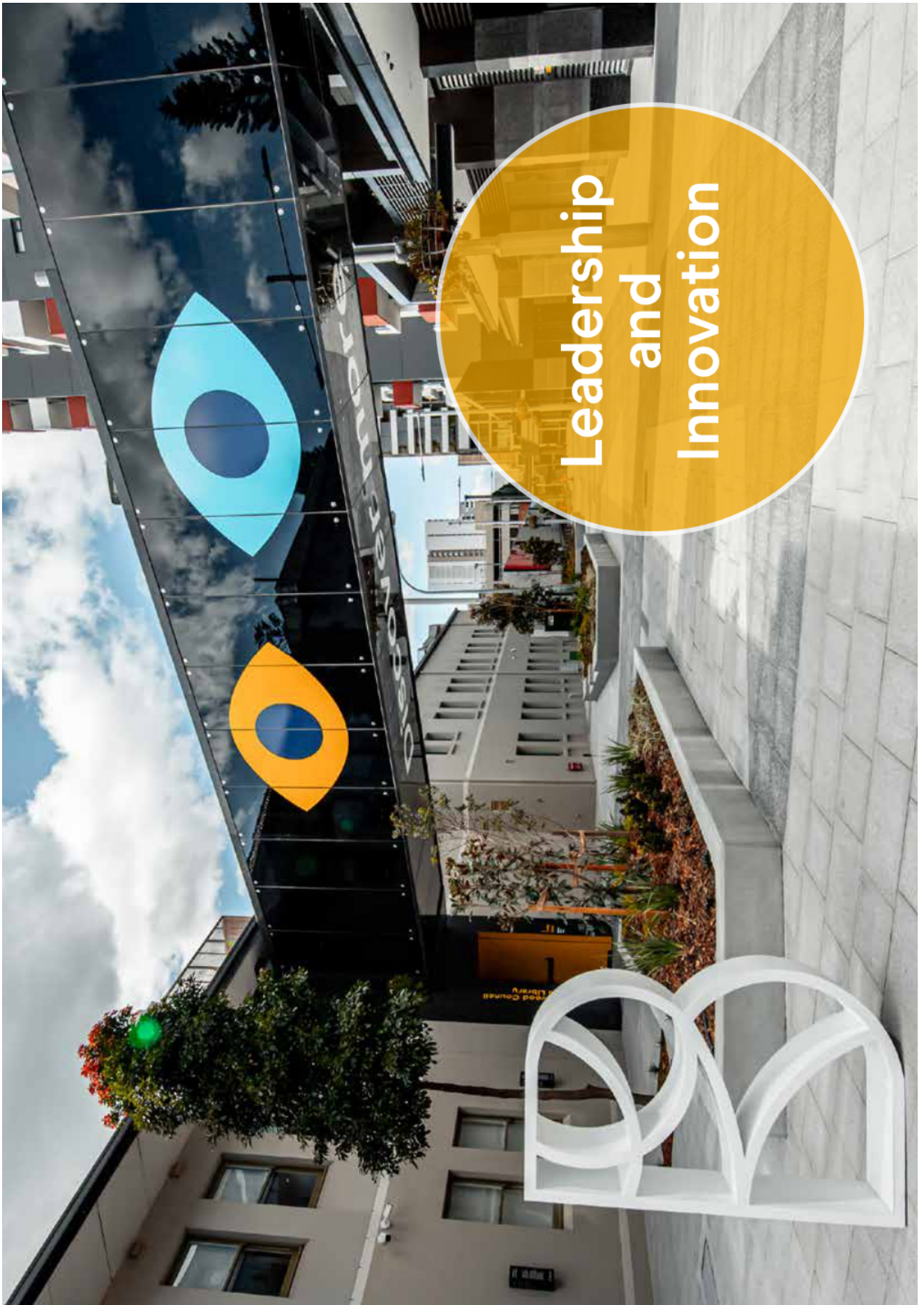
*Work with agencies to support volunteering including volunteers of CALD background*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.5.1	Community, Library & Aquatic Services	Form strategic partnerships and support local volunteering initiatives	Progressing	Council's Volunteering Program engaged local volunteers and prepared them for placement in registered local community organisations. As of December 2021, Council had referred 301 local volunteers to appropriate organisations.

*Provide volunteering opportunities and participation within Council*

Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.5.2	Community, Library & Aquatic Services	Seek volunteering opportunities for Council projects, initiatives and events where possible	Progressing	Under the Burwood Cares Program, coordination of a local food drive was undertaken in partnership with supermarkets to ensure local charities and community support services had sufficient supplies to keep up with demand. Staff worked in partnership with Coles, Burwood Westfield, and IGA Enfield to implement a Donation Drive as well as securing direct donations of food items and PPE from Good 360, Burwood Coles, OzHarvest and Coles Wentworth Point.  Staff worked with Access Sydney Community Transport to deliver food and emergency relief from supermarkets to local charities and churches for distribution to vulnerable community members in the area. Partners included Burwood Community Welfare Services, St Merkorious, St Paul's

Code	Responsible Officer Unit	Action Name	Status	Comments
				Church, St Nectarios, Gods Love Care Feed and the Women and Girl's Emergency Centre.
<i>Support the capacity of the local community to develop projects, events and activities</i>				
Code	Responsible Officer Unit	Action Name	Status	Comments
1.4.5.3	Community, Library & Aquatic Services	Provide skills development and project mentoring for individuals and groups	Progressing	Council arranged first aid training for volunteers, including to young people who are part of the Burwood Youth Advisory Group.



# Leadership and innovation

## Community confidence in Council's decision making

Provide opportunities for engagement and report decisions back to the community  
 Consult and engage with the community on issues that impact the local community

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.1.1	Corporate Planning & Communications	Undertake community consultation for input and feedback on projects and major decisions	Milestone	In October Council launched a community engagement platform 'Participate Burwood' for community to have their say on draft plans, policies and major projects that Council is accessing. This enables Council to better understand the community's needs and aspirations. During the reporting period community consultation included the proposed Burwood Park Nature Play, Sensory Garden and Pond Upgrade, the proposed Grant Park All Inclusive Playground, the draft Sustainable Burwood Strategy, and the proposed Burwood North Precinct. These included face to face community stalls at several locations, letterbox drops and online Zoom community meetings.

## Report outcomes of Council decisions and resolutions

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.1.2		Provide information to the community on outcomes of Council decisions and resolutions in a timely manner	Progressing	Hybrid meetings (with attendance of councillors either in person or via Zoom teleconference link) supported throughout the reporting period in line with statutory advice concerning COVID-19 public health concerns. Citizens had the option to participate in meetings via teleconference link and / or make written submissions as part of the public forum opportunity that precedes the consideration of items of business listed on the agenda.  Each monthly ordinary meeting of Council proceeded as scheduled. Notices of meetings in each instance exceeded the minimum statutory notification requirements. Resolutions of Council determined during

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>confidential sessions were duly reported as soon as open sessions of Council meetings resumed and were recorded in minutes accordingly.</p> <p>Draft minutes of Council meetings were finalised for release within 3 working days of each meeting. Audio recordings of meeting proceedings that are open to the public were posted on the Council website the first working day after each meeting. Declarations of interests from Council meetings and voting on urban planning matters were updated in registers and made available on the Council website within 3 working days.</p> <p>Officers established the feasibility of publishing business papers and minutes of meetings directly to the Council website from software used to create them. Plans for implementation of this in Q3 were prepared in conjunction with a proposal for revitalisation of the design of Council business papers and minutes. Implementation of both will result in faster and more reliable publishing turnaround as well as significant improvements in navigation and readability for end users.</p>

**Inform the community on key regional projects and plans**

**Inform the community on key infrastructure projects which effect the local community. (LSPS Action 1.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.2.1	Assets & Infrastructure	Provide information on major infrastructure projects that impact the local area and community	Progressing	<p>A Capital Works web page has been created on Council's website and is updated with current major projects that are underway. Notification of capital works is also undertaken via Council news letter, onsite signage and letters to nearby residents. Some major projects in these and other parks are underway or have been completed as follows;</p> <p>Henley Park                      Further upgrade works in Henley Park are also underway and these include:</p> <ul style="list-style-type: none"> <li>• Construction of new field irrigation, drainage and turf works for the two</li> </ul>

Code	Responsible Officer Unit	Action Name	Status	Comments
				southern fields, No's 1&2 and mini fields with works are expected to be completed in March 2022.
				<p>Woodstock Community Centre</p> <p>Capital works according to the master plan underway/complete include:</p> <ul style="list-style-type: none"> <li>• A concept design for the sensory garden is complete.</li> <li>• A new shelter with BBQ's and table settings is scheduled to commence in February 2022</li> </ul>
				<p>Grant Park</p> <ul style="list-style-type: none"> <li>• The Construction of two new multi-purpose courts and extension to the Enfield Aquatic Centre carpark is completed</li> <li>• Consultation has been completed and currently in design phase for the new Grant Park All-Abilities Playground</li> </ul>
				<p>Flockhart Park</p> <p>Masterplan Design for Flockhart Park to include 10 X Exercise Equipment Stations, Reconstruction of Cricket Nets, New Playground Equipment and New Fencing along Burwood Road, Hextol Street and Lees Ave.</p> <p>Also stabilising the embankment under the road bridge on the pathway cyclist at Georges River Road.</p> <p>A Burwood Gateway signage has been completed on Fifth Avenue entrance to Park.</p> <p>Upgrade of the cricket practice nets and cricket pitch have been completed.</p>
				<p>Burwood Park</p> <p>Initial concept plans where developed by Council staff and were presented as part of the recently completed Community consultation for the proposed new Burwood Park Nature Play, Pond upgrade and Sensory Garden. Following review of the community consultation and approval by Council, Council will move to refining the concept design and to the detailed design stage by mid 2022.</p>

*Provide community education on Council policies and regulations and other legislation which affects the community*

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.2.2		Distribute relevant information in a format that is easy to understand to ensure the community are aware of any changes to policies, regulations or legislation	Progressing	<p>The Council website continues to be the principal channel for proactively releasing information about the instruments that relate to the civic governance of Council. Policies are promptly added or updated following adoption by Council. There were no new or changed policies adopted in the reporting period apart from an annual update of the Agency Information Guide about Council required under legislation governing public access to information.</p> <p>As an extension to Council's legislative compliance framework, attention is routinely drawn on the Council website and community newsletters to significant changes in statutory requirements and any significant activity in relation to this. In the reporting period, some key aspects of statutory provisions being activated as part of local elections was reflected on the Council website. Community newsletters that were released several times a week (daily in many weeks) drew attention to important NSW Government public health orders and related provisions concerning the management of COVID-19.</p>

*Ensure transparency and accountability in decision making*

*Audit and evaluate projects and report outcomes to the community where possible*

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.3.1		Provide transparent auditing processes and ensure reports are made available to the community where appropriate	Progressing	<p>The Audit Risk &amp; Improvement Committee (ARIC) convened its fourth and final meeting of 2021 in October. The meeting featured a new a chair (Daniel Carbone - a previously serving independent member) and newly recruited independent member (Jesse Jo) following the expiry of previous appointments of independent members.</p> <p>At the October meeting, the ARIC considered the interim findings of the annual external audit conducted by the Audit Office of NSW. It subsequently completed its review and endorsement of final details out of</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>session. Council was found to be in a relatively favourable position despite being strongly buffeted by COVID-19 impacts. Potential for further improvement in relation to management of information technology controls was noted. Council's approach to re-evaluation of assets was viewed favourably.</p> <p>The ARIC reviewed matters arising from an internal audit report on management of heavy plant and fleet. It also considered an update on progress against implementation of actions arising from the internal audit earlier in the year on time and attendance management.</p> <p>The former chair of the ARIC (Sandra Mulder) prepared an annual report on the ARIC which was considered and adopted by Council at its November 2021 meeting. She made herself available to respond to feedback from councillors at the meeting and briefly reflected on her positive experiences with the ARIC. Council formally recognised her valuable contributions that had been made over more than 10 years.</p> <p>Officers began preparations for fast tracking compliance with the emerging Enterprise Risk and Internal Audit Framework being driven by statutory changes that are gradually being activated under the Local Government Act 1993. The newly elected Council and recent recruitment activity to refresh appointments of independent members to the ARIC coincide to provide an excellent opportunity to begin the journey.</p>

*Provide information in a transparent manner*

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.3.2		Ensure all public information is accessible and made available in a timely manner	Progressing	Council met all obligations under the Government Information (Public Access) Act and the Local Government Act for mandatory proactive release of open access information via publication of relevant content on the Council website. It also continued to meet its commitments on non-mandatory proactive release of information as publicised in its updated



Code	Responsible Officer Unit	Action Name	Status	Comments
				Agency Information Guide. A revised version of the Agency Information Guide was prepared and adopted by Council as per legislative obligations to annual remaking.
				Work was completed on development of Frequently Asked Questions (FAQs) for the Council website which address both navigation of information access systems and what to expect with common types of requests. The FAQs resource will be updated and improved as part of normal continuous review and improvement of website content and its organisation` .
				The NSW Information and Privacy Commission provided feedback to councils audited for compliance with statutory requirements to publish declarations of interests lodged by councillors and designated persons. Burwood Council was found to have met core compliance requirements and is on track with completing some improvements in arrangement of content on the Council website and options for navigation to it.
				During the reporting period there were 42 informal and 11 formal applications processed under the Government Information (Public Access) Act. Processing of one formal application was not completed well within the statutory time frame of 20 working days - a communication failure concerning payment resulted in a two day non-conformance - the balance were completed within 5 working days. All informal applications were determined well within the local standard of 20 working days.

*Provide efficient and transparent procurement and purchasing*

Code	Responsible Officer Unit	Action Name	Status	Comments
2.1.3.3	Finance & Resource Management	Maintain a transparent process when engaging with contractors, suppliers and businesses	Progressing	Council has set in place effective and efficient processes for purchasing and procurement of goods and services through a comprehensive Procurement Strategy and Purchasing and Contract Management

Code	Responsible Officer Unit	Action Name	Status	Comments
				Corporate Practice along with Tendering Manual. These are updated on a regular basis in accordance with Council's Corporate Review Practice.

**Strong partnerships to benefit the community**

**Maintain dialogue between neighbouring councils to share resources and improve provision of services**

**Participate in regional associations and seek opportunities to work and deliver shared priorities with neighbouring councils. (LSPS 16.3)**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.2.1.1	People & Culture	Participate in inter-agencies and networks within the region and deliver initiatives through established shared agreements.	Progressing	Burwood Council is a member of the Southern Sydney Regional Organisation of Councils, an association of 11 councils spanning Sydney's southern suburbs, eastern suburbs, CBD, and inner west and covering a third of the Greater Sydney's population, or 1.7m people. SSROC provides a forum through which our member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region. Council is also a member of the CivicRisk Mutual. CivicRisk Mutual is a flexible organisation, formed with the objective of implementing risk management solutions with their members and encouraging business growth. CivicRisk Mutual is a mutual of like-minded councils sharing the same strategic approach to risk management. Council is an active member of sector associations, LGNSW and LGProfessionals, and presents and participates in forums and learning opportunities.

Develop strategic partnerships that will benefit the area and community  
 Maintain and establish relationships with State and Federal agencies, service providers and not for profits. (LSPS Action 2.5)

Code	Responsible Officer Unit	Action Name	Status	Comments
2.2.2.1	Community, Library & Aquatic Services	Explore funding opportunities and work with State and Federal agencies on initiatives that will benefit the community	Progressing	<p>The Burwood Cares program worked in partnership with supermarkets, community organisations, local charities and churches to distribute food and emergency relief to vulnerable people in the Burwood community.</p> <p>Council secured \$250,000 from the NSW Government Local Councils COVID-19 Grants Program for Council-led community initiatives which rapidly delivered pandemic support to vulnerable communities. This included coordination of local food donations, emergency relief and mental health and wellbeing programs, communications and engagement initiatives, business support programs and support for creative industries.</p>
2.2.2.1	Community, Library & Aquatic Services	Participate in regional alliances and local interagencies	Progressing	<p>Council staff attended the Inner West Disability Forum working group via Zoom from July - December 2021. This enabled Council to remain informed about issues impacting on people living with a disability and their carers.</p> <p>Council staff convened and participated on the Groovability working group, which is a network of disability organisations in the Inner West region. This group delivered the International Day for People with Disability event in December 2021 which was attended by 100 people and was also livestreamed.</p> <p>Council staff participated in the regional Inner West Youth Alliance Interagency. This group works actively to understand and respond to the needs of young people in the region and is an excellent opportunity to share information and form partnerships.</p> <p>Council staff coordinated the Burwood Regional Child and Family Interagency. This group has approximately 40 services attending on a regular basis and has an email network of around 125 community sector staff. This group is active in reviewing the needs of local families and</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				children and planning activities, such as running parenting workshops, to help address identified priorities.

**Work with NSW Department of Education to identify needs for new and upgraded schools. (LSPS Action 2.1)**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.2.2.2	Strategic Planning, Heritage & Place Planning	Advocate for NSW Government provision of educational infrastructure.	Progressing	The Strategic Planning, Heritage and Place Planning team collaborates with School Infrastructure NSW and the Department of Education to advocate for the provision of additional educational infrastructure. Feedback is also provided on the planning of educational infrastructure. Any opportunities for the use or sharing of facilities are always considered. Work is also done with private non-government schools with meetings conducted with MLC School as part of the Comprehensive LEP amendment which has focused on the potential for the sharing of facilities and new infrastructure upgrades to benefit students as well as the population at large in the Burwood North Precinct.

**Work with NSW Health to identify needs for new or upgraded health facilities. (LSPS Action 2.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.2.2.3	Strategic Planning, Heritage & Place Planning	Advocate for NSW Government provision of health infrastructure.	Progressing	The Strategic Planning, Heritage and Place Planning team collaborates with Health NSW and the Sydney Local Health District to advocate for renewal and introduction of additional health infrastructure. Feedback is also provided on the planning and assessment of health infrastructure. Earlier work with the Sydney Local Health District on Healthy Streets implementation for future collaboration were identified and discussions have been renewed to explore joint positions and projects.

**Deliver outcomes for the Parramatta Road Corridor in partnership with neighbouring councils and government agencies.. (LSPS Actions 4.1 and 4.3)**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.2.2.4	Strategic Planning, Heritage & Place Planning	Complete precinct planning proposal	Progressing	The Strategic Planning, Heritage and Place Planning team has completed the main steps of the Housekeeping LEP amendment, which focused on the rezoning of the Livingstone Street and Sym Avenue Precinct. This is now nearing completion with final submission to DPIE in November 2021. Alongside that process, the team has progressed work on the Comprehensive LEP amendment in the form of built form and economic viability testing to inform the future character of the Burwood North Precinct and the feasibility of medium density in other areas of the LGA. The team is currently progressing built form options to consult with the community in the early part of 2022 with a planning proposal stage expected to commence in mid-2022. The Housekeeping and Comprehensive LEP amendments were informed by the Urban Design Study and Masterplan for the Burwood Town centre and whole LGA, which were commissioned following the LSPS.

**Assess and refine the findings of the Burwood, Strathfield and Homebush Collaborative Precinct work to ensure they meet community needs. (LSPS Actions 4.3, 4.4 and 15.5)**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.2.2.5	Strategic Planning, Heritage & Place Planning	Studies completed and infrastructure upgrades identified	Progressing	The Strategic Planning, Heritage and Place Planning team continues to identify opportunities for infrastructure upgrades. The recently completed Urban Design Study and Masterplan has analysed a number of precincts potentially informing their future planning, which in turn will assist in identifying the need for future infrastructure upgrades, such as in the case of the Burwood North precinct where a Metro station is planned.

**Ensure financial sustainability and organisational effectiveness**

**Identify and maintain additional revenue sources to ensure financial sustainability**

**Maintain an investment strategy and policy**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.3.1.1	Finance & Resource Management	Implement appropriate strategies and report outcomes to Council	Progressing	Council has developed an Investment Strategy and an Investment Policy through a third party Investment advisor which are reviewed regularly. Council invests surplus funds with various Financial Institutions during the year. These invested funds have been receiving at least 0.25 basis points above the RBA official rate. Council staff ensures that these invested funds are in secure financial instruments. Staff ensured that Council were made aware of all Invested Funds through a monthly report tabled at Council meetings in accordance with Legislative requirements.

**Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.3.1.2		Manage Council's property portfolio to ensure best value returns and to ensure properties are developed, renewed and maintained for the benefit of the community	Progressing	Council's property portfolio continues to be maintained and renewed, ensuring continued benefit for the community. A Draft Property Strategy has been completed and is currently undergoing peer review to further strengthen Council's property management practices.

**Seek additional sources of income to improve financial sustainability such as discounted loans, financial grants and special variations**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.3.1.3	Finance & Resource Management	Identify the community's capacity and willingness for additional sources of income	Progressing	Council is in the third year of a four year Special Rate Variation aimed specifically at improving drainage infrastructure within the local area. Along with the normal capital works program, Council has applied for and

Code	Responsible Officer Unit	Action Name	Status	Comments
		and implement where appropriate or required		secured additional grant funding from the Roads and Maritime Services Blackspot program, Local Government Safer Roads program and Local Roads and Community Infrastructure Program. In addition to grant funding, several public domain works have been funded by developers within the local government area. Council has been successful in obtaining grant funding for the installation of new Amenities Building in Grant Park and grant funding for several Public Art Projects along the Parramatta Road Cycle Path.

Ensure the organisation is well led, staff can carry out their roles efficiently and effectively in line with the community's vision

Deliver services and initiatives to the community in line with Council's Community Strategic Plan and supporting documentation

Code	Responsible Officer Unit	Action Name	Status	Comments
2.3.2.1	Corporate Planning & Communications	Develop, review and monitor a Resourcing Strategy including a Workforce Plan, Asset Management Plan and Long Term Financial Plan	Progressing	With the new term of Council to commence in FY22/23 Council is currently developing a new suite of documents that make up the resourcing strategy. Workshops with key stakeholders has been held with project plan and timeline developed. Work has commenced on the Long Term Financial Plan, Workforce Plan, Asset Management Plans. This cycle four year Digital Plan has been included. Although not required under the legislation, Council has determined that an integrated long term view of digital technology is critical to resourcing.

Ensure corporate values and objectives align with the community's vision

Code	Responsible Officer Unit	Action Name	Status	Comments
2.3.2.2	People & Culture	Develop, review and monitor a Corporate Plan	Progressing	Burwood Council continues to build the capability within the management levels of building, monitoring and reporting on the progress of a Corporate Plan. The projects identified in the internal Corporate Plan continue to be implemented. As part of the 2020-2021 Performance and Development Managers and employees were required to review team

Code	Responsible Officer Unit	Action Name	Status	Comments
				work plans and develop individual work plans that are reflective of the Corporate plan. This enabled employee to have a greater understanding of the Corporate Plan and their role in the delivery of the associated projects.

**Provide structured procedures and processes to ensure organisational effectiveness**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.3.2.3	People & Culture	Identify and implement frameworks that will improve organisational efficiency and business excellence	Progressing	With the rollout of the 2020-2021 Performance and Development Review process conducted from September to November 2021 the organisations Performance Pyramid encompassing, Ethical Leadership, Innovation and Customer Experience was the framework that each employee assessed their individual performance against. Within this framework was a set of criteria to define performance at each level. Learning programs such as 'Setting SMART work plan goals' and 'Getting the most out of employee performance' were rolled out to all employees with the objective of connecting employees to the organisational strategy and plans and individual performance. Managers also received additional development on the Performance Pyramid framework and criteria.

**Efficient and innovative customer focused services**

**Provide a 'one stop shop' for customers**

**Optimise the experiences of visitors to Council**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.1.1		Maintain Council's Customer Service Centre and Administrative Office	Progressing	The Property & Building Services team have completed the implementation of an online "Maintenance Request" reporting solution to facilitate the reporting of facility issues. The online system went live in August 2021 and has provided faster response times and resolutions to reported issues and maintenance requests.



**Deliver high quality customer service for all points of contact**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.1.2	Customer Service & Records	Ensure customers are attended to in line with service standards	Progressing	During the period of 1 July 2021 to 31 December 2021, the number of customers served at the Customer Service Counter was a total of 447 with 98.4% being served within 5 minutes. (The counter was closed from 2/7/2021 to 18/10/2021 due to COVID-19). The number of calls received within the call centre during this period of time was 16,086 with 81.38% being answered in less than 40 seconds.

**Modernise and digitise relevant services to meet the needs of the community**

*Allow customers to 'do business with council' entirely online*

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.2.1	Information Technology	Digitise all forms, applications, requests and payment methods where possible	Progressing	During the reporting period, Council has developed and published an additional 26 online forms thereby totaling 131 forms that can be accessed via Burwood Council Website. Since July 1, 2021, 3037 online form responses were received including 865 responses for booking a household clean-up, 543 for parking permits, 267 for change of address and 221 for bin requests. Since July 1, 2021, Council has received 67 Development Applications and 29 Modification Applications of which 53 Development Applications and 19 Modification Applications were approved. The status of all submitted applications are available to view online through Council's website along with their outcomes.

**Explore new online communication tools**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.2.2	Information Technology	Identify and implement technology that will enhance	Progressing	Council meeting rooms have been upgraded with video conferencing tools to support modern communication methods along with flexible in-person and online attendance to official meetings and events. Council meetings

Code	Responsible Officer Unit	Action Name	Status	Comments
		and improve customer experience		<p>continued to be conducted in hybrid (online and in-person) form to allow flexible attendance by councillors and the public during COVID-19 restrictions.</p> <p>Council has extended its free WIFI service to its George St Centre in this reporting period. The WIFI solution provides fast internet speeds and a simplified customer connection experience.</p> <p>Council is has implemented Park'n Pay which is a convenient and easy way to pay for parking. It will be progressively rolled out in additional Council parking locations to improve customer experience.</p> <p>Council has recently completed a major upgrade of its ERP solution used for managing Customer Requests, assessing Development Applications and maintaining several Registers. The upgrade has ensured the continued effectiveness of Council's information systems used to deliver various services to customers.</p>

**Provide opportunity for ongoing community feedback to ensure best practice**

**Allow customers to provide immediate feedback on their experience**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.3.1	Customer Service & Records	Implement customer feedback mechanisms at Council facilities to receive immediate feedback on customer experience	Progressing	Feedback devices and a feedback mechanism on staff email signatures have been implemented to provide a voice for the customer and provide a benchmark for Council to measure the Customer Experience. During the period Council received an overall Customer Experience Score (CX) of 7.5 based on 1323 ratings across the organisation.

**Monitor and measure Council's customer service**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.3.2	Customer Service & Records	Conduct initiatives to support and improve the training of Council staff in customer service	Progressing	During the period, there has been minimal face to face training of Council staff due to the COVID-19 pandemic and the offices being closed. In November 2021, new staff participated in the Customer Service Call Centre Experience which enables staff to listen in on real calls with residents and understand customer issues first hand. The Customer Service Team also completed the following courses within the period: Serving Customers in a Continuously Changing World, Listening to Customers, Creating Positive Conversations with Challenging Customers, Customer Service - Call Control Strategies.

**Improve overall customer satisfaction**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.4.3.3	Customer Service & Records	Conduct regular surveys to gauge customer experience	Progressing	A survey was conducted in November 2021 to gauge customer satisfaction with the Library Midnight Hours trial. The trial was very successful with all but two days booked out with customers. Council staff are currently reviewing customer feedback and resourcing requirements to enable the expansion of the new service in 2022.

**Leaders in the Local Government sector****Provide strong leadership and advocacy on behalf of the community****Support the roles of Council and Councillors to ensure elected leaders can govern efficiently and effectively on behalf of the community**

Code	Responsible Officer Unit	Action Name	Status	Comments
2.5.1.1		Conduct regular training and induction sessions to support Councillors	Progressing	Activity in this quarter was subdued in deference to the approach of NSW local government elections which were postponed from September until December due to COVID-19 disruptions. Nonetheless, in this period councillors were provided with in house briefings or workshops on the

Code	Responsible Officer Unit	Action Name	Status	Comments
2.5.1.1		Provide information and resources and encourage professional development	Progressing	<p>following: Burwood Urban Park development; Council Sustainability Strategy; Grant Park All Inclusive Playground development; refresher on Managing Conflicts of Interest; LEP / DCP Revision Planning for revision of the Local Environmental Plan (LEP) and Development Control Plan (DCP) of Council.</p> <p>Councillors continued to be supported throughout the reporting period via established request management and feedback systems, including content delivered via the dedicated online councillor portal. New Council intranet technology was activated during the reporting period and has been identified as a preferred mechanism for revitalizing councillor portal resources for the newly elected body of Council. Responses to councillor Questions With Notice continued to be met within the service level standard of 10 working days.</p>

#### Monitor and review Council's performance against other councils

#### Review Council's services and functions to gauge residents' satisfaction and benchmark performance against other councils

Code	Responsible Officer Unit	Action Name	Status	Comments
2.5.2.1	Customer Service & Records	Participate in benchmarking activities and analyse results to improve Council's performance (in areas such as financial sustainability, customer services, and other service provisions)	Progressing	Council participated in the National Local Government Customer Service Benchmarking Survey within the review period. Results are yet to be released.

Strive for business excellence through innovation

Implement technology which will increase efficiencies and productivity

Code	Responsible Officer Unit	Action Name	Status	Comments
2.5.3.1	Information Technology	Undertake an assessment of available technology to identify solutions that will streamline business processes	Progressing	<p>Council meeting rooms have been upgraded with video conferencing tools to support modern communication methods along with flexible in-person and online attendance to official meetings and events. Council meetings continued to be conducted in hybrid (online and in-person) form to allow flexible attendance by councillors and the public during COVID-19 restrictions.</p> <p>Council is in the process of implementing a mobile Asset Management application to enable Council officers to perform their duties using their mobile devices from any location. The implementation of this solution will commence for the Civil team in January 2022 and is due to be completed by April 2022.</p> <p>With the rollout of laptop devices for staff and the implementation of technology to support remote working, Council officers are able to effectively access Council's information systems and resources from anywhere and work from any location, facilitating the realisation of organisational service levels.</p>

Anticipate emerging trends and changes that will impact the area

Finalise the Smart City Strategy to proactively monitor external strategies, technology and solutions that have the potential to impact Burwood. (LSPS Action 15.1)

Code	Responsible Officer Unit	Action Name	Status	Comments
2.5.4.1	Strategic Planning, Heritage & Place Planning	Complete smart cities strategy and Seek seek opportunities to be involved in pilot programs and other initiatives aimed at assessing customer needs	Progressing	<p>The Strategic Planning, Heritage and Place Planning team has continued to progress the Smart City Strategy. The latest draft has 13 future initiatives to complement a similar number of current initiatives. Some of these initiatives aim to assess customer needs and provide opportunities for the public such as free public Wi-Fi and online Council services. Further work will be done in identifying opportunities for pilot programs</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				to advance these initiatives. Ongoing SSROC Smart Communities Working Group meetings are attended, which provides Burwood Council staff insights of other SSROC councils.



# Healthy and sustainable environment

Maintain and enhance green and open spaces

Ensure strong planning controls to protect and encourage open and green spaces

Ensure planning policies enhance and protect open and green space where appropriate

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.1.1	Assets & Infrastructure	Develop specific plans of management for public spaces	Progressing	Council staff have finalised the draft Burwood Park Plan of Management and will be placed on public exhibition in the first quarter of 2022 for formal adoption by Council.
3.1.1.1	Strategic Planning, Heritage & Place Planning	Ensure State and District Plan strategies are included into relevant Council planning policies	Progressing	The Strategic Planning, Heritage and Place Planning team have commenced revisions to the Local Environmental Plan (LEP), Development Control Plan, which will be followed by planned modifications to the Local Infrastructure Contributions Plans. The housekeeping LEP is nearing completion and the comprehensive LEP amendment is currently underway. The Housekeeping DCP has been completed and the Comprehensive DCP will commence in 2022. Both these planning policies have taken into account State and District Plan strategies such as the Parramatta Road Corridor Urban Transformation Strategy (PRCUTS) which is being incorporated into the Comprehensive LEP review. Discussions have continued with the Department of Planning, Industry and Environment Planning Delivery Unit, surrounding LGAs and Traffic Consultants, Bitzios, on how the PRCUTS can be implemented into these Council policies.
3.1.1.1	Strategic Planning, Heritage & Place Planning	Provide strategic planning input into future development proposal where possible	Progressing	The Strategic Planning, Heritage and Place Planning team provides input to the Building and Development team on an ongoing basis. This includes heritage referrals.
3.1.1.1	Assets & Infrastructure	Identify opportunities to increase canopy coverage within the area	Progressing	The management of all trees in the Burwood Local Government Area is aimed at increasing the overall urban tree canopy and so there is no net loss. Council have recently planted an additional 526 street trees in the



Code	Responsible Officer Unit	Action Name	Status	Comments
				Burwood LGA on top of the 500 trees planted last financial year with these trees planted in the most suitable locations to best increase the urban tree canopy and reduce the overall temperature of the urban environment. Also there were an additional 104 trees recently planted at Wangal Park.

**Pursue partnerships and opportunities to create new open spaces**

**Negotiate with developers for additional space upon redevelopment of sites**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.2.1	Strategic Planning, Heritage & Place Planning	Quantify and report on additional open space provided as part of redevelopment	Progressing	The Building and Development team complete assessment reports for residential flat buildings and other types of residential uses. These include the assessment of the quantity and quality of proposed private and communal open space provisions. Developments are required to meet Council's planning controls as well as SEPP 65 and the Apartment Design Guide recommendations. Work has commenced on the planning of new open space in the Burwood North Precinct as part of the Comprehensive LEP review.

**Work with NSW Government and neighboring councils to deliver new and improved connection of the green grid. (LSPS Actions 10.4, 12.1, 12.2, 13.1, 13.3 and 14.1)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.2.2	Strategic Planning, Heritage & Place Planning	Create a connected green grid and improve quantum of open space.	Progressing	The Strategic Planning, Heritage and Place Planning team has continued to identify ways in which a connected green grid could be implemented. The Local Strategic Planning Statement and Community Facilities and Open Space Strategy have recommendations to deliver green grid connections to open spaces. Open spaces and green grid connections will be reviewed as part of the Comprehensive LEP review which focusses on the Burwood North Precinct. Consultation has taken place to understand community preferences for open space delivery in the Burwood North

Code	Responsible Officer Unit	Action Name	Status	Comments
				Precinct. Stage 2 of the consultation is planned to continue through 2022 where further work will be done on the provision of open space and green grid networks throughout the Burwood North Precinct.

**Support healthy lifestyles by delivering new spaces and infrastructure (LSPS Action 2.4)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.2.3	Community, Library & Aquatic Services	Investigate the development of a District Sport Facilities Plan	Progressing	<p>During the period Council delivered new community infrastructure to support healthy lifestyles or enhance local sporting facilities. This included completion of the Grant Park Multipurpose Courts and Car Park Extension, a welcome addition to the Henley Park Sports Precinct that is now available for community use and completion of the state-of-the-art learn to swim facility at the Enfield Aquatic Centre, which is anticipated to open to the public in early 2022.</p> <p>In addition to the above works, Council is currently working on upgrades to Sports Fields 1 and 2 and the Mini Fields at Henley Park, including a new irrigation system and high quality turf to ensure the provision of high quality sporting facilities for the local community.</p> <p>Investigation of the development of a District Sport Facilities Plan remains ongoing.</p>

**Ensure regular cleaning and maintenance of local areas to prevent damage to the environment  
Monitor and maintain local streets to mitigate risk to the environment**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.3.1		Provide regular street sweeping and maintenance services	Progressing	<p>* Council-wide program of street sweeping is ongoing.                      * Defects in roads and footpaths are inspected and either addressed</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				through maintenance interventions, or are referred for consideration in future capital works programs.
<b>Maintain the stormwater drainage network</b>				
Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.3.2		Regularly maintain and clean the stormwater drainage network and clear blocked pits	Progressing	Council implements an ongoing program of routine street and gutter cleaning across the lga. Council implements a program to clean storm water pits and pipes, including cctv inspections to identify blockages. Routine mowing of nature strips for corner block sidelines and pensioners is underway.
<b>Remove priority weeds from public spaces</b>				
Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.3.3		Implement a priority weed removal program in line with the Biosecurity Act 2015 (NSW)	Progressing	Hand weeding continues in conjunction with the nature strips mowing service. Limited use of chemical weedicide in some areas.
<b>Maintain trees and vegetation to ensure that they are attractive and safe</b>				
Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.3.4		Trees and vegetation are maintained as required to avoid damage or risk and new vegetation is planted where possible	Progressing	Routine tree maintenance program is underway. Routine mowing of nature strips for corner block sidelines and pensioners is underway. Hand weeding program is progressing in association with nature strip mowing.

**Continue to increase canopy cover across the LGA. (LSPS Actions 11.1 and 11.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.3.5	Assets & Infrastructure	Prepare a street tree masterplan to prioritise areas for increased planting and to assist in the heat island effect	Progressing	Council has a Street Tree Management Strategy adopted by Council 18 November 2013 (Minute. No. 177/13, Trim. No. 13/47091). Council has completed the delivery of the first and second round of the 500 trees program and also the Wangal Park Tree Planting. Council has planted over 1000 street trees throughout the Burwood LGA.

**Ensure all public parks and open spaces are accessible, maintained and well managed to meet the current and future needs of the community**

**Regularly maintain parks, playgrounds, sportsfields, gardens and open spaces**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.4.1		Undertake scheduled maintenance programs to meet community needs	Progressing	Major Parks scheduled maintenance program for Burwood Park, Henley Park, Wangal Park/ Blair Park, Flockhart Park is ongoing. Scheduled maintenance and upkeep of reserves is ongoing.

**Ensure sustainable materials are used for park amenities and facilities**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.4.2		Maintain and upgrade existing park amenities to ensure longevity and sustainability	Progressing	During the reporting period the security systems for the amenity blocks at Henley park and Blair park were refined to facilitate public access and operational requirements.

**Provide support for the establishment of sensory and community gardens**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.4.3	Assets & Infrastructure	Identify opportunities to implement sensory or community gardens in existing	Progressing	Initial concept plans where developed by Council staff and were presented as part of the recently completed Community consultation for the proposed new Burwood Park Nature Play, Pond upgrade and Sensory

Code	Responsible Officer Unit	Action Name	Status	Comments
		parks, reserves and open spaces		Garden. Following review of the community consultation and approval by Council, Council will move to refining the concept design and to the detailed design stage by mid 2022. Staff have also identified the area in the northwest corner of the Woodstock Community Center Park land as a possible suitable location to design and develop another sensory garden. Staff will continue to investigate suitable locations for possible community gardens in Burwood's other parks and reserves in the future.

**Ensure parks are accessible and offer inclusive activities**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.1.4.4	Assets & Infrastructure	Ensure parks can be accessed by people living with a disability or impairment and that playgrounds are inclusive and accessible	Progressing	All of Council parks, reserves and new playground equipment are designed to be accessed by people living with a disability or impairment. The recent playground completed at Jackson Reserve is fully accessible to children / people living with a disability or impairment as Council's design briefs call for an all-inclusive playground that satisfies the design principles of 'Everyone can Play'. Council is also currently in the design phase for the construction of a new All Abilities Playground at Grant Park that is scheduled to be completed by December 2022.

**Provide sustainable waste management practices**

**Promote existing recycling services**

**Provide education and information about Council's recycling services**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.2.1.1.1	Environment & Health	Use Council communication platforms to inform the community on existing environmental services and initiatives	Progressing	The Burwood Council WasteInfo App provides detailed information on recycling options for residents. Council's website also offers alternative recycling / disposal options for materials not accepted through the kerbside collection service. Council's social media platforms regularly feature waste and sustainability tips relating to reducing waste and

Code	Responsible Officer Unit	Action Name	Status	Comments
				buying less, increasing diversion and ways residents can reduce their impact on our local environment.

**Ensure residents adhere to sustainable recycling practices**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.2.1.2	Environment & Health	Conduct bin audits and encourage residents to recycle correctly	Progressing	Council is using the results from the 2019 waste and recycling residential kerbside bin audit to target key priority areas for education campaigns. Improved bin infrastructure, bin bay signage and engaging the building manager to assist with the promotion of recycling messages is the key in apartment buildings

**Identify emerging waste management solutions**

**Actively seek and identify new processes and technology. (LSPS Action 15.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.2.2.1	Environment & Health	Implement waste management solutions that will benefit the community and industry	Progressing	Council has recommended the regular free e-waste, mattress and whitegoods drop-off days at the Operations Centre for residents following the forced close down due to the Covid Pandemic. The scheduled area and on call clean ups have mattresses collected separately for recycling. Council continues to partner with The Bower reuse and repair centre as well as a textiles recycling service through drop off points located through the Burwood local government area.

**Establish clear targets for recycling and reducing waste to landfill**

**Ensure a community wide increase in recycling and reduction in landfill**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.2.3.1	Environment & Health	Continue to monitor environmental performance indicators and outcomes and report results and targets to the community	Progressing	Council continues to monitor it's environmental performance, during the reporting period the master list of accounts were updated to ensure quality data is received. During the reporting period Council's Draft Sustainable Burwood Strategy was placed on public exhibition, it is expected to be formally endorsed in early 2022 and Council will be working towards achieving the targets and actions listed in the document

**Educate the community on sustainable practices**

**Provide initiatives to encourage more sustainable practices in the community and around home**

**Deliver educational programs to the community, networks and businesses that encourage sustainable practices**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.3.1.1	Environment & Health	Provide an annual calendar of initiatives on environmentally sustainable practices	Progressing	The Council website and WasteInfo App provide a calendar of e-waste, mattress and white-good drop-off days, a link to the NSW EPA CleanOut events are also listed. Council's Community Safety Working Group continues to work on a quarterly calendar of events from across Council including sustainability and waste diversion initiatives

**Participate in regional sustainability programs**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.3.1.2	Environment & Health	Work with neighbouring councils and agencies to deliver sustainability programs to the community	Progressing	Council partners with adjoining Councils on regional sustainability and waste initiatives and projects. The majority of the projects are overseen by SSROC, ensuring a coordinated and consistent roll out of projects and initiatives

**Encourage the community to follow sustainable practices**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.3.1.3	Environment & Health	Award residents, streets, businesses or areas that follow sustainable recycling practices	Progressing	Council has recently prepared a Draft Burwood Sustainability Strategy. This will promote sustainable practices both across Council and within the community. Council will review how to best implement a successful awards program in the context of the Burwood Sustainability Strategy.

**Promote public transport and more active forms of transport such as cycling and walking**

**Promote public transport, cycling and walking to residents going to work and those who work in Burwood. (LSPS Actions 1.5 and 15.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.3.2.1	Environment & Health	Undertake campaigns and initiatives that encourage the use of alternative transport	Progressing	Council has dedicated cycleways and through the social media and website promotes use of these cycleways and opting to choose public transport and car sharing services when possible.

**Encourage the community to take pride in the cleanliness and maintenance of the area**

**Promote a clean environment through urban architecture and landscaping**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.3.3.1	Environment & Health	Identify opportunities to provide recycling and other waste collection terminals across town centres	Progressing	Council has partnered with The City of Canada Bay Council to share the Community Recycling Centre (CRC) located just across the north boarder of the local government area. The CRC is a NSW EPA part funded facility to assist residents in correctly recycling / disposing of problem waste such as paints, household chemicals, gas bottles, light bulbs etc. It is free to use by Burwood and Canada Bay residents and helps to keep problem wastes out of landfill.



**Raise awareness in the community on littering**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.3.3.2	Environment & Health	Undertake campaigns to reduce littering in town centres	Progressing	The waste team works closely with the Compliance and Clean and Safe teams to monitor and reduce littering in the town centres. The clean and safe team conduct daily monitoring and cleaning of the commercial precincts in the Council area. Signs have been erected in illegal dumping hotspots encouraging residents to call Council for a clean up and 'dob in a dumper'

**Leadership in environmental sustainability**

**Invest in green and renewable technology**

**Implement green and renewable energy initiatives across Council facilities. (LSPs Action 15.3)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.4.1.1		Audit existing facilities and upgrade where appropriate	Progressing	Energy use monitoring systems were used during the reporting period to optimise the efficiency of Council facilities.

**Promote greater use of more efficient green technologies and alternative energy sources**

**Support and promote Federal and State Government initiatives in the rollout of green technologies and alternative energy sources**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.4.2.1	Environment & Health	Actively advertise State and Federal initiatives through Council's established communication channels	Progressing	State Government initiatives are promoted through Council's website and social media platforms.

Ensure planning promotes environmentally sustainable development to reduce impacts on the environment

Work with developers to promote sustainable developments

Code	Responsible Officer Unit	Action Name	Status	Comments
3.4.3.1	Strategic Planning, Heritage & Place Planning	Provide strategic planning input into developments where possible to encourage vertical gardens and green spaces within the Burwood CBD	Progressing	Assessment of planning proposals and development applications for land within the Burwood Town Centre requires consideration on green spaces provision in the form of vertical, podium or roof top gardens. The Strategic Planning, Heritage and Place Planning provides ongoing advice to referrals (on development applications) from the Building and Development team. Input has also been provided for recently approved developments in the Burwood Town Centre earmarked to deliver green walls. Selected developments have been audited to ensure compliance with approved conditions to preserve the integrity of approved architecture, landscape and proposed plantings, which contribute to the aesthetic value of the public domain. Further measures are being studied to ensure that aesthetic values do not get diluted through private certification.

Ensure developers follow sustainable practices during construction

Code	Responsible Officer Unit	Action Name	Status	Comments
3.4.3.2	Community Safety	Carry out a regular program of inspections of development sites to ensure compliance with safe and sustainable practices (such as sediment control and removal of materials)	Progressing	Building Sites are patrolled daily by Council's Community Safety Team with enforcement action taken when breaches are observed or identified. Proactive patrols have seen a decrease in the amount of fines issued by Council due to an improvement with building site compliance. There has been an increase in approvals and compliance of provisions.

**Encourage and contribute to public health and welfare**

**Provide services and encourage the community to take pride in the area to ensure public health**

**Reduce spread of foodborne, waterborne and transferrable diseases**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.1.1	Environment & Health	Undertake regular inspections of cooling towers and water systems, food premises and health, beauty and cosmetic premises to take action against risk	Progressing	The inspection program for the reporting period was suspended between June and December due to work from home restrictions. However, the inspections have been resumed in December 2022.

**Minimise urban related pollution such as air, water and noise pollution. (LSPS Action 7.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.1.2	Environment & Health	Develop strategies to reduce air, water and noise pollution and investigate complaints in a timely manner	Progressing	Pollution complaints continue to be investigated and resolved by Council's environmental health officers. There were 8 complaints investigated in the reporting period.

**Educate business owners on public health to ensure compliance with food regulations**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.1.3	Environment & Health	Ensure all businesses have access to relevant fact sheets and information	Progressing	Fact sheets on a range of public health matters including food safety are available and provided to shopkeepers as considered necessary. The fact sheets are also available in a range of languages. Council has also distributed the annual food shop calendar which contains information and useful tips for food shop operators. Face to face Food Schools have temporarily been suspended due to the Coronavirus Pandemic

**Educate the community on public health matters**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.1.4	Environment & Health	Undertake and participate in relevant campaigns to raise awareness and engage the community	Progressing	Council conducts food schools for shopkeepers to improve their knowledge of food safety matters and issues. No food schools have been conducted recently due to COVID restrictions. The inspection program has been temporarily suspended due to the second Covid close down. Inspection were only conducted in response to complaints. The Inspections program is being resumed in December 2021.

**Provide services and support to encourage responsible animal ownership practices and ensure that animals are well cared for in a safe community****Educate residents on companion animals**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.2.1	Community Safety	Provide information and relevant campaigns to raise awareness in the community	Progressing	Council's Community Safety Team patrolled all parks in the LGA including off leash locations on a daily basis. These patrols have seen an overall high compliance rate in responsible pet ownership with very low dog attack statistics for the LGA. Council promotes numerous animal educational campaigns throughout the year in January, September and December. These programs involve physical promotion of information at parks and referral to Council's webpage on responsibility provisions.  New signage has been developed and installed at the Henley Park dog off leash area. Should the signage be deemed effective following liaison with park users and park staff, the signage will be rolled out to other off leash locations in early 2022.

**Establish pet friendly environments for animal owners**

Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.2.2	Assets & Infrastructure	Consider pet friendly facilities when undertaken any new	Progressing	When undertaking new plans of management for parks Council considers new pet friendly facilities. There are currently dog off-leash areas in

Code	Responsible Officer Unit	Action Name	Status	Comments
		plans of management for parks, reserves and open spaces		Henley Park, Grant Park, Blair Park, Burwood Park and Sanders Reserve which was recently installed.
<i>Provide regulatory support to ensure a safe environment for animals and residents</i>				
Code	Responsible Officer Unit	Action Name	Status	Comments
3.5.2.3	Community Safety	Undertake compliance inspections for dangerous or displaced animals	Progressing	Council provides animal educational programs in January, September and December each year. These programs are promoted via Council's Educational Calendar on the Council website. Inspections of dogs classified as dangerous are conducted once a year in accordance with the Department of Local Government Guidelines.



## Planning and infrastructure

Implement regional traffic and parking strategies

Ensure strategies to accommodate population growth

*Design traffic facilities which improve traffic flow and alleviate congestion*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.1.1	Assets & Infrastructure	Investigate traffic hot spots and implement solutions such as pedestrian refuges, roundabouts or traffic calming devices	Progressing	Investigations are undertaken for all requests received for traffic calming devices or pedestrian facilities. Additionally locations are identified by staff based upon RMS accident data. Locations where improvements can be made are presented to the Burwood Local Traffic Committee prior to be reported to a Council Meeting for adoption.

*Encourage opportunities for additional public parking spaces within developments*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.1.2	Strategic Planning, Heritage & Place Planning	Negotiate with developers for additional public parking within developments in the Burwood CBD where possible	Progressing	The Strategic Planning, Heritage and Place Planning team has continued to process Voluntary Planning Agreements (VPAs), which provide for developers to make a monetary contribution in lieu of the on-site provision of visitor parking. This is then invested in improvements to public car parking in the Burwood and Strathfield Town Centres. As part of the investigation and built form testing for the Burwood North Precinct, testing on typical parking layouts has been completed to consider potential car parking generation and innovative strategies for parking. Following from the 27 October 2021 Council meeting resolution, an investigation has been undertaken to seek expressions of interest from land owners and/or developers proposing new developments within the Strathfield Town Centre. As development applications are lodged, proponents will be approached directly to discuss opportunities for the inclusion of public parking.

*Ensure developments provide sufficient parking and off-street parking in line with Council policies*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.1.3	Assets & Infrastructure	Investigate parking provisions during assessments of development applications	Progressing	All major development applications are referred to Council's Traffic Engineers for review. The assessment of these applications includes ensuring that provisions of off-street parking for motor vehicles and bicycles meets Councils Development Control Plan or relevant State Environmental Planning Policy, as well as confirming all relevant standards are met with regards to the design of the parking areas.

*Ensure local infrastructure is provided to support the needs of a growing and changing community. (LSPS Action 2.6)*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.1.4	Strategic Planning, Heritage & Place Planning	Review and revise as appropriate the Section 7.12 Contributions Plan	Progressing	The Strategic Planning, Heritage and Place Planning team is responsible for Council's Local Infrastructure Contributions Plans (Section 7.12 Plans) and looks for areas of improvement. Budget has been allocated to make improvements and review Section 7.12 Plans as part of the upcoming Local Environmental Plan review. Current changes to the Infrastructure Contribution are on exhibition by the Department of Planning and the Strategic Team has assisted the City Strategy team to formulate a submission to the exhibited materials to ensure that Council will not be 'worse off' due to the proposed changes. The 7.12 Plan review has been programmed to commence in 2022.

*Investigate options for better use of stormwater. (LSPS Actions 4.5 and 13.2)*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.1.5	Assets & Infrastructure	Develop strategies and education program for stormwater management	Progressing	Council has applied for NSW Government Floodplain Management Program grant funding to update the four draft overland flood studies to ARR 2019 and to complete the Flood Risk Management Study and Plan (FRMSP). The result of the grant will not be known till early in 2022. In terms of education programs for stormwater management this is



Code	Responsible Officer Unit	Action Name	Status	Comments
				undertaken by the Environment and Health division of Council. Council has completed two stormwater harvesting projects at Wangal Park and Hormsey Lane (stormwater reuse and irrigation) and has installed a new GPT as part of the EAC carpark upgrade as part of the Zero Litter to River policy.

**Implement strategies to promote alternative transport use**

**Investigate opportunities for bus priority lanes to improve public transport efficiency**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.2.1	Assets & Infrastructure	Work with RMS and Transport NSW to identify locations for improved bus access	Progressing	Council is continuing to work with Transport NSW on the Bus Stop Guideline and Wayfinding Program. The Program will include an extensive review of all bus stops within the Burwood local government area to ensure consistent signage, compliance with Disability Discrimination Act, adequate facilities such as seating and bins, as well as ensuring that the location and length of the Bus Zone is safe and sufficient.

**Seek funding opportunities for cycling facilities and cycleways. (LSPS Action 10.5)**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.2.2	Assets & Infrastructure	Identify and apply for grants where possible and implement facilities which promote cycling (such a bicycle parking stations or new cycleways)	Progressing	Council successfully obtained grant funding to upgrade the signalised intersection of Parramatta Road and Luke Avenue to include additional crossing facilities for cyclists. Council recently completed grant funded projects via the Parramatta Road Urban Amenity Improvement Program for the installation of three new cycleways. The new cycleways link the Parramatta Road corridor to Burwood Park and Wangal Park.

**Work with key stakeholders to ensure an integrated transport plan**

**Work with RMS, STA, NSW Police and major stakeholders to continue to finalise the Traffic and Transport Study 2019. (LSPS Action 1.1)**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.3.1	Assets & Infrastructure	Completed Traffic and Transport Study	Progressing	<p>The Burwood Traffic and Transport study is nearing completion, with the first draft of the final report having been received in December. Once completed this will be used to support business cases for major infrastructure upgrades in the Burwood LGA specifically Burwood CBD.</p> <p>The Burwood Local Traffic Committee is held monthly to review recommendations for the improvement of traffic facilities, parking initiatives, road safety matters and the movement of traffic throughout the Burwood local government area. The minutes of these meetings are placed on the agenda for the following Council Meeting to provide an opportunity for the community to review and make comment on any recommendation prior to a decision being made.</p>

**Participate in regional projects to ensure an integrated and high performing transport network. (LSPS Actions 1.3 and 6.3)**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.3.2	Assets & Infrastructure	Work with key agencies to ensure regional transport projects have a positive impact on the local community	Progressing	Regular meeting are held with Transport for New South Wales, Sydney Metro, bus operators and the Southern Sydney Regional Organisation of Councils in relation to transport projects and improvements.

**Consider pedestrians and cyclists as key stakeholders in traffic management planning**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.3.3	Assets & Infrastructure	Ensure pedestrians and cyclists are consulted during traffic management planning	Progressing	Consultation is undertaken with all major traffic and transport projects in order to obtain feedback on designs and concepts. Consultation is undertaken with residents, businesses and schools directly via surveys

Code	Responsible Officer Unit	Action Name	Status	Comments
				where projects will have a direct impact on the movement of traffic, pedestrians and cyclists. Larger proposal such as the restriction of traffic movements are also placed on public exhibition and advertised in local media.

**Enhance road and pedestrian safety**

**Educate residents on safe practices to reduce road incidents and fatalities**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.4.1	Assets & Infrastructure	Undertake safety campaigns and run targeted programs and initiatives to promote safety around schools and town centres, pedestrian and cycling safety.	Progressing	Several Road Safety Programs are run every year with an aim of reducing accidents and educating the public on road rules and behavior improvements. Council's Slow Down campaign targets streets which have a high percentage of recorded accidents which contributed to speed. The Child Safety Restraint Check program provides a free check of any child seats installed by a qualified installer to ensure compliance with current standards. Council's Walk Safe campaign is targeted towards pedestrians to ensure that they are aware of their surroundings when crossing the street, and that they cross at safe locations. The Graduated Licensing Scheme Workshops helps new drivers gain the correct knowledge by educating parents and carers who will be accompanying new learner drivers. In addition regular meetings with local schools are undertaken to ensure that the road environment surrounding the school is safe, in addition to providing educational materials to the schools to be passed on to students and parents.

**Implement traffic facilities which will enhance road and pedestrian safety**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.1.4.2	Assets & Infrastructure	Identify blind spots and hot spots and implement	Progressing	Blackspot projects are identified on a yearly basis following the distribution of Centre for Road Safety accident data. Locations which meet the criteria based on the number of accidents which have occurred

Code	Responsible Officer Unit	Action Name	Status	Comments
		solutions to take action against potential incidents		are investigated to determine if engineering treatments can reduce the likelihood and severity of accidents. Council has successfully secured funding for two projects in 2021/2 being Tangarra Street/Kembla Street Croydon Park and Kater Place/Boyle Street Croydon.
<b>Provide connected an accessible infrastructure</b>				
<b>Improve the accessibility of Burwood CBD</b>				
<b>Improve pedestrian flow within the Burwood CBD</b>				
Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.1.1	Assets & Infrastructure	Investigate opportunities to limit motorist access to certain areas within the Burwood CBD	Progressing	Pedestrian only walkways are being provided as the Burwood CBD continues to be developed. An existing walkway has been provided as part of the B1/Emerald Square development which links Clarendon Place to Wynne Avenue. This walkway will continue as part of the current Burwood Grand development which will link Wynne Avenue to Conder Street. Additional pedestrian only walkways identified in Council's DCP include Burwood Road to Burleigh Street, Deane Street to Victoria Street and Burwood Road to Elsie Street.  Further investigations into restricting access for vehicles will form part of the current Traffic and Transport Study to be completed in 2022.
<b>Identify parking solutions that will alleviate traffic congestion</b>				
Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.1.2	Assets & Infrastructure	Review parking strategy within the Burwood CBD and investigate parking initiatives to alleviate traffic congestion	Progressing	The third review of the Burwood Public Parking Strategy is underway with the first draft to be presented to workshopped in March 2022. The Strategy Review looks at a number of options to improve parking turnover, decrease traffic generated by circulating vehicles searching for

Code	Responsible Officer Unit	Action Name	Status	Comments
				parking and address the impact of high parking demand in residential streets.

**Improve access and connection between the Burwood CBD and residential areas, facilities and open spaces and linkage to neighbouring areas**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.1.3	Assets & Infrastructure	Implement strategies and initiatives to enhance connectivity within the area	Progressing	Additional cycleways have been delivered linking the Parramatta Road corridor to Burwood Park and Wangal Park. These cycleways were fully funded via the Parramatta Road Urban Amenity Improvement Program (PRUAIP). An Active Transport Plan is proposed to be undertaken to review all existing cycleways and investigate any missing links.

**Provide quality local infrastructure that caters to population growth**

**Regularly maintain and upgrade local roads, footpaths, kerbs and gutters**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.2.1		Provide an extensive capital works program to regularly maintain and renew local infrastructure	Progressing	<p>Council's Capital Works Program is progressing.</p> <ul style="list-style-type: none"> <li>* Road Resurfacing Program 90% completed.</li> <li>* Roads to recovery (Wentworth Road) in planning stage.</li> <li>* Kerb and Gutter Replacement Program 90% completed.</li> <li>* Footpath Replacement Program 95% completed.</li> <li>* Streetscape Improvement Program 75% completed.</li> <li>* Traffic Facilities Program has commenced.</li> <li>* Storm Water Drainage Improvements Program has commenced.</li> <li>* Storm Water Drainage Improvement Program (Special Rate Variation funded) is being scoped and planned for implementation commencing March quarter.</li> <li>* Parks Improvements Program has commenced.</li> <li>* Wangal park Tree Planning works have reached practical completion.</li> <li>* Council-wide Tree Planting Program is progressing.</li> <li>* 500 Magnificent Trees Program has reached practical completion.</li> </ul>

Code	Responsible Officer Unit	Action Name	Status	Comments
				<ul style="list-style-type: none"> <li>* Flockhart Park Masterplan Embellishment works (cricket Nets) are completed.</li> <li>* Gateway signage Program is progressing. Southern gateway at Flockhart Park has been completed.</li> <li>* Playgrounds Improvements Program is underway.</li> <li>* Town Centre Beautification Program is underway.</li> <li>* DPIE Grant Funded Projects are underway.</li> <li>* Strathfield Town Centre Beautification Project has reached practical completion.</li> <li>* Mayoral Capital Projects are underway.</li> <li>* TfNSW Project (Fifth Avenue Bridge works) are being planned.</li> <li>* Grant Park Netball Courts are completed.</li> </ul>

**Continue to monitor the condition and use of infrastructure across the area. (LSPS Actions 2.8 and 2.9)**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.2.2	Assets & Infrastructure	Undertake infrastructure audits in order to determine the condition and level of use of local infrastructure	Progressing	<p>Council has completed condition data capture and assessment for its road, park and building assets in 2019 following the previous data capture and assessment that was done in 2015/16. This new condition data has been imported into Council's Asset Management Software ASSETIC which will assist to prepare, prioritise, schedule and formulate forward capital and maintenance works programs and also assist with the preparation of the Asset Management Plan which will form part of Councils Resourcing Strategy. The new parks assets data will be used to complete the revaluation for Open space. ASSETIC P/L has been engaged to provide a Managed Service for Burwood Council. This will allow Council to realign the asset management practice to ensure each relevant department is involved in the various stages and requirements of Asset Management to achieve a better outcome for Council. In this approach ASSETIC will provide the technical expertise and overarching Strategic Asset Management framework.</p>

*Use the results of the Traffic and Transport study to deliver short, medium and long term improvements in line with population and business growth. (LSPS Actions 1.4 and 9.1)*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.2.3	Assets & Infrastructure	Undertake infrastructure works commensurate and in line with additional growth.	Progressing	The Burwood Traffic and Transport study is schedule to be completed early 2022. Once completed this will be used to support business cases for major infrastructure upgrades in the Burwood LGA specifically Burwood CBD.

*Identify land require to be purchased for infrastructure that will deliver public benefit. (LSPS Action 2.7)*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.2.4		Property Strategy completed	Progressing	A Draft Property Strategy has been completed and is currently undergoing peer review to further strengthen Council's property management practices.

*Work with NSW Government agencies for key junctions between Burwood and other councils. (LSPS Action 8.2)*

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.2.5	Assets & Infrastructure	Coordinated response to junctions shared with other councils.	Progressing	Council is liaising with Canada Bay Council and State Government agencies in relation to the upcoming Sydney Metro West project at the intersection of Burwood Road and Parramatta Road. Council is working with Canterbury Bankstown Council in relation to the Burwood to Campsie Transport Link Study. This Study is due to be finalised in early 2022. Council is working with Canada Bay, Strathfield, Inner West Councils and other neighboring Councils on the Parramatta Road Corridor Urban Transformation Strategy (PRCUTS). Councils is also involved in the Parramatta Road Integrated Strategic Business Case.

**Ensure all Council infrastructure is safe and accessible**

**Ensure infrastructure design aids accessibility**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.2.3.1	Assets & Infrastructure	Identify and incorporate prams and wheelchair access ramps and other facilities to improve accessibility	Progressing	Council continually constructs and upgrades pram ramps as part of the Capital and Maintenance works projects.

**Integrate Burwood's existing heritage with high quality urban design**

**Encourage architectural integrity and aesthetically appealing buildings**

**Planning policies to enhance and promote architectural integrity and aesthetically appealing buildings**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.3.1.1	Building & Development	Ensure that design is assessed as part of the development application process	Progressing	There were 3 DA's and 1 modification application referred to Council's Urban Design consultant during the reporting period. Additionally the Urban Design consultants were involved in 2 Land & Environment Court appeals on large scale developments during this period. Relevant applications continue to be assessed against the Design Excellence Provisions contained in the Burwood DCP.

**Maintain and preserve heritage through relevant planning strategies**

**Ensure integrity in planning to preserve heritage**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.3.2.1	Building & Development	Ensure that all development applications relating to heritage items or heritage conservation include a heritage assessment	Progressing	There were 36 development applications referred to the Heritage Adviser during the reporting period. Modifications were sought to applications received which contained heritage items or raised matters of local heritage significance.



Code	Responsible Officer Unit	Action Name	Status	Comments
4.3.2.1	Strategic Planning, Heritage & Place Planning	Provide information and education relating to heritage as it applies to development	Progressing	Council's Heritage Advisor is part of the Strategic Planning, Heritage and Place Planning team and this role provides information and advice on heritage matters to the public. Ongoing work is being done to update the heritage content on Council's website including mapping and the heritage narrative. Agreed updates to the website include fact sheets on a number of topics such as owning a property in a heritage conservation area, preparing a heritage paint scheme, and how to submit a Minor Works Application. Investigation has been undertaken against precedent from other councils and this has been reported to and endorsed by Councilors. Work has also continued on reviewing the heritage sections of the DCP to improve the content of this with new diagrams and images are currently in development.

**Participate in regional planning and infrastructure projects to ensure the best outcomes for the community**

**Provide advocacy on regional and metropolitan projects on behalf of the community**

**Ensure that the community's interest are taken into consideration on regional and metropolitan projects**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.4.1.1	Strategic Planning, Heritage & Place Planning	Provide strategic and planning input into major regional infrastructure strategies and projects	Progressing	The Strategic Planning, Heritage and Place Planning team provides input in response to request for information from State Agencies on major regional projects such as Planned Precincts and Metro West. Collaboration and liaising has continued with the Department of Planning, Industry and Environment and the Planning Delivery Unit for the Parramatta Road Corridor Urban Transformation Strategy.

**Partner with key stakeholders to deliver major projects**

**Work with State and Federal Governments and developers to ensure major infrastructure projects benefit the community. (LSPS Action 1.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.4.2.1	Strategic Planning, Heritage & Place Planning	Actively participate in the planning process of regional and metropolitan infrastructure projects and advocate for the area's needs	Progressing	The Strategic Planning, Heritage and Place Planning team collaborates on an ongoing basis in the planning process of the Burwood North Metro Station, an important regional and metropolitan infrastructure project. Fortnightly meetings are attended with Canada Bay Council and staff from Sydney Metro, Transport for New South Wales and the Department of Planning, Industry and Environment on various topics. In the past 6 months, a Metro West Quarterly Environment, Planning and Sustainability meeting took place in addition to the ongoing meetings to discuss the heritage interpretation around metro stations. Heritage interpretation issues particular to the Burwood North Station were raised.

**Ensure customer focused processes for development services**

**Ensure support and provide efficient assessment of developments**

**Provide support and information on development processes**

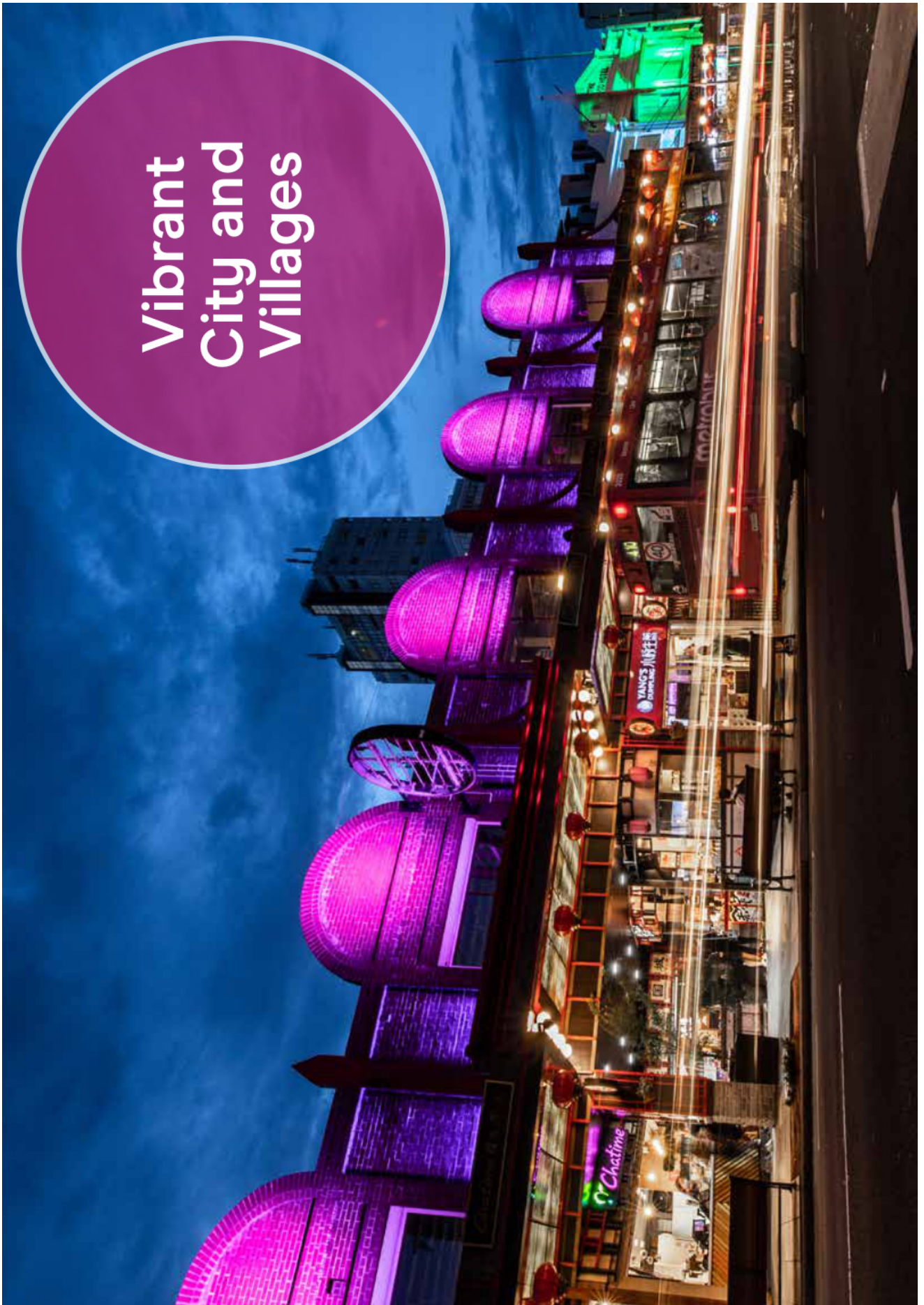
Code	Responsible Officer Unit	Action Name	Status	Comments
4.5.1.1	Building & Development	Develop and provide information on development application processes and services in an accessible and easy to understand format	Progressing	B&D staff have provided Key Controls for Residential Precincts which are available on Council's web site.

**Ensure streamlined and timely processes for development services**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.5.1.2	Building & Development	Assess development applications in a timely manner	Progressing	For the last reporting period the turnover times (nett) for DA's were Mean 74 days and Median 64 days.

**Ensure independence and transparency in decision making on significant developments  
Facilitate and coordinate the Independent Hearing and Assessment Panel**

Code	Responsible Officer Unit	Action Name	Status	Comments
4.5.2.1		Report decisions made by the Independent Hearing and Assessment Panel to the community	Progressing	<p>There was sufficient business to conduct meetings of the Burwood Local Planning Panel (BLPP) in two of three months of the reporting period. Three development application matters were considered. One matter met Ministerial criteria for convening a public hearing and this was facilitated electronically. All meetings were conducted electronically as per the preferred approach under Ministerial directions.</p> <p>Recruitment action to make fresh appointments of expert members and community representatives to the BLPP was completed following recommendations adopted by Council at its October 2021 meeting. Fulfilment of the appointments follows interim arrangements arising from administrative delays within the NSW Government on establishing a fresh pool of pre-qualified experts from which to draw members. All appointments, including those for existing appointments of Chair and Alternate Chairs, are until 28 February 2024.</p> <p>The BLPP Meeting Agendas were published on Council's website at least six days prior to each meeting. The official minutes and the recordings of meetings are published on Council's website within two working days of finalization of BLPP deliberations. Panel Member's declaration of Conflicts of Interest for each meeting are also published on Council's website.</p>



## City and villages

Maximise Burwood's regional and strategic status within central Sydney

Stimulate the local economy and activate the Burwood CBD

*Plan and facilitate economic development strategies that stimulate the day and nighttime economy and attract businesses. (LSPS Action 7.1)*

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.1.1	Community, Library & Aquatic Services	Review and monitor Economic Strategies and policies	Progressing	<p>Council is in the process of reviewing its economic development strategies in line with the Delivery Program for 2022-2025. With a strong focus on placemaking and economic development, Council has streamlined its policies and practices, cut red tape, delivered comprehensive business engagement programs and a robust program of capital works upgrades in an effort to attract investment and stimulate economic activity both during the day and night.</p> <p>A 'High Street business engagement program' was delivered during the period, helping Council to gain insight into shoppers and how they travel, night time trade and people's connection to place. This also supported businesses to better understand their customers and allowed Council to better plan for the future of its business precincts.</p> <p>Council is an active member of the NSW Government's Night Time Economy Council Committee and recently participated in a series of member workshops on the development of a local night time economy acceleration plan, which will support Council's development of a draft plan in 2022.</p> <p>Council continued its beautification works program in an effort to enhance its town centres and activate the local economy. Forums and seminars have also been held during Small Business Month to further understand local business needs, provide learning opportunities and a forum for Council to better understand how it can help businesses to be sustainable and stimulate economic growth for the area.</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				Work continues to be undertaken on the transformation of streets as shared spaces including the closure of Clarendon Place for a series of laneway activations in partnership with Burwood Chinatown. Planning is underway for the roll out of more permanent changes to streets in an effort to stimulate local economic activity and provide places for people to stay, rest and enjoy.

**Attract large scale festivals, events and initiatives to the Burwood CBD**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.1.2	Corporate Planning & Communications	Apply for grants and sponsorships, and seek participation in regional, metropolitan and nation-wide initiatives	Progressing	Due to the COVID-19 situation Council's major events were cancelled and sponsorship deferred. All other activities investigating wider metropolitan opportunities were suspended. Council was successful in obtaining a \$20,000 grant from the State Government to be allocated to making the upcoming Australia Day Movies in the Park COVID-safe and \$15,000 as part of the Summer Festival Fund for a Laneways activation in Burwood. The Community Christmas Lights competition attracted sponsorship for prizes from Burwood Plaza as did the Burwood Eats competition.

**Promote Burwood CBD as a destination for food and culture**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.1.3	Corporate Planning & Communications	Promote and enhance the retail and dining experience in Burwood through initiatives which attract visitors	Progressing	During the reporting period and to support businesses during the COVID situation, a series of business support and place-making initiatives to enhance places and attract visitors were launched. Activities included: Developed a support package Burwood Bounce Back designed to

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>promote an activated and vibrant street culture and help businesses bounce back after the extended lockdown period. With an immediate focus on getting the hospitality and entertainment industry back on track, Council is also working hard to provide venues with more options to cater for more customers. These changes have allowed for some venues to increase the space they use on footpaths, apply for new licences, extend trading hours, use on street car parking space for outdoor dining and host live entertainment in outdoor dining areas. Planning has commenced for a series of night time activation initiatives in an effort to stimulate and further activate our night time economy. The first pilot project was successfully delivered in November with the closure of Clarendon Place Burwood to host laneway night markets as part of our streets as shared spaces initiative.</p> <p>Reactivated the 'Burwood Eats' campaign to support our local eateries by encouraging residents and visitors getting takeaways and picnicking at the best outdoor settings in Burwood.</p> <p>Increased provision of business education and financial support initiatives via roll out of the Shopfront Improvement Program. The program has supported the growth of local businesses whilst ensuring the overall look and impression of the Burwood Town Centre and other eligible local centres is enhanced for visitors and customers.</p> <p>Council is delivering a suite of capital works projects and upgrades to improve the visual appeal of high streets/ increase accessibility to businesses across our LGA including Burwood Road (Burwood North), and The Boulevard (Strathfield).</p>

**Encourage mixed use buildings: commercial and residential to maximise Burwood CBD**

**Use the Employment and Investment Strategy to Enhance and promote mix use buildings to ensure the Burwood CBD to diversify employment opportunities and to maintain its regional status. (LSPS Action 6.1)**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.2.1	Strategic Planning, Heritage & Place Planning	Review planning provisions for development controls and encourage mix use development where possible	Progressing	Land in the Burwood and Strathfield Town Centres is already zoned B4 Mixed Use under the Burwood Local Environmental Plan (BLEP) 2012. Mixed use developments are permissible and encouraged in the B4 zone under the BLEP. Other areas are being investigated for rezoning as part of the BLEP review which is underway. Recent work has been done on the Burwood North Precinct to implement the Parramatta Road Corridor Urban Transformation Strategy as part of the Comprehensive LEP review. Once adopted, this will assist in improving the vibrancy and liveability of the Burwood North Precinct by maximising mixed use opportunities. The BLEP will be supported by a comprehensive amendment to the BDCP which will commence in 2022.

**Ensure planning control are effective and align to deliver effective use of land and public space and infrastructure. (LSPS Action 8.1)**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.2.2	Strategic Planning, Heritage & Place Planning	Consistent and effective controls in place	Progressing	The Strategic Planning, Heritage and Place Planning team has completed updates and amendments to the Housekeeping LEP and DCP. Through this process, the team consulted with a number of divisions across Council to understand which controls were delivering unintended outcomes and which amendments were necessary to deliver better outcomes. The now completed Housekeeping DCP amendment has corrected a number of identified discrepancies and now supports the recent Housekeeping LEP amendment which included changes to the Mitchell and Kembla Street Heritage Conservation Area (HCA), Livingstone and Cooper Street Precincts as well as other general controls applicable across the LGA. This will improve clarity and increase effectiveness between the LEP and DCP controls.  As part of the Comprehensive Local Environmental Plan (LEP) review



Code	Responsible Officer Unit	Action Name	Status	Comments
				project, a review of the Development Control Plan (DCP) has been commenced to ensure consistent and effective planning controls are in place that support the changes to the LEP. The earmarked amendments to the Comprehensive LEP and DCP are planned together with modifications to the Local Infrastructure Contribution Plans, which will commence in 2022.

**Deliver a contemporary Local Environmental Plan to improve urban outcomes, support local centres, and facilitate renewal of housing assets and diversity of forms where appropriate. (LSPS Actions 5.1, 5.2, 5.3, 5.4 and 16.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.2.4	Strategic Planning, Heritage & Place Planning	Burwood Local Environmental Plan 2012 updated to 2022	Progressing	<p>The LEP review has been divided into a housekeeping and comprehensive LEP amendments. The later is now underway and the timeline is progressing as planned.</p> <p>The Housekeeping LEP has achieved:</p> <ol style="list-style-type: none"> <li>1. Rezoning of land in Livingstone Street and Sym Ave.</li> <li>2. Rezoning to R2 Low Density Residential zone to most properties on the northern side of Mitchell Street Enfield within the Mitchell and Kembala Streets HCA.</li> <li>3. Updating of the BLEP Heritage Schedule and Map of the former Masonic Temple at 45 Belmore St.</li> </ol> <p>The Housekeeping LEP review achieved the rezoning of the Livingstone St Precinct as an important step in setting development standards for infill locations across the LGA that will support improved housing diversity and choice.</p> <p>Council undertook direct consultation prior to the preparation of the PP in early 2021 and resolved to lodging it with DPI&amp;E for Gateway Determination at the April '21 Council Meeting. Gateway Determination was received in June and public exhibition and State agency consultation</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				took place between 30 June and 28 July 2021. Exhibition outcomes were presented to the Council meeting on 28 September, when Council resolved to submit the PP on November 2021. DPI&E is now undertaking plan making with finalisation expected in early 2022. The Comprehensive LEP amendment is underway and it seeks to test potential density, land use and urban design outcomes in identified areas of the LGA. One of these areas is the Burwood North Precinct, which is the main focus of the comprehensive LEP amendment. Consultation on the stage 1 principles (Oct-Dec 2021) resulted in 1,702 Views, 1,006 Visits, 462 Visitors, 127 Contributions, 106 Contributors, and 51 Followers on the Participate Burwood community engagement platform. This will be reported to Council in an issues paper in early 2022 with the gazettal of the amendment having an indicative completion date of late 2023.

**Build links and partnerships with educational institutions for the development of diverse local skills**

**Promote and support local learning institutions to encourage residents to enter the local workforce**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.3.1	People & Culture	Provide and support opportunities for employment, placements, traineeships and volunteering where appropriate	Progressing	During COVID-19 Council implemented new recruitment protocols using Zoom as the online communication system. Recruitment of vacant positions continued with the upskilling of the Recruitment Panel Members in the use of technology and virtual interview skills. Council implemented a COVID-19 Redeployment Plan to offer casuals work in other areas where possible whilst the Enfield Aquatic Centre was closed. Since the re-opening of the Enfield Aquatic Centre significant recruitment has been undertaken using virtual meeting technology.

**Provide facilities to businesses, services and institutions for corporate events**

**Provide venues for businesses and services to conduct corporate events such as expos, conferences and seminars**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.1.4.1	Customer Service & Records	Offer a range of facilities for hire that accommodate the various types of use required by businesses, services and institutions	Progressing	Council provided a 50% discount of fees and charges for the hire and use of the Community Hub, Fitzroy Centre and Woodstock Centre to 31 December 2021 to support communities and businesses impacted by COVID-19.

**Support and engage with local services and businesses**

**Promote local businesses and services to the community**

**Promote the services of local businesses to boost the local economy**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.2.1.1	Corporate Planning & Communications	Develop communication material that promotes local services and businesses to the community	Progressing	Showcasing Burwood services and businesses is important for the community as it develops community spirit and builds support for the local economy. Burwood is known as a food hub and during the COVID-19 pandemic the hospitality sector suffered from the downturn in trade. To encourage residents to spend locally council posted regularly on social media - takeaway Tuesday and home delivery Friday to promote local food and hospitality businesses. Council reactivated the #Burwood Eats program with a campaign - 'Let us shout you a picnic' which was designed to encourage people to dine locally, promote the businesses and increase social media engagement and awareness of Burwood food offerings during the COVID period. Council also supported local musicians who were severely impacted by COVID-19. Under the 'Burwood Cares - Burwood Beats' campaign nine performances were broadcasted on Facebook and YouTube over two months. The program enabled Council to strengthen support for creative industry and transition local artists into further employment opportunities via Council's events program during the re-opening

Code	Responsible Officer Unit	Action Name	Status	Comments
				phase. Council continued to develop and maintain the community and business section on the Burwood Cares Council sub-site, emailed out daily COVID E-Newsletters highlighting latest news, Local, State and Federal Government COVID support initiatives.

**Support programs to strengthen and sustain local businesses**

**Support educational and advisory initiatives that encourage good economic practices**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.2.2.1	Corporate Planning & Communications	Support State agencies in delivering business services to the community	Progressing	Council partnered with Service NSW to deliver a series of webinars both in English and Mandarin to answer questions from local businesses on the changes to rules and restrictions and available local and state government support. Council also continued promoting government support programs via the Burwood Cares for Business E Newsletter. In partnership with the Department of Planning, Industry and Environment, Council through the Festival of Place Open Streets Program has developed the Burwood Bounce Back program following the extended lockdown period, with a focus on outdoor dining and entertainment, the waiving and relaxing of business fees, and the establishment of a dedicated taskforce to streamline and fast track the application process.

Enhance and foster local identity  
 Develop opportunities for public art and events that promote local history and culture  
 Encourage authorised public art within the Burwood area

Code	Responsible Officer Unit	Action Name	Status	Comments
5.3.1.1	Community, Library & Aquatic Services	Implement public art programs within the Burwood	Progressing	<p>Council delivered several public art projects in the Burwood LGA over the six month period.</p> <p>In August 2021, three sculpture screens were installed in the Everton Road Pocket Park. The artworks were designed and installed by Pink Cactus.</p> <p>In October 2021, Council commissioned Inner West artist Nadia Hernandez to design new banner artworks that shared messages of resilience and gratitude for the Burwood Community as lockdown restrictions eased. These artworks were also utilised across a range of digital platforms.</p> <p>In October and November 2021, Council commissioned two new artworks for Council's Hoarding Artwork Program. Council invited artists Squid Morgan and Georgia Draws a House to develop artworks which reflect Burwood's unique character and demographics. The first hoarding artwork was installed on Parramatta Road, followed by an additional artwork on Liverpool Road.</p> <p>In November 2021, the Burwood Chinatown Precinct Project was completed. Artists Sophi Odling and Christina Huynh completed the mural and lighting installation, which has been welcomed by local residents and businesses.</p> <p>In December 2021, the Burwood Park Mural project was completed. This is the first of six public art projects to be completed thanks to funding from the NSW Government under the Parramatta Road Urban Amenity Improvement Program (PRUAIP).</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				In December 2021, installation of the Wangal Park Public Art Project commenced with project completion scheduled for January 2022.
				In December 2021, the Henley Park Mural Project was completed. Five murals were installed on the newly upgraded Henley Park Amenities Block by artist Karri McPherson.

**Maintain an attractive Burwood town centre**

**Enhance the aesthetics of the Burwood CBD through architecture and landscaping**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.3.2.2	Strategic Planning, Heritage & Place Planning	Implement a CBD and Strathfield town centre master plan	Progressing	The Strategic Planning, Heritage and Place Planning team has worked on the implementation of the Urban Design Study and Masterplan which was prepared as part of the Local Strategic Planning Statement. Work was done as part of the Housekeeping LEP review to rezone the Livingstone Street and Sym Avenue Precinct as identified in the Urban Design Study and Masterplan. This precinct will be rezoned to R1 General Residential and R3 Medium Density Residential to deliver housing diversity and meet the demands for growth as identified in the Local Housing Strategy. Work has been done to complete a precinct specific DCP section for the Cooper Street Precinct which is adjacent to the Strathfield Town Centre. This responds to the Urban Design Study and Masterplan and will assist with the preservation of local character and ensure sympathetic responses to existing heritage items. The team has also commenced the Comprehensive LEP review which has reviewed planning controls across the LGA with the main focus being on the Burwood North Precinct.

*Ensure the Burwood CBD and town centres are clean and presentable*

Code	Responsible Officer Unit	Action Name	Status	Comments
5.3.2.3		Deliver a Safe & Clean program to monitor the CBD and town centres	Progressing	Safe and Clean Service continues to be implemented in the Burwood CBD and satellite shopping centres.

*Celebrate the Burwood Town Centre with a comprehensive and cohesive Burwood Town Centre Masterplan (LSPS Action 5.1)*

Code	Responsible Officer Unit	Action Name	Status	Comments
5.3.2.4	Strategic Planning, Heritage & Place Planning	Completion of the Town Centre Masterplan to help guide future LEP and DCP amendments	Progressing	The Urban Design Study and Masterplan developed as part of the Local Strategic Planning Statement has been completed and has provided guidance to the updated planning controls as part of the Housekeeping and Comprehensive Local Environmental Plan (LEP). A housekeeping amendment to the BLEP is nearing completion and a comprehensive review has commenced. An accompanying housekeeping DCP amendment has been completed to complement the Housekeeping LEP amendment and a comprehensive review of the BDCP will commence in 2022 to complement the Comprehensive LEP amendment.

*Support innovation which will enhance local identity and culture*

*Ensure the Burwood CBD is a modern and innovative centre*

Code	Responsible Officer Unit	Action Name	Status	Comments
5.3.3.1	Information Technology	Identify and implement emerging technology that will enhance the CBD and attract visitors	Progressing	<p>Park'nPay parking payment solution has been implemented in several parking locations around Council to provide better customer experience for residents, visitors and businesses. It allows customers to pay for parking using the Park'nPay app on any smartphone.</p> <p>Participate Burwood, Council's community engagement platform, was launched on September 20, 2021. Since then, 20 projects have been placed on exhibition and attracted 10,643 views by 3,189 visitors. There</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>have been 485 project contributions by 310 contributors and 107 followers.</p> <p>Council's free WiFi service has continued to be popular with many customers. 3019 devices connected to free Burwood Council WiFi service during the reporting period and have collectively used over 3 Terabytes of high speed internet data, with an average of 1.03GB per device.</p>

**Activate village precincts and preserve the distinct characters of surrounding residential areas**

**Update and maintain the aesthetics of town centres and villages**

**Use the LGA-wide masterplan to enhance the aesthetics of village town centres including Croydon, Croydon Park and Enfield. (LSPS Actions 5.1 and 6.2)**

Code	Responsible Officer Unit	Action Name	Status	Comments
5.4.1.1	Strategic Planning, Heritage & Place Planning	Develop master plans for village town centres	Progressing	<p>The Strategic Planning, Heritage and Place Planning team has been informed by the Urban Design Study and Masterplan for the wider LGA as part of its investigations into the delivery of visions for the Burwood Town centre, local and neighbourhood centres as part of the Comprehensive LEP amendment. In addition to the work undertaken on the Burwood North Precinct, economic viability testing has been completed on medium density development to understand what implications or constraints exist in areas already zoned R3 Medium Density Residential in Enfield and Croydon Park.</p> <p>The team has also conducted an in depth review of the Cooper Street Precinct which is adjacent to the Strathfield Town Centre. A precinct specific section of the DCP has been completed to accompany the proponent initiated and State government approved LEP amendment in 2018 with the view of preserving local character and ensuring sympathetic responses to the existing heritage items. Work has been done on the rezoning of Mitchell Street Enfield in the Mitchell and Kembla Heritage Conservation Area to ensure the character of the R2 Low Density Residential zone is preserved on both sides of the street as part of the</p>



Code	Responsible Officer Unit	Action Name	Status	Comments
				Housekeeping LEP amendment which is currently with DPIE for finalisation. Work has been undertaken on the Livingstone Street and Sym Avenue Precinct as part of the Housekeeping LEP review where Livingstone Street will be rezoned to R1 General Residential and R3 Medium Density Residential to deliver housing diversity and meet the demands for growth as identified in the Local Housing Strategy.

Promote and recognise local history through urban design

Interpret the local history and character of the area through design supported by the LGA masterplan. (LSPS Action 5.1)

Code	Responsible Officer Unit	Action Name	Status	Comments
5.4.2.1	Strategic Planning, Heritage & Place Planning	Develop design solutions that recognise local history and character	Progressing	<p>The Strategic Planning team has assisted with the completion of the Burwood Quality Public Space Demonstration Project at Unity Place. The case study for this is nearing completion with a planned release in early 2022. The case study includes a comprehensive history of the project, challenges, lessons learnt and outcomes achieved. The case study will provide a good example of a Council/Department of Planning collaboration on how to transform an area into a new public open space that reflects the community, showcases art, and reflects the local history and character. This case study will document the transformation for future generations and can be a precedent for other councils in NSW.</p> <p>The team has also assisted City Strategy on the design of the Conder Street Urban Park. Involvement has ensured the creation of a design that is respectful of local character, responds to local history and heritage (Burwood Public School), and that showcases future landscape character where art will be a principal element of the design. Recent work has been done on the design elements, community consultation and discussions with the design team. The Strategic team has also completed an application for the Public Spaces Legacy Program that originally included the Conder Street Urban Park.</p>

Code	Responsible Officer Unit	Action Name	Status	Comments
				<p>The team has also progressed heritage fact sheets and DCP amendments which will protect our local history and character and clarify requirements for extensions and additions to contributory elements in heritage conservation areas and heritage items.</p> <p>The team has also assisted in the Shopfront Improvement Program providing guidance on the visual, didactic quality and statutory references of pamphlets and handouts which will guide shop owners and the community on how best to preserve the integrity of shopfronts and improve the presentation of shopfronts onto Burwood Road.</p>



## **(ITEM 7/22) DISCLOSURES OF POLITICAL DONATIONS AND ELECTORAL EXPENDITURE**

File No: 21/59338

REPORT BY DIRECTOR CORPORATE SERVICES

### **Summary**

Councillors and mayors elected at the local government elections on 4 December 2021 must periodically submit political donation and electoral expenditure disclosures to the NSW Electoral Commission for their term in office. Their first disclosures must be submitted by 25 February 2022.

### **Operational Plan Objective**

2.1.3 Ensure transparency and accountability in decision making

### **Background**

Under the *Electoral Funding Act 2018*, there are 3 types of disclosures to submit each year as an elected member:

- two half-yearly disclosures of political donations made and received, and
- an annual disclosure of electoral expenditure incurred.

In relation to the 2021/22 financial year, an elected mayor or councillor must also submit disclosures in their capacity as a candidate. These being two half-yearly disclosures of political donations made and received and an annual disclosure of electoral expenditure incurred.

The relevant periods each disclosure covers and the lodgement periods for disclosures for 2021/2022 are:

<b>Disclosure type</b>	<b>Disclosure period</b>	<b>Disclosure lodgment period</b>	<b>Disclosure due</b>
1 <sup>st</sup> half-yearly political donations disclosure	1 July 2021 to 31 December 2021	1 January 2022 to 25 February 2022	<b>25 February 2022</b>
2 <sup>nd</sup> half-yearly political donations disclosure	1 January 2022 to 30 June 2022	1 July 2022 to 28 July 2022	<b>28 July 2022</b>
Annual electoral expenditure disclosure	1 July 2021 to 30 June 2022	1 July 2022 to 22 September 2022	<b>22 September 2022</b>

If an elected member was the lead candidate of a group of candidates at the local government elections, they must submit the above disclosures not only as a candidate and elected member, but also on behalf of the group.

If no political donations are made or received or no electoral expenditure is incurred, 'Nil' disclosure forms must still be submitted.

All disclosures made can be viewed by the public via the NSW Electoral Commission's website.

The NSW Electoral Commission has provided the attached fact sheet outlining disclosure requirements, the procedures for making an online disclosure and the consequences of not lodging a valid and complete disclosure.

**Conclusion**

All councillors are responsible for making disclosures of political donations and expenditure by the required disclosure date.

***Recommendation(s)***

That Council receives and notes this report.

**Attachments**

1 NSW Electoral Commission Fact Sheet - Disclosing Political Donations



## Fact sheet

# Disclosing political donations

(Half-yearly period 1 July to 31 December 2021)

The following information applies to political parties, elected members, candidates, groups, third-party campaigners, associated entities, party agents and official agents. Information in this fact sheet is based on the provisions of the *Electoral Funding Act 2018*. Refer to the legislation for the full requirements and/or be guided by independent legal advice.

### What is a half-yearly political donations disclosure?

Political parties and other electoral participants in New South Wales must disclose political donations every six months. A half-yearly political donation disclosure form includes political donations made and received.

### When must a half-yearly political donations disclosure be lodged?

The due date for submitting a disclosure of political donations made and received in the half-yearly period 1 July 2021 to 31 December 2021 is **Friday, 25 February 2022**.

### Who must lodge a half-yearly political donations disclosure?

All political parties and electoral participants are required to lodge a half-yearly political donations disclosure form:

- All candidates, as well as the lead candidates of groups, must disclose all political donations made and received in the half-yearly period, or lodge a "nil" disclosure form if no political donations were made or received.
- All elected members, political parties and associated entities must disclose all political donations made and received in the half-yearly period, or lodge a "nil" disclosure form if no political donations were made or received.
- Third-party campaigners must disclose all reportable political donations received during the half-yearly period that were or are intended to be used to incur electoral expenditure in the capped expenditure period for an election, or lodge a "nil" disclosure form if no reportable political donations were received.

### What are political donations?

Political donations are defined on the NSW Electoral Commission's [website](#).

Political donations include:

- monetary and non-monetary gifts
- free or discounted goods or services
- an amount paid by a person to attend or participate in a fundraising venture or function
- an annual or other subscription paid to a party by a party member or affiliate
- a disposition of property from the federal branch (or a State or Territory branch) of a party to the NSW branch of the party or a disposition of property from one NSW party to another NSW party

- uncharged or insufficient interest charged on a loan
- a contribution made by a candidate to the group of which they are a member.

**What must be disclosed?**

Political donations must be disclosed as follows:

- small political donations made and received (does not apply to third-party campaigners)
- reportable political donations made\* and received
- details of fundraising ventures and functions including the net or gross proceeds
- reportable loans received
- the total amount of annual or other subscriptions paid to a party, each subscription rate and the number of party members that paid at each rate (applies to parties only)
- political donations made to a Legislative Assembly election candidate before the candidate was selected or endorsed by a party (applies to parties only)
- payments other than political donations paid into the campaign account (applies to campaign accounts of candidates, groups and elected members only).

\* If a third-party campaigner has made reportable political donations in the half-yearly period the political donations can be disclosed in a half-yearly disclosure form, otherwise they must be disclosed in an annual major political donor disclosure form following 30 June 2022.

**Who is responsible for making the disclosure?**

Half-yearly political donation disclosure forms must be completed, signed and submitted by the person responsible for the disclosure as set out in the table below, unless otherwise notified in writing by the NSW Electoral Commission:

Disclosure form type	Person responsible
<b>Political Party</b>	the party agent
<b>Councillor or mayor</b>	the councillor or mayor
<b>Local government election candidate</b>	the candidate (includes a candidate who is a member of a group)
<b>Local government election group of candidates</b>	the lead candidate of the local government group
<b>Third-party campaigner or associated entity</b>	the official agent of the third-party campaigner or associated entity
<b>Member of Parliament (MP)</b>	the party agent, if the MP is a member of a party that is registered for State elections or the MP, in all other cases
<b>State election candidate</b>	the party agent, if the candidate is a member of a party that is registered for State elections or the candidate, in all other cases
<b>State election group of candidates</b>	the party agent of the group's lead candidate, if group members are members of one or more parties registered for State elections or the lead candidate, in all other cases

### How to submit a political donation disclosure form

Disclosure forms can be submitted online using [Funding and Disclosure Online](#):

1. [Log in](#) to Funding and Disclosure Online using your username and password, or [Request access](#) (if you don't already have access)
2. Your dashboard shows the disclosure(s) you need to submit for the half-yearly period
3. Follow these [instructions](#) to create and submit the disclosure, or these [instructions](#) to submit a 'Nil' disclosure.

When submitting a disclosure using Funding and Disclosure Online, supporting documents (e.g. copies of receipts issued to donors) can be uploaded before the disclosure is submitted electronically.

For those unable to use Funding and Disclosure Online, disclosure forms are available for download on the NSW Electoral Commission's [website](#). A disclosure form or "nil" disclosure form (if no donations were made or received) must be validly lodged with the NSW Electoral Commission by **Friday, 25 February 2022**.

A disclosure form is validly lodged if it is lodged by the due date and:

- the correct form has been used (there are separate forms for political parties and each type of electoral participant),
- it contains all pages (even if some or all pages contain no disclosures), and
- it is completed, signed and dated by the person who is responsible for making the disclosure. Note that digital signatures are no longer accepted on disclosure forms downloaded from the website. If you would like to sign with a digital signature, please use Funding and Disclosure Online to submit your disclosure.
- The disclosure form must be lodged with copies of the receipts issued to donors who made a reportable political donation.

If you are submitting a disclosure form downloaded from the website, the form and supporting documents can be lodged in paper or electronic form by email or fax but not through your own file hosting service (e.g. Dropbox). If submitting files that are too large to send by email (over 20MB), contact us at [fdc@elections.nsw.gov.au](mailto:fdc@elections.nsw.gov.au) to request a unique link for large file upload. These requests need to be made before 18 February 2022 and will only be attended to in business hours.

### Were you a member of a group of candidates in the half-yearly period?

#### Disclosure forms to submit if you were a member of a group

- The person responsible for the group, usually the lead candidate, must submit **two** disclosures: the group disclosure form **and** their own individual candidate disclosure form.
- Each group member **must** submit their own individual candidate disclosure form.

**Candidate disclosure forms:** must include any political donations made to or for the benefit of the candidate and any political donations made by the candidate including political donations made by a candidate to the group of which they are a member, membership fees, levies, or other payments made to the political party of which the candidate is a member.

**Group disclosure forms:** must include any political donations made to or for the benefit of the group and any political donations made by the group. Political donations received by the group include donations made by the group's members to the group.

If a group member donates to their group, the candidate who donated to their group must disclose making the donation to the group. The lead candidate of the group must disclose, in the group's disclosure form, receiving the donation from the candidate.



### Were you a councillor or mayor in the half-yearly period?

Any person who was a councillor or mayor between 1 July 2021 and 31 December 2021 must submit an elected member disclosure form. This includes:

- those who were declared “elected” at the 2021 local government elections,
- elected members who contested the 2021 local government election but were not re-elected, and
- elected members who did not recontest the 2021 local government elections.

#### Disclosure forms to submit if you were a councillor or mayor

- If you were elected at the 2021 local government elections, you **must** submit:
  - an elected member disclosure form,
  - a candidate disclosure form, and
  - a group disclosure form (if you were the lead candidate of a group)
- If you were an elected member prior to the 2021 local government elections and you were a candidate but were not re-elected, you **must** submit:
  - an elected member disclosure form,
  - a candidate disclosure form, and
  - a group disclosure form (if you were the lead candidate of a group)
- If you were an elected member prior to the 2021 local government elections and you were not a candidate, you **must** submit:
  - an elected member disclosure form

An elected member disclosure form is to include political donations made to or for the benefit of the person as an elected member and political donations made by the elected member during the half yearly period. Political donations made by an elected member include membership fees, levies and other payments made by the elected member to the political party of which they are a member.

Political donations disclosed by a person in their elected member disclosure form do not also need to be disclosed in the person’s candidate disclosure form, and vice versa.

### Were you a candidate for a councillor election and a mayoral election?

If you were a candidate for both a councillor election and a mayoral election in the same local government area the person responsible for the candidate can submit a single candidate disclosure form.

### Can a disclosure form be amended?

Yes, a disclosure form previously submitted to the NSW Electoral Commission can be amended by the person responsible for the original disclosure or their successor. “Amended disclosure” forms can be submitted using [Funding and Disclosure Online](#), or are available on request.

### What happens after a disclosure is made?

Disclosure forms are kept by the NSW Electoral Commission for at least six years and are published on the NSW Electoral Commission’s [website](#).

Disclosure forms may be subject to a compliance audit by the NSW Electoral Commission. You are required to retain complete and accurate records in relation to a disclosure for at least three years.

**What happens if a disclosure form is not lodged, is lodged late or is incorrect or incomplete?**

Breaching the legislative requirements for disclosures may constitute a criminal offence. The NSW Electoral Commission may issue warnings, penalties or prosecute offences including:

- failure to validly lodge a disclosure form by the due date
- lodging an incomplete disclosure without a reasonable excuse
- providing or withholding information knowing it will result in a false or misleading declaration by the person responsible for the disclosure
- making a false statement in a declaration on a disclosure form.

A disclosure form is taken to be invalidly lodged if:

- the incorrect form is used or pages are missing from the form
- the form has not been signed by the person who is responsible for signing the form
- the declaration section of the form has not been properly completed including the date the declaration was signed.

**More information**

The *Electoral Funding Act 2018* is available in full at [legislation.nsw.gov.au](http://legislation.nsw.gov.au).

For further information, contact us on 1300 022 011 or at [fdc@elections.nsw.gov.au](mailto:fdc@elections.nsw.gov.au).

## **(ITEM 8/22) DRAFT VOLUNTARY PLANNING AGREEMENT FOR 14A GROSVENOR STREET, CROYDON**

File No: 22/3349

REPORT BY DIRECTOR CITY STRATEGY

### **Summary**

**Applicant:** Gloriously Simple Pty Ltd  
**Developer:** Gloriously Simple Pty Ltd  
**Company Directors:** Ms Mary Jabbour and Mr Tony Jabbour

A draft Voluntary Planning Agreement (VPA) and Explanatory Note (EN) for 14A Grosvenor Street Croydon were submitted to Council in conjunction with Development Application DA.2021.42, which proposes the demolition of existing structures and the construction of a part 4 and part 5 storey boarding house containing 22 boarding rooms, a manager's room, communal open space areas and basement parking.

The draft VPA provides for payment by the developer of a monetary contribution of \$106,110 to Council in exchange for two deficient on-site parking spaces towards the improvement of public car parking facilities in Croydon.

The draft VPA and EN were publicly notified between 23 September 2021 and 21 October 2021. Council's endorsement is sought to enter into the VPA after the granting of the consent for the DA and prior to the issue of any Construction Certificate.

### **Operational Plan Objective**

1.2.1 Inform the community of Council's activities, facilities and services using accessible communication.

### **Background**

This matter was previously reported to Council on 26 October 2021. The consideration of the matter was deferred subject to consideration of the following item:

That consideration of the draft voluntary planning agreement proposed for 14A Grosvenor Street in Croydon be deferred until the February 2022 meeting of Council pending further advice on policy implementation implications.

The following provides background and consideration of the relevant policies.

### **Policy Considerations**

In the consideration of this matter there are a number of relevant policies and relevant provisions with the Burwood Development Control Plan (BDCP). This includes:

- Burwood Council Planning Agreements Policy 2018
- Burwood Development Control Plan: Section 3.4 Transport and Parking in Centres and Corridors

The Burwood Council Planning Agreements sets the general parameters to which Council is able to enter into planning agreements. This is also reflective of NSW Government on the same matter and section 7.4 of the *Environmental Planning and Assessment Act 1979*.

The general principles governing planning agreements include the following:

- (a) Planning decisions may not be bought or sold through planning agreements
- (b) *Planning agreements must result in a public benefit, and must provide for a reasonable means of achieving the public benefit*
- (c) Development that is unacceptable on planning grounds will not be permitted because of public benefits offered by developers that do not make the development acceptable on planning grounds
- (d) *Council will not allow planning agreements to improperly fetter the exercise of its functions under the Act, Regulation or any other Act or law*
- (e) *Council will not use planning agreements for any purpose other than a proper planning purpose, having regard to the applicable planning instruments, strategies and development control plans, other planning policies and strategies adopted by Council, and the circumstances of the case.*
- (f) *Council will not seek public benefits under a planning agreement that are unrelated to particular development*
- (g) *Council will not allow the interests of individuals or interest groups to outweigh the public interest when considering a proposed planning agreement*
- (h) *Council will not improperly rely on its statutory position in order to extract unreasonable public benefits from developers under planning agreements*
- (i) *Where Council has a commercial stake in a development the subject of an agreement, it will take appropriate steps to ensure that it avoids a conflict of interest between its role as a planning authority and its interest in the development.*

There are two important points to highlight in the context of this VPA. Item (a) above confirms that that any financial contribution that might be received by Council is not material to the assessment of the application. This is an important point to ensure that there is separation between the consideration of VPAs and then the determination of the application. In this instance the consent authority will be the Burwood Local Planning Panel, which will be independently assessing the application.

Item (c) reaffirms item (a), in that a public benefit offered is not a way of overcoming unacceptable development, unless it is addressing specific planning grounds. In this instance the VPA offer is being provided in lieu of car parking provision on site. Also that contribution will be used to improve the management and enforcement of public car parking in the immediate vicinity of the site and The Strand High Street.

In this context the use of a VPA to address a planning matter related to the application is consistent with the current policy and general guidance in relation to the use of planning agreements.

A further consideration is provided regarding the application of financial contributions in lieu of car parking within the Burwood DCP. There is specific commentary that permits a contribution if any of the following circumstances can be met for locations within the Burwood Town Centre (B4 Zone), a Local Centre (B2 Zone) or Neighbourhood Centre (B1 Zone) :

- *The site is very small, i.e. less than the minimum subdivision lot size for the area in the BLEP 2012, and isolated with no opportunities for amalgamation, or*
- *Vehicular access is severely constrained and there are limited options for onsite parking provision, e.g. the site is mostly occupied by existing buildings and involves only a change of use.*

In the case of the subject site, it is constrained, being small (387sq.m) and unable to be amalgamated. The site is the last remaining detached dwelling on this section of Grosvenor Street and is unable to be amalgamated with any adjoining land to create a larger allotment. Therefore, compliance with the DCP parking standard is not physically possible.

In terms of the use of a VPA for car parking contributions in the R1 General Residential Zone, the DCP is silent on this. However, in determining the acceptability of this approach several factors have been taken into account, which include:

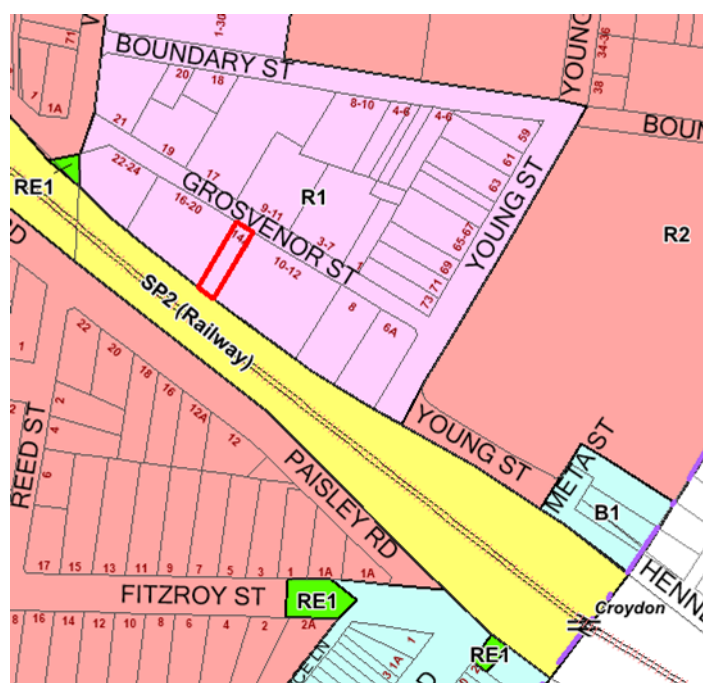
- Close proximity to The Strand (approximately 350m) which is a Neighbourhood Centre, within which the use of a contribution in lieu of car parking is permitted
- Close proximity to the Croydon Train Station (approximately 300m), making this an accessible location offering opportunity for future tenants of boarding house to use public transport rather than own a private vehicle
- The ability to improve the management of public car parking facilities in the vicinity of the Croydon centre to offset the reduction in car parking. This relates to the continued roll out of electronic parking sensors to monitor length of stay, identify trends in parking and undertake targeted enforcement to promote compliance.

Given the particular circumstances of the site, being isolated, constrained in size but also close to the Strand Neighbourhood Centre and Croydon Train station, there is sufficient justification to warrant acceptance of a VPA in this instance. The justification for the use of the VPA is also considered to be sufficiently unique that it does not expose Council to similar requests from other development proposals which do not demonstrate the same planning circumstances.

There are no specific prohibitions on the use of VPAs for contributions in lieu of car parking and the approach is consistent with the Council VPA policy in terms of being used to addressing a planning matter related to the application. This is also noting that the determination of the application will be by the Burwood Local Planning Panel.

### **Background to VPA**

The subject site is located in the suburb of Croydon, as shown below.



Zoning and Location of Subject Site and Surroundings

A draft VPA and EN were submitted in conjunction with DA 42/2021, involving the demolition of existing structures and the construction of a part 4 and part 5 storey boarding house containing 22 boarding rooms, a manager's room, communal open space areas and basement parking.

Under the VPA, the developer would pay Council a monetary contribution of \$106,110 in exchange for a shortfall of two on-site parking spaces. The amount of monetary contribution is calculated as \$53,055 per parking space x 2 parking spaces. Refer to 'Planning or Policy Implications' section below for further discussion.

The draft VPA and EN (enclosed as Attachments 1 and 2) were referred to Council's lawyer for legal vetting and were subsequently adjusted in negotiation with the applicant before public notification.

### **Consultation**

The draft VPA and EN were publicly notified for a period of 28 days from 23 September 2021 to 21 October 2021. The notice and materials were exhibited on Council's website. This exhibition arrangement was in line with the NSW Government's emergency measures as a result of the COVID-19 pandemic and Council's *Community Participation Plan*. No submission has been received.

The draft VPA as exhibited showed the amount of the monetary contribution being \$53,055 based on the application of a 50% discount similar to sites in the B1 Neighbourhood Business zone. However, such discount is not applicable to a property in the R1 General Residential zone. Therefore, the correct monetary contribution applicable for two parking spaces will be applied instead, which is equivalent to \$106,110.

The above rectification has been discussed with the Applicant, who is in agreement with the correct monetary contribution. The Strategic Team considers this to be a fair outcome considering that due to the isolated nature of the site and its proximity to the train station, a reduction of the parking numbers has already been applied as part of the DA assessment process, which has afforded the site a reasonable level of flexibility.

### **Planning or Policy Implications**

The *Burwood Development Control Plan* (BDCP) provides that a VPA may be entered into for developer to pay Council a monetary contribution in exchange for deficient on-site parking due to site constraints in all business zones.

Although the subject site is not in a business zone, a VPA is considered reasonable given that the site is isolated and located approximately 300m from Croydon Train Station and 350m from The Strand. Council's Traffic and Transport team has advised that the monetary contribution may be spent on the installation and on-going management of parking sensors in Croydon, such as the on-street parking areas within The Strand, Paisley Road and part of Malvern Avenue. Whilst this option would not increase the physical number of car parking spaces, the electronic monitoring and enforcement will improve turn over and availability of those parking spaces to members of the community. So would have a similar beneficial outcome.

Council has a *Planning Agreements Policy*. The Policy stipulates the matters that Council should consider when determining whether or not to enter into a VPA. The draft VPA is assessed against these matters, as outlined below:

1. The VPA is directed towards a proper planning purpose. The planning purpose of the VPA is to provide funds to Council to improve public car parking to redress the parking shortfall within the development.
2. The VPA would result in a public benefit. The VPA would seek to improve public car parking, being available to the general public, in place of parking within a private development.

3. The VPA provides a reasonable means of achieving the relevant purpose. The VPA provides for the monetary contribution in exchange for deficient on-site parking within the development. Council will utilise the funds provided to improve public car parking that will ultimately be more beneficial to the community.
4. The VPA would produce outcomes that meet the general values and expectations of the community, and protect the overall public interest. The provision of safe and practical public parking by Council is an expectation of the community. The VPA provides Council with the financial resources to assist in this provision.
5. The VPA would help achieve the outcomes sought by Council from the use of planning agreements, which are:
  - (a) Provide an enhanced and more flexible system of contributions by developments towards the provision of public benefits, related to the impacts of development.
  - (b) Enable community awareness of and input to the public benefits of particular developments, related to the impacts of the developments.
6. The VPA conforms to the fundamental principles governing the Council's use of planning agreements as set out in Clause 2.1 of the *Planning Agreements Policy*, particularly:
  - *Principle 'a' – planning decisions may not be bought or sold through planning agreements.* Council is not obliged to support the DA and instead, each application must be considered on its merits.
  - *Principle 'e' – Council will not use planning agreements for any purpose other than a proper planning purpose.* The manner in which the VPA is proposed to be used has regard to Council's DCP.

### **Financial Implications**

The VPA provides for a monetary contribution of \$106,110 to Council towards the installation and management of parking sensors for the on-street parking areas within The Strand, Paisley Road and part of Malvern Avenue in Croydon. The spending of the contribution by Council is not required to coincide with the completion of the subject development and can be at a time determined by Council at its discretion.

### **Conclusion**

Council's endorsement is now sought to enter into the VPA for 14A Grosvenor Street Croydon. The VPA provides Council a monetary contribution of \$106,110 towards the improvement of public car parking facilities in Croydon. It is recommended that arrangements be made for the execution of the VPA by Council authorising the signing of the agreement, after the granting of the DA but prior to the issue of a Construction Certificate. The development consent would include a condition requiring that the VPA be entered into prior to the issue of any Construction Certificate.

### **Recommendation(s)**

1. That Council enter into the VPA for 14A Grosvenor Street Croydon for the provision of a monetary contribution of \$106,110 towards the improvement of public parking facilities in Croydon, after the granting of the consent for DA 42/2021, which would include a condition requiring that the VPA be entered into prior to the issue of any Construction Certificate.
2. That Council authorise the General Manager to sign the VPA and any related documentation under his Power of Attorney.

3. That Council authorise the General Manager to endorse minor revisions of the VPA documents where necessary prior to execution.
4. That the developer pay the correct monetary contribution on or before the execution of the VPA.

**Attachments**

There are no attachments for this report.



**(ITEM 9/22) INVESTMENT REPORT AS AT 30 NOVEMBER 2021**

File No: 21/59012

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**

2.3.1 Identify and maintain additional revenue sources to ensure financial sustainability

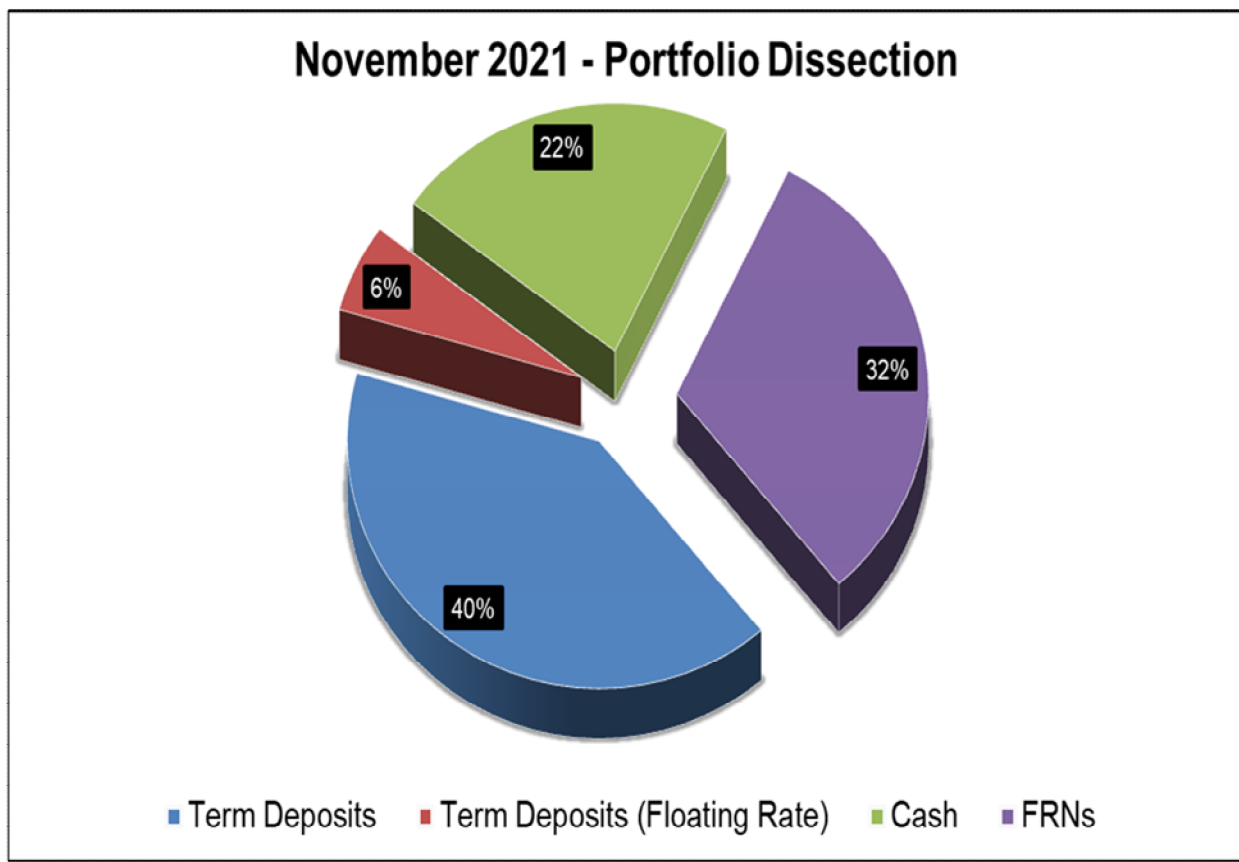
**Background**

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**

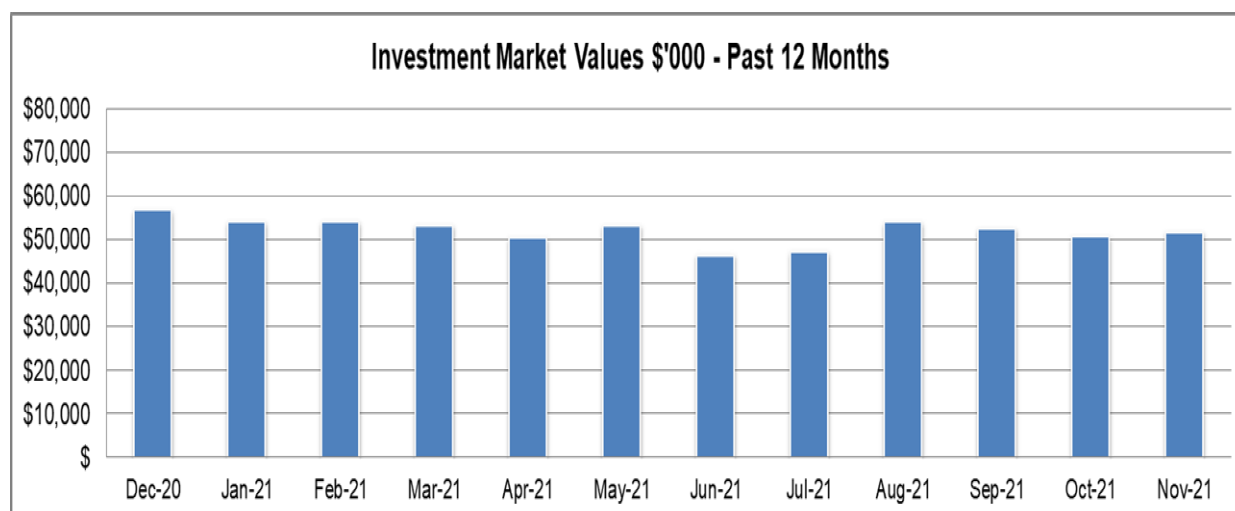
Council has a diversified investment portfolio and has a number of direct investments in term deposits. Its investment portfolio as at 30 November 2021 is:



As at 30 November 2021 Council held the following term deposits:

Purchase Date	Financial Institution	Principal Amount	Interest Rate	Investment Days	Maturity Date
14 Jul 20	Westpac	4,000,000	0.89%	730	14 Jul 22
14 Jul 20	National Australia Bank	4,000,000	0.90%	730	14 Jul 22
31 Aug 20	Westpac	4,000,000	0.83%	543	25 Feb 22
31 Aug 21	National Australia Bank	3,000,000	0.80%	1,095	30 Aug 24
31 Aug 21	Westpac	3,000,000	0.75%	1,095	30 Aug 24
26 Nov 21	AMP	3,000,000	0.85%	151	26 Apr 21
<b>Total</b>		<b>21,000,000</b>			

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 and for the previous two months 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 7 December 2021, the Board decided to maintain the official cash rate at 0.10 per cent. According to the RBA Governor "...The Board took this decision stating that the Australian economy is recovering from the setback caused by the Delta outbreak. High rates of vaccination and substantial policy support are underpinning this recovery. Household consumption is rebounding strongly and the outlook for business investment has improved. The emergence of the Omicron strain is a new source of uncertainty, but it is not expected to derail the recovery. The economy is expected to return to its pre-Delta path in the first half of 2022.

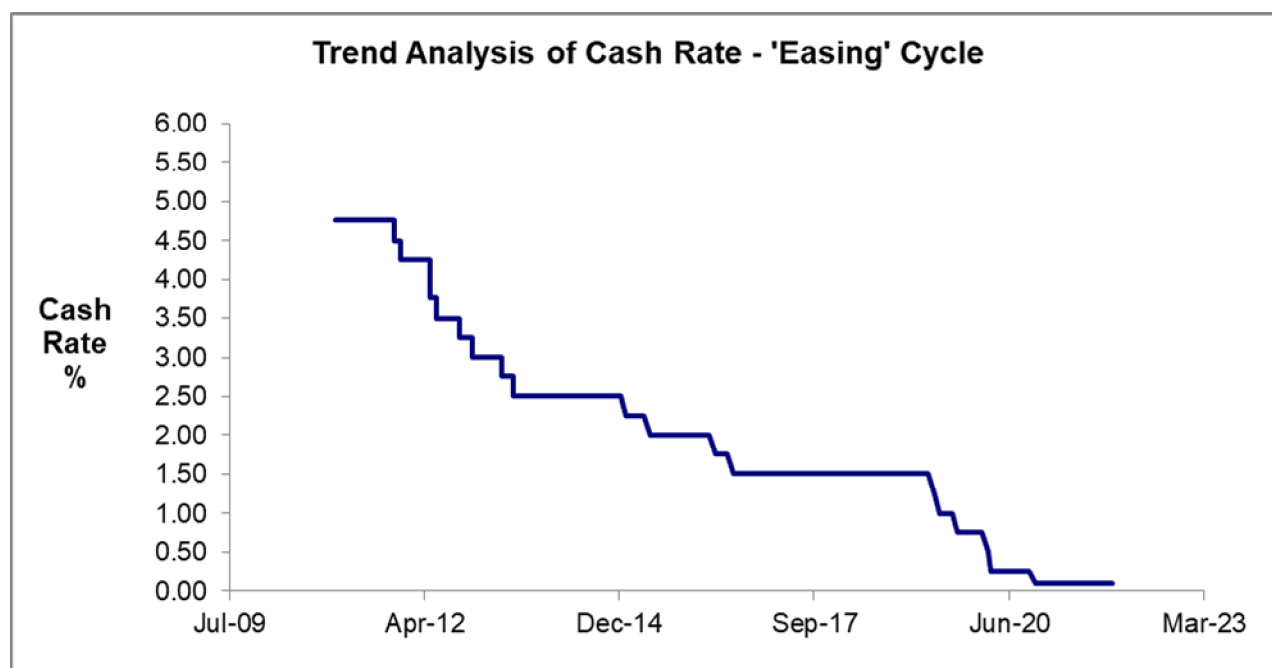
Leading indicators point to a strong recovery in the labour market. Job advertisements are at an historically high level and there are reports of firms finding it difficult to hire workers. Wages growth has picked up but, at the aggregate level, has only returned to the relatively low rates prevailing

before the pandemic. A further pick-up in wages growth is expected as the labour market tightens. This pick-up is expected to be only gradual, although there is uncertainty about the behaviour of wages as the unemployment rate declines to historically low levels.

Housing prices have risen strongly over the past year, although the rate of increase has eased over recent months. Housing credit increased by 6.7 per cent over the past year, but, more recently, the value of housing loan commitments has declined from high levels. With interest rates at historically low levels, it is important that lending standards are maintained and that borrowers have adequate buffers.

The Board remains committed to maintaining highly supportive monetary conditions to achieve a return to full employment in Australia and inflation consistent with the target. While inflation has picked up, it remains low in underlying terms. Inflation pressures are also less than they are in many other countries, not least because of the only modest wages growth in Australia. The Board will not increase the cash rate until actual inflation is sustainably within the 2 to 3 per cent target range. This will require the labour market to be tight enough to generate wages growth that is materially higher than it is currently. The Board is prepared to be patient, with the central forecast being for underlying inflation to be no higher than 2½ per cent at the end of 2023 and for only a gradual increase in wages growth.” Statement by Philip Lowe, Governor: Monetary Policy Decision – 7 December 2021”.

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



### ***Recommendation(s)***

1. That the investment report for 30 November 2021 be received and endorsed.
2. That the Certificate of the Responsible Accounting Officer be received and noted.

### **Attachments**

- 1 Investment Register as at 30 November 2021
- 2 Types of Investments

Investment Register as at 30 November 2021

BURWOOD COUNCIL  
INVESTMENT PORTFOLIO  
as at 30 November 2021

Investment Adviser	Issuer	ADI or N-ADI	Investment Name	Type	Rating S&P	Invested Amount	Market Value as at 30/09/2021	Market Value as at 31/10/2021	Market Value as at Reporting Date	% of Total Invested
<b>Cash</b>										
Council	Commonwealth Bank	ADI	Operating Account	Cash	AA-	2,986,474	181,518	346,169	2,986,474	22.10
Council	Commonwealth Bank	ADI	Cash Deposit Account	At Call	AA-	-	-	0	-	4.62
Council	Commonwealth Bank	ADI	Online Saver	At Call	AA-	1,046,507	7,137,039	5,137,703	1,046,507	2.02
Council	Macquarie Bank	ADI	Accelerator Account	At Call	AA-	8,011,404	8,006,051	8,008,771	8,011,404	15.44
Council	AMP Bank Limited	ADI	AMP Business Saver	At Call	BBB-	1,272	1,271	1,271	1,272	0.00
Council	AMP Bank Limited	ADI	AMP Notice Account	Notice 30 days	BBB-	3,445	3,442	3,443	3,445	0.01
<b>Term Deposits</b>										
Council	Westpac	ADI	Westpac	Term Deposit	AA-	4,000,000	4,002,820	4,005,639	4,000,001	7.71
Council	National Australia Bank	ADI	National Australia Bank	Term Deposit	AA-	4,000,000	4,007,693	4,010,751	4,013,710	7.74
Council	Westpac	ADI	Westpac	Term Deposit	AA-	4,000,000	4,007,608	4,001,658	4,004,584	7.72
Council	Westpac	ADI	Westpac	Term Deposit	AA-	3,000,000	3,001,949	3,003,760	3,000,000	5.78
Council	AMP Bank	ADI	AMP Bank	Term Deposit	BBB+	3,000,000	-	-	3,000,279	5.78
Council	National Australia Bank	ADI	National Australia Bank	Term Deposit	AA-	3,000,000	3,001,973	3,004,011	3,005,984	5.80
<b>Term Deposits - Fixed &amp; Floating Rates</b>										
Council	Westpac	ADI	Westpac	Coupon Select Deposit 2 Yr Fixed plus 3 Yr (90day BBSW + 1.05 bps)	AA-	3,000,000	3,007,838	3,015,431	3,000,245	5.78
<b>Floating Rate Notes</b>										
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Floating Rate Notes (90 day BBSW mid +94 bps)	A+	1,500,000	1,513,020	1,512,930	1,509,150	2.91
Council	Bendigo-Adelaide	ADI	Bendigo Bank & Adelaide Bank	Floating Rate Notes (90 day BBSW mid + 105 bps)	BBB+	1,500,000	1,519,500	1,514,745	1,514,745	2.92
Council	ANZ Group	ADI	ANZ Group	Floating Rate Notes (90 day BBSW mid + 77 bps)	AA-	2,000,000	2,020,040	2,015,240	2,014,820	3.88
Council	Newcastle Permanent Building Society	ADI	Newcastle Permanent Building Society	Floating Rate Notes (90 day BBSW +140 bps)	BBB	1,250,000	1,289,713	1,270,400	1,286,200	2.44
Council	National Australia Bank	ADI	National Australia Bank	Floating Rate Notes (90 day BBSW +41 bps)	AA-	1,500,000	1,487,090	1,490,265	1,483,955	2.86
Council	MyState Bank Ltd	ADI	MyState Bank Ltd	Floating Rate Notes (90 day BBSW +65 bps)	BBB	2,500,000	2,500,625	2,502,000	2,495,725	4.81
Council	Commonwealth Bank of Australia	ADI	Commonwealth Bank of Australia	Floating Rate Notes (90 day BBSW +93 bps)	AA-	2,000,000	2,031,160	2,029,460	2,023,900	3.90
Council	Commonwealth Bank of Australia	ADI	Commonwealth Bank of Australia	Floating Rate Notes (90 day BBSW +113 bps)	AA-	4,000,000	4,092,520	4,076,760	4,074,800	7.86
<b>Grand Total</b>						<b>51,713,101</b>	<b>52,802,768</b>	<b>50,950,407</b>	<b>51,871,268</b>	<b>100.00</b>

Credit Ratings	
AAA	Extremely strong capacity to meet financial commitments Highest Rating
AA	Very strong capacity to meet financial commitments but somewhat susceptible to adverse economic conditions and changes in circumstances.
A	Strong capacity to meet financial commitments but more subject to adverse economic conditions.
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.

*W. Armitage*

Wayne Armitage  
Chief Finance Officer

**Types of Investments**

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**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-
- Macquarie Accelerator – At Call account AA-

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 10/22) INVESTMENT REPORT AS AT 31 DECEMBER 2021**

File No: 22/237

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**

2.3.1 Identify and maintain additional revenue sources to ensure financial sustainability

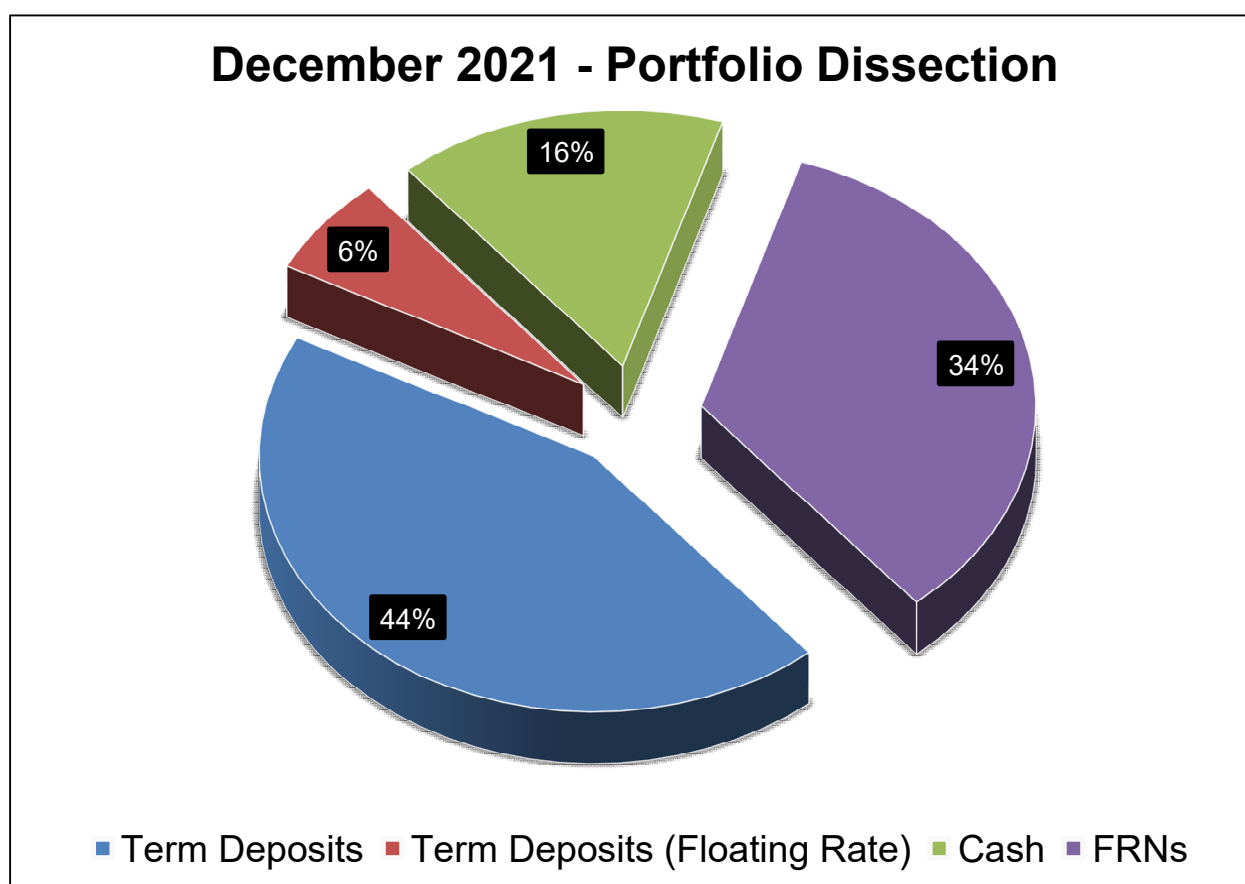
**Background**

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**

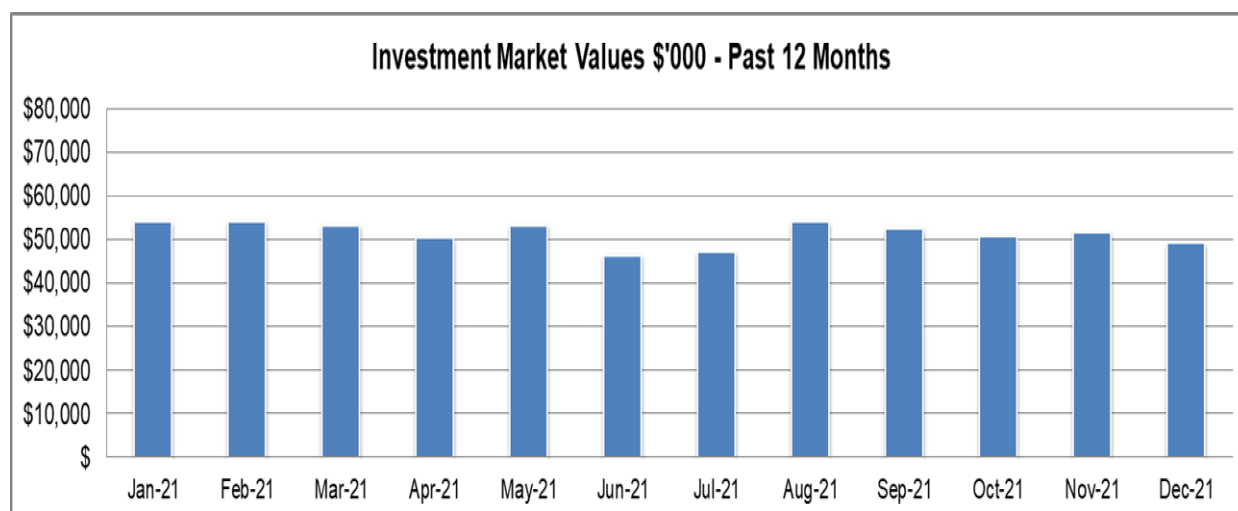
Council has a diversified investment portfolio and has a number of direct investments in term deposits. Its investment portfolio as at 31 December 2021 is:



As at 31 December 2021 Council held the following term deposits:

Purchase Date	Financial Institution	Principal Amount	Interest Rate	Investment Days	Maturity Date
14 Jul 20	Westpac	4,000,000	0.89%	730	14 Jul 22
14 Jul 20	National Australia Bank	4,000,000	0.90%	730	14 Jul 22
31 Aug 20	Westpac	4,000,000	0.83%	543	25 Feb 22
31 Aug 21	National Australia Bank	3,000,000	0.80%	1,095	30 Aug 24
31 Aug 21	Westpac	3,000,000	0.75%	1,095	30 Aug 24
26 Nov 21	AMP	3,000,000	0.85%	151	26 Apr 22
<b>Total</b>		<b>21,000,000</b>			

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



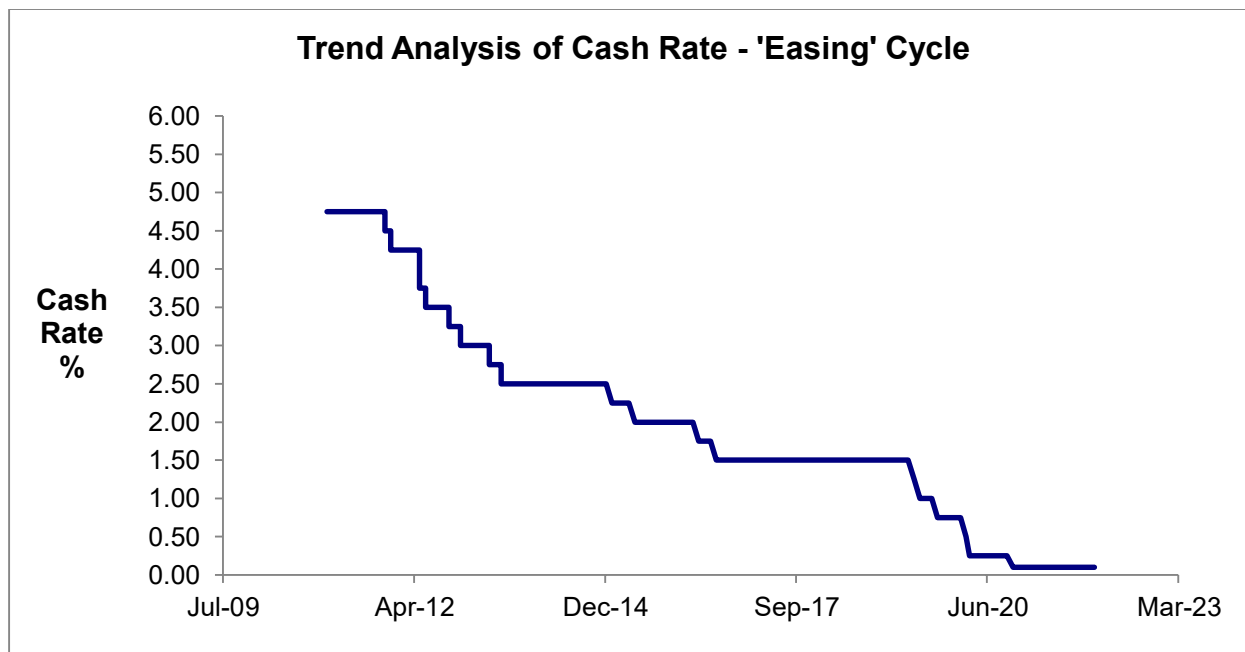
Council's investment portfolio is recognised at market value and some of its investments are based on the midpoint valuations of the underlying assets and are subject to market conditions that occur over the month.

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

### **Investment Performance and Market Commentary**

There was no Reserve Bank of Australia (RBA) meeting held on the 4 January 2022 due to the Christmas and New Year break, the official cash rate remained at 0.10 per cent. The next RBA meeting will take place in February 2022.

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



**Recommendation(s)**

1. That the investment report for 31 December 2021 be received and endorsed.
2. That the Certificate of the Responsible Accounting Officer be received and noted.

**Attachments**

- 1 Investment Register - 31 December 2021
- 2 Types of Investments



Investment Register - 31 December 2021

BURWOOD COUNCIL  
INVESTMENT PORTFOLIO  
as at 31 December 2021

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.

*W. Amittage*

Wayne Amittage  
Chief Finance Officer

Investment Adviser	Issuer	ADI or N-ADI	Investment Name	Type	Rating S&P	Invested Amount	Market Value as at 31/10/2021	Market Value as at 30/11/2021	Market Value as at Reporting Date	% of Total Invested
<b>Cash</b>										
Council	Commonwealth Bank	ADI	Operating Account	Cash	AA-	3,987,324	3,461,180	2,398,474	3,987,324	18.26
Council	Commonwealth Bank	ADI	Online Saver	At Call	AA-	1,048,983	5,137,703	1,048,507	1,048,983	8.02
Council	Macquarie Bank	ADI	Accelerator Account	At Call	AA-	4,013,600	8,008,771	8,011,404	4,013,600	2.12
Council	AMP Bank Limited	ADI	AMP Business Saver	At Call	BBB-	1,272	1,271	1,272	1,272	8.11
Council	AMP Bank Limited	ADI	AMP Notice Account	Notice 30 days	BBB-	3,446	3,443	3,445	3,446	0.00
<b>Term Deposits</b>										
Council	Westpac	ADI	Westpac	Term Deposit	AA-	4,000,000	4,005,639	4,000,091	4,002,911	42.53
Council	National Australia Bank	ADI	National Australia Bank	Term Deposit	AA-	4,000,000	4,010,751	4,013,710	4,016,787	8.09
Council	Westpac	ADI	Westpac	Term Deposit	AA-	4,000,000	4,001,658	4,004,594	4,007,608	8.12
Council	Westpac	ADI	Westpac	Term Deposit	AA-	3,000,000	3,003,780	3,000,000	3,001,911	8.10
Council	AMP Bank	ADI	AMP Bank	Term Deposit	BBB+	3,000,000	-	3,000,279	3,002,445	6.07
Council	National Australia Bank	ADI	National Australia Bank	Term Deposit	AA-	3,000,000	3,004,011	3,005,984	3,008,022	6.08
<b>Term Deposits - Fixed &amp; Floating Rates</b>										
Council	Westpac	ADI	Westpac	Coupon Select Deposit 2 Yr Fixed plus 3 Yr (90 day BBSW + 1.05 bps)	AA-	3,000,000	3,016,431	3,000,245	3,007,838	6.08
<b>Floating Rate Notes</b>										
Council	Suncorp-Metway Limited	ADI	Suncorp-Metway Limited	Floating Rate Notes (90 day BBSW mid + 84 bps)	A+	1,500,000	1,512,930	1,509,150	1,509,555	3.05
Council	Bendigo-Adelaide	ADI	Bendigo Bank & Adelaide Bank	Floating Rate Notes (90 day BBSW mid + 1.05 bps)	BBB+	1,500,000	1,514,745	1,514,745	1,515,000	3.08
Council	ANZ Group	ADI	ANZ Group	Floating Rate Notes (90 day BBSW mid + 77 bps)	AA-	2,000,000	2,015,240	2,014,820	2,015,400	4.07
Council	Newcastle Permanent Building Society	ADI	Newcastle Permanent Building Society	Floating Rate Notes (90 day BBSW + 140 bps)	BBB	1,250,000	1,270,400	1,266,200	1,266,063	2.96
Council	National Australia Bank	ADI	National Australia Bank	Floating Rate Notes (90 day BBSW +41 bps)	AA-	1,500,000	1,490,265	1,483,935	1,486,830	3.01
Council	MyState Bank Ltd	ADI	MyState Bank Ltd	Floating Rate Notes (90 day BBSW +65 bps)	BBB	2,500,000	2,502,000	2,495,725	2,497,500	5.05
Council	Commonwealth Bank of Australia	ADI	Commonwealth Bank of Australia	Floating Rate Notes (90 day BBSW +93 bps)	AA-	2,000,000	2,029,480	2,023,900	2,024,440	4.09
Council	Commonwealth Bank of Australia	ADI	Commonwealth Bank of Australia	Floating Rate Notes (90 day BBSW +113 bps)	AA-	4,000,000	4,076,760	4,074,800	4,077,560	8.24
<b>Grand Total</b>						<b>43,284,625</b>	<b>50,950,407</b>	<b>51,871,268</b>	<b>49,275,074</b>	<b>100.00</b>

**Types of Investments**

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