

BURWOOD
GRAND



Half Yearly Report
December 2023



Burwood
Inc.1874

Acknowledgement of Country


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

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





Contents

Introduction	4
Our highlights	6
 Inclusive community & culture	15
 Places for people	27
 Sustainable & protected environment	39
 Vibrant city & villages	45
 Open & collaborative leadership	57



Introduction

The integrated planning and reporting process

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

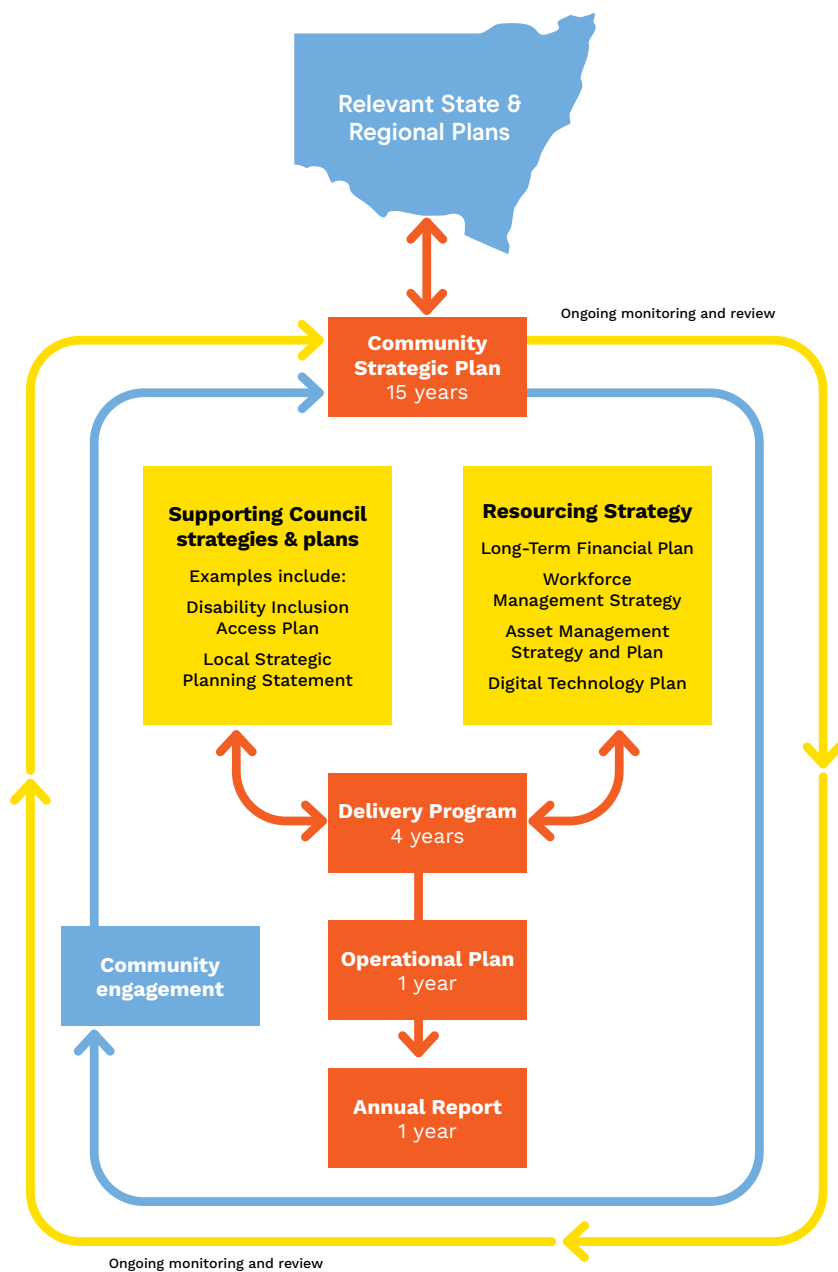
This Half-Yearly Report is the first report for the Operational Plan Financial Year 2023/2024.

It provides the community with a summary of how Council has responded in the first half of the 2023/2024 financial year to the strategic goals, objectives and planned actions in the Delivery Program 2022 to 2026.

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

- Inclusive community & culture
- Places for people
- Sustainable & protected environment
- Vibrant city & villages
- Open & collaborative leadership

This report addresses the 135 actions incorporated under these themes and found in the Operational Plan 2023/2024.



Measuring our success

Completed	An action has been completed during the reporting period	17 actions completed
On track	The action is on track for completion as scheduled	104 actions on track
Not due to start	The action is not due to start during the reporting period	6 actions not due to start
Monitor	The action is underway, but may not be completed in time or it has been postponed	8 actions being monitored

Our highlights



Supporting Burwood's Young People

In November 2023, following extensive youth led engagement with young people, as part of a funded project with NSW Resilience, the draft Youth Action Plan was presented to Council. The Plan is now on public exhibition until 25 February 2024.



Keeping Burwood Safe

Council's ongoing efforts to contribute to the safety of Burwood included:

- The development of the Safer Burwood Plan following extensive research into trends in crime and community safety and stakeholder engagement. The Plan was adopted by Council in December 2023 and implementation will now commence in partnership with the Burwood Police Area Command and community partners.
- All building development works complaints were investigated to ensure building sites are complying with regulations.
- Annual regulatory inspections of premises such as food establishments, boarding houses, cooling towers and hair and beauty salons.
- Proactive and reactive patrols to ensure compliance with pollution matters, overgrown vegetation, water drainage etc.

Extensive Use of Council's Facilities Continues

During the reporting period, the use of Council's facilities continued to be highly successful with:

- 2,654 uses of community spaces such as the Burwood Park Community Centre and Fitzroy Hall
- 1,269 uses of sports fields such as Blair Park, Wangal Park and Henley Park
- Three Woodstock Artisan Markets held in August and November (x2)
- Two food truck events, in partnership with Aussie Night Markets, were held in Council's Conder Street Car Park in September and October 2023



Supporting Burwood's Small Business Industry

October 2023 Council delivered a number of initiatives to support small businesses in the Burwood LGA as part of Small Business Month.

Initiatives and events included:

- Partnering with the Burwood Chamber of Commerce to deliver the Burwood Business Expo with 100 businesses and 20 stall holders in attendance
- Subsidised costs associated with facility hire for small business owners in Council-owned facilities
- Continued dissemination of digital Local and State Government business support information to over 1,400 businesses



Implementation of the Burwood Library Strategic Plan continues to enhance our patrons experience

During the reporting period, the library continued successfully implementing actions from the Burwood Library Strategic Plan with particular highlights as follows:

- Council's work in multiculturalism was recognised at a State level with Council's Multicultural Services Officer receiving an Excellence Award
- 67 events were delivered in the library with community partnerships
- Funding was secured to trial anytime access to the library
- The popular Midnight Hours Program was delivered during the HSC period
- Council's Community Hub programs exceeded set targets and partnerships were formed to deliver new types or programs
- A new one-to-one tech help service was launched and the Home Library Service started delivering eReaders to residents



Celebrating First Nations Culture

July 2023 saw NAIDOC Week celebrations take place with an event held in Flockhart Park including:

- A Yarn and Wander Tour along Cooks River
- A Smoking Ceremony
- A native plant giveaway that included artwork designed by a First Nations Artist on the Native Plant Information Sheet

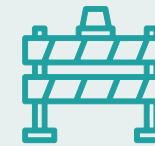
Council's continued commitment to engaging First Nations artists continued with the first artwork being displayed on the new Burwood Nest at Burwood Park being designed by a First Nations artist.



The community's love for the Mobile Play Van remains high

The Mobile Play Van has continued providing four sessions per week during school terms with the service seeing an increase of up to 56 families attending on some days.

In December 2023, the Mobile Play Van conducted a customer satisfaction survey with the results providing feedback on how to continue to improve this valued community service.



Work on the Western Sydney Infrastructure Grants (WSIG) Program (formerly WestInvest) projects continues

Council continues to plan for the delivery of all 11 WSIG projects while awaiting the receipt of the funding deeds from the NSW Government.

The WSIG projects include the following:

- Deane Street Precinct Transformation
- Henley Park Sports Field Upgrade
- Burwood Park Inclusive Play Space
- Burwood Library Pod
- Park Expansions at Portland and Russell Street
- Woodstock Park Sensory Garden
- Strathfield Placemaking Project
- Burwood Main Street Transformation
- Enfield Aquatic Centre Redevelopment
- Paisley Road Upgrade
- Burwood Urban Park Arts and Cultural Centre

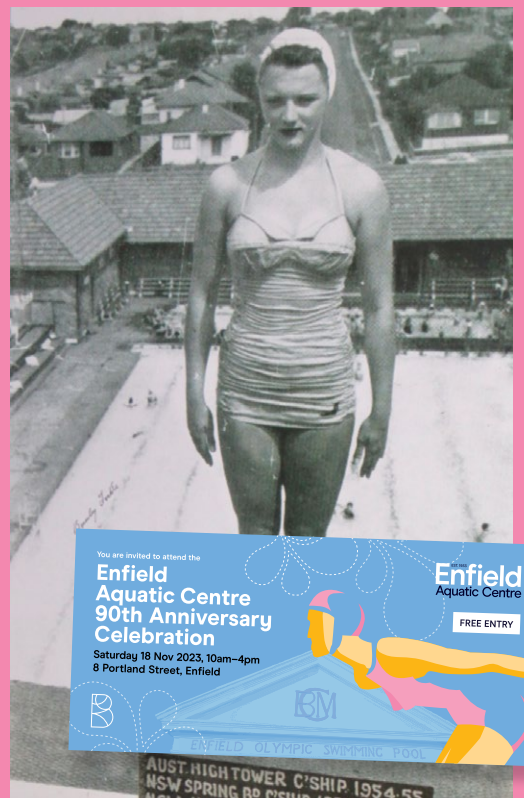
Celebrating 90 years of the Enfield Aquatic Centre (EAC)

In November 2023, the EAC turned 90.

The community were invited to celebrate this milestone at a special event that included free entry, open air cinema, pool inflatables, water safety education and demonstrations, free 'come and try' aquatic programs, children's activities including face painting, music and roving entertainment as well as a community BBQ.

Additionally, the EAC's Learn to Swim program remained popular during the reporting period while Council looks for innovative ways of recruiting suitable Learn to Swim Instructors to further grow this program.

The EAC is also on track for increasing the offering of aquatic and fitness classes to eight and to surpass its annual visitation goal of 100,000 visitors.



Delivering Civic and Community Events

Working in partnership with the community, Council successfully delivered a number of civic and community events including:

- The Sandakan Memorial Service
- Remembrance Day
- Nepalese Teej Festival
- TVB Moon Festival
- Chinese Burwood Family Festival
- Greek Street Fair (expanded)
- St Joseph's Christmas Event
- Sabantuy Festival
- NAIDOC Week
- World Cup Live Site
- Carols in the Park
- Burwood Summer Program

In addition, 120 residents received their Australian Citizenship at two ceremonies in September 2023.



Burwood Council – A Child Safe Organisation

In August 2023, a number of documents to support the implementation of the 10 Child Safe Standards were endorsed including:

- A Child Safe Code of Conduct
- Reporting Obligations
- Child Safe Risk Assessment
- Complaints Policy
- Child Safe Action Plan

Council's Child Safe Working Group continues to implement the actions required within the Child Safe Action Plan.



Engaging and Informing our Community

121 new projects were exhibited on Participate Burwood (Council's online community engagement platform) attracting 19,323 views by 7,464 visitors who made 238 project contributions.

A range of channels were utilised to engage and inform the community including:

- 26 e-newsletters sent to 11,105 subscribers
- Facebook – 156.7% increase in reach
- Instagram – 159.8% increase in reach and 129.8% increase in followers
- We Chat grew to over 1,530 followers
- A Mayoral Street Stall was held at the Enfield Aquatic Centre 90th Anniversary Celebrations with 15 community members providing feedback



Guiding Traffic & Transport in Burwood

After consultation with internal stakeholders and Transport for NSW, Council's Traffic & Transport Study has been finalised.

The Study will guide Council in its decision making regarding traffic and transport movements with direct input into areas such as:

- Works Schedules for Section 7.12 Contribution Plans; and
- The Western Sydney Infrastructure Grants Program Projects (formerly WestInvest).



Activating our Places

The Burwood Unplugged program was launched in August 2023 and brought a pop-up series of live music to streets across the Burwood LGA. Five performers have been engaged over 15 performances with a special Christmas edition taking place over December 2023 and January 2024 in different parts of the LGA.

December 2023 also saw a new 280sqm floor decal installed along the entire length of Unity Place. The decal is inspired by Burwood's multicultural heritage and brings increased vibrancy and a sense of discovery and play.

Night time visitation was also encouraged by the delivery of two food truck eats events being held in September and October 2023.





Enhancing our Open Spaces

Burwood Park – construction of the Burwood Park Pond, Sensory Garden and Nature Play project continued with the Pond opening to the public in December 2023.

Flockhart Park – funding for new playground equipment and outdoor fitness stations has been successfully secured by Council with works to commence in 2024.



A Greener Burwood

Council undertook a number of initiatives to ensure a greener Burwood including:

- Completion of the Street Tree Masterplan
- Finalisation of the planting locations for an additional 100 street trees to increase the urban canopy and reduce the temperature of the urban environment
- Planting of an additional 131 trees in parks and 3,393sqm of ground cover utilising grant funding from Local Government NSW for the Burwood Open Space Canopy Enhancement Project
- An inventory of our park trees has been completed utilising grant funding to ensure this important asset is maintained effectively



Building a Sustainable Burwood

Sustainable practices are a key focus for Council and as such, the reporting period saw the following initiatives or actions take place:

- The extended trial of the Food Organics Garden Organics (FOGO) continued with the aim of diverting organic waste from landfill with 65.48 tonnes of FOGO material being collected between July and November 2023 in the trial area
- Council provided letters of support to three Electric Vehicle (EV) providers in order to assist their applications for funding under the NSW Government Drive Electric Kerbside Charging Grant
- Sustainable building opportunities are being explored through the Burwood North Masterplan



Our Public Art Program

Four major public art projects were delivered during the reporting period including:

- The Burwood Bus Depot Mural Project (grant funded by the NSW Government)
- The Burwood Nest sculptural installation (grant funded by the NSW Government)
- Luke Avenue Reserve sculptural installation (grant funded by the NSW Government)
- The Wangal Park toilet artwork wrap designed by a local Burwood Art Prize artist

Minor public art projects included artwork designs for:

- Greek Street Fair banners
- Lunar New Year banners
- 150 Year banners
- Bin wrapping artwork for The Strand, Croydon

In addition, entries for the 2024 Burwood Art Prize opened in November 2023.



Meeting Places by Sydney based artist Christina Huynh



Wangal Park toilet artwork by Inner West based artist Tahlia Kate Henderson



Planning for the Future of Burwood

In September 2023, Council resolved to exhibit the draft Burwood North Masterplan which establishes the Vision of the Precinct and looks to create the capacity for approximately 5,300 new dwellings (for approximately 15,000 new residents) as well as 1,300 new jobs.

The Burwood North Masterplan also identifies opportunities for the delivery of approximately 1.93 hectares of new public space across the Precinct.

The Vision of the Burwood North Masterplan is to create a liveable, vibrant, sustainable and well-planned community that benefits residents, attracts investment and creates job opportunities for current and future generations.

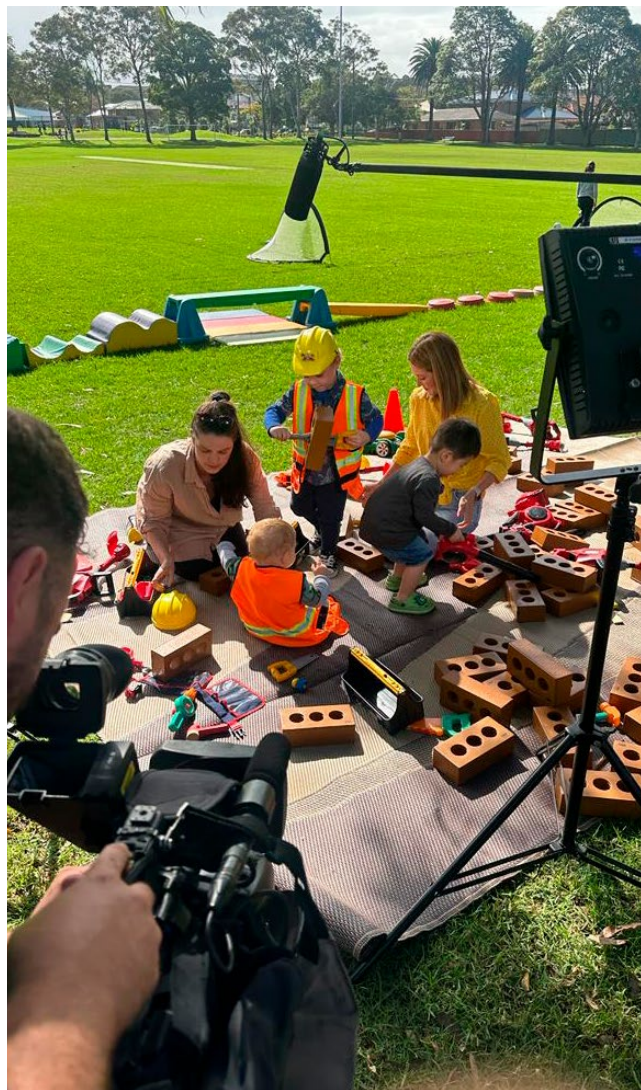
Burwood as a Destination

Following the success of the Sydney Weekender episode featuring Burwood, Council has continued to find ways to promote Burwood as a destination including:

- A full page feature and half page editorial in the popular Sydney Guide was secured highlighting Burwood's strategic location and promoting it as a prime destination for dining, entertainment, retail, arts, culture and heritage
- Council secured additional coverage from the Time Out and Concrete Playground publications who featured the Greek Street Fair
- A partnership with middle eastern content creator, No Garlic No Onion, showcased the diverse food offerings within the Burwood LGA



In addition to the promotional work above, September 2023 saw Council endorse the inaugural Economic Development Discussion Paper and Night Time Economy Strategy. The five-year strategy seeks to stimulate activity, employment and investment while promoting the Burwood Town Centre and Burwood North as growth areas for industries both day and night.



Enhancing the Customer Experience

The draft Customer Experience Strategy 2024 to 2027 was endorsed for public exhibition in November 2023.

Council's customer experience team:

- Served 1,379 customers with 99.5% served within five minutes
- Handled 12,204 calls with 80.52% answered in less than 40 seconds
- Managed 462 webchats
- Provided 25 call centre experiences to new staff

In addition, a comprehensive Mystery Shopping Program was conducted in December 2023 across a range of areas within Council.







Inclusive community & culture



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

A welcoming community that cares and looks after each other

Support and deliver initiatives that encourage social inclusion and community connections

Action Code	Responsible Officer Unit	Action	Status	Comments
A.1	Community & Culture	Coordinate Council's Volunteer Program and initiatives to support and recognise volunteering in the community	On Track	Council's Volunteering Program aims to recruit volunteers to support community programs and local community organisations. From June to December 2023, Council successfully referred 290 volunteers to external organisations based in the Burwood Local Government Area (LGA).
A.2	Office of General Manager	Deliver annual awards programs that recognises local community and business achievements	On Track	<p>Planning has commenced for the Mayor's Business Commendation Awards to be held in March 2024. Council will be appealing to eligible businesses in five categories honouring their long-serving and social contribution to Burwood.</p> <p>Promotion has commenced for the 2024 Australia Day Citizen, Young Citizen, Sportsperson and Environmental Person of the Year Awards Program. All candidates and nominators will be invited to attend Council's Burwood Citizen of the Year Awards ceremony where the awards will be announced and presented. The winners of these awards will be invited to participate and represent the Burwood community at various events and initiatives throughout 2024.</p>
A.3	Community & Culture	Deliver capacity building and funding initiatives to support the community sector, including the annual Community Grants, Club Grants and the Councillor's Donation Programs	On Track	<p>In August 2023, Club Grants program was delivered successfully in partnership with Burwood RSL and the Club Grants Committee.</p> <p>In November 2023, Council implemented an online Grants Management System (SmartyGrants) for the 2023/2024 Community Grants Program and further simplified the grant guidelines, application and assessment processes.</p> <p>Community Grants Information and Grant Writing Sessions also commenced in December 2023 to coincide with the opening of the funding round. A total of six sessions are planned for delivery by the end of February 2024 to assist community organisations to prepare their applications and increase their capacity to seek funding opportunities beyond Council.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.4	Community & Culture	Implement the Disability Inclusion Action Plan 2022-2025	On Track	<p>Actions from the Disability Inclusion Action Plan (DIAP) continue to be implemented across all areas of Council with initiatives for larger cross Council and community programs planned for 2024.</p> <p>The Disability Advisory Panel continues to provide advice and feedback on projects to increase inclusion (e.g. signage and wayfinding in Council parks and playgrounds and for the Burwood North precinct).</p> <p>Community awareness raising events for Carers Week and International Day of People with Disability have been delivered including introducing a week of sensory stimulus quiet times at the Enfield Aquatic Centre (EAC).</p>
A.5	Community & Culture	Implement the Multicultural Strategy	On Track	<p>Council's Multicultural Strategy has been drafted and will be reported to Council for public exhibition in February 2024. Council delivered a CALD Communities Forum in the period to inform the development of key actions within the Draft Strategy. A range of year 1 actions have been commenced to ensure completion by June 2024.</p>
A.6	Community & Culture	Undertake initiatives that address homelessness and the needs of rough sleepers across the Burwood LGA	On Track	<p>Council continues to implement a Homelessness Protocol and facilitates a regular Rough Sleepers meeting with internal and external staff. This ensures rough sleepers are identified and offered support and opportunities for housing and health services, and Police and Council staff are aware of any safety and health issues relating to the community.</p> <p>Council has commenced work to implement the Homelessness Count in February 2024 in partnership with NSW Department of Communities and Justice (DCJ).</p> <p>A Round Table on the Cost of Living was conducted by Council with faith based organisations and service providers to identify areas of need and ways to increase capacity of service delivery to vulnerable communities.</p>
A.7	Community & Culture	Develop and implement the Youth Action Plan	On Track	<p>The Draft Youth Action Plan (YAP) was presented to Council in November 2023 and is currently on public exhibition for an extended period (until 25 February 2024).</p> <p>The YAP was the result of extensive youth led engagement with young people as part of a funded project from NSW Resilience.</p> <p>The actions in the YAP will be implemented over a four-year period.</p>
A.8	Community & Culture	Implement social research program to identify and address existing and emerging community needs	On Track	<p>Council undertook several research initiatives to support key organisational projects to address emerging needs and opportunities. This included an update of the research into the diverse communities of Burwood, recent trends in crime and community safety to inform the Safer Burwood Strategy and extensive research into the needs and priorities of local young people to support the development of the Burwood Youth Action Plan.</p>

Facilitate equitable access to services and facilities at all stages of life

Action Code	Responsible Officer Unit	Action	Status	Comments
A.9	Customer Experience & Business Improvement	Manage the allocation and use of community facilities, venues, parks and sports fields	On Track	<p>Community Facilities usage from 1 July 2023 to 31 December 2023 included:</p> <ul style="list-style-type: none"> Burwood Park Community Centre (379) Fitzroy Hall (435) Woodstock (538) George Street Centre (246) The Community Hub (781) Henley Park Community Centre (20) Henley Park (105) Henley Park Dressing Rooms (42) Conference Room (108) <p>The Woodstock Artisan Markets successfully held three market events on the 6 August, 5 November and 10 November 2023.</p> <p>Aussie Night Markets partnered with Council to deliver Food Truck events in the Conder Street Car Park on 21 September and 19 October 2023.</p> <p>The sports field usage from 1 July 2023 to 31 December 2023 included:</p> <ul style="list-style-type: none"> Blair Park (90) Burwood Park (68) Woodstock Park (27) Flockhart Park (75) Grant Park (52) Wangal Park (39) Henley Park (914) Conder Street Car Park (2) Sanders Reserve (2)
A.10	Customer Experience & Business Improvement	Conduct Community Facilities and Park Survey	On Track	<p>A comprehensive Community Facilities and Park Survey has been developed in consultation with the Burwood Library and Community Development teams.</p> <p>The survey will provide valuable insights into hirer and attendee usage, which will assist in the future development of Council run programs, pricing and user requirements.</p>
A.11	Community & Culture	Review and update Community Facilities and Open Space Strategy	Completed	<p>An addendum to Council's current Community Facilities and Open Space Strategy was prepared to give consideration and respond to the anticipated growth linked to the Draft Burwood North Masterplan.</p> <p>This addendum will assist Council to understand the future needs and demands for community facilities and will assist in the development of Council's Infrastructure Contributions Framework.</p>

Support community resilience initiatives to adapt to changing circumstances

Action Code	Responsible Officer Unit	Action	Status	Comments
A.12	Office of General Manager	Implement a community resilience building initiative that supports local businesses, promotes creativity and builds on social and place capital	Completed	<p>In October 2023, Council partnered with the Burwood Chamber of Commerce to deliver The Burwood Business Expo a free business event as part of NSW Small Business Month (SBM).</p> <p>Over 100 businesses and 20 stall holders attended to hear industry leaders deliver presentations on consumer engagement and digital marketing, equipping local businesses with tools to help increase their patronage and reach across the Burwood LGA and Greater Sydney, with a particular focus on efficient and budget-friendly resources and strategies.</p> <p>As part of SBM, Council subsidised the cost of facility hire for small business owners looking to utilise Council-owned facilities across the LGA from 1 to 31 October 2023 in an effort to increase access to local working and meeting spaces for small businesses.</p> <p>Council continues to disseminate digital Local and State Government business support information to over 1,400 businesses through regular business e-newsletters.</p>

Acknowledge, respect and engage First Nations peoples, their culture and heritage

Action Code	Responsible Officer Unit	Action	Status	Comments
A.13	Community & Culture	Deliver initiatives that recognise and respect First Nations' history and ongoing culture	On Track	<p>Council celebrated NAIDOC Week in July 2023 with an event in Flockhart Park which included a Yarn and Wander Tour along Cooks River, Smoking Ceremony, dance, culturally appropriate food and a native plant giveaway. A First Nations artist was engaged to design the artwork for the Native Plant Information Sheet.</p> <p>Council has also continued its commitment to engaging First Nations artists for key public art projects across the LGA including the first artwork to be displayed on the Burwood Nest at Burwood Park.</p> <p>Council has commenced the development of a Reconciliation Action Plan which will be completed in 2024.</p>



A healthy and active lifestyle where people experience a sense of connection and wellbeing

Provide access to formal and informal lifelong learning and recreation opportunities, facilities and services

Action Code	Responsible Officer Unit	Action	Status	Comments
A.14	Library & Community Hub	Implement the Burwood Library Strategic Plan	On Track	<p>Work to deliver the year two actions from the Library Strategic Plan continues with a number of key actions on track to be delivered this year. Funding has been secured to trial anytime access to the library and the popular Midnight Hours Program was delivered during the HSC period this year.</p> <p>Our Community Hub programming has already exceeded set targets and many partnerships have been formed to deliver new kinds of programs.</p> <p>An investigation into our community's digital skill needs has been completed, with a new one-on-one tech help service launched to meet identified community needs.</p> <p>The Home Library Service has started delivering eReaders to residents in a trial to expand access to material for our older community members.</p> <p>Our work in the multicultural field was recently recognised at a State level, with an excellence award received by Council's Multicultural Services Officer.</p>
A.15	Library & Community Hub	Deliver initiatives that promote and improve access to local heritage	Completed	<p>Burwood Library delivered two walks as part of History Week celebrations during September 2023 including as part of St Thomas' 150 year celebrations.</p> <p>Preparations for the sesquicentenary celebrations are continuing with our first exhibit due to launch in March 2024.</p>
A.16	Library & Community Hub	Activate the Community Hub with a range of opportunities that foster belonging and wellbeing	Completed	<p>The Library has delivered 67 events in partnership with the community over the first two quarters of the 2023/2024 year.</p> <p>These partnerships included working with Burwood Girls' High, Australian Digital Photographic Association, The Cake Decorators Guild of NSW and the Australian Academy of Robotics and STEM.</p> <p>Partnerships enable the library to deliver a wider range of programs, while introducing new audiences to the library.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.17	Community & Culture	Deliver community programs to promote health, wellbeing and creativity across a range of Council venues	Completed	<p>Council staff collaborated with local groups and organisations to offer a variety of community programs and activities. These included:</p> <ul style="list-style-type: none"> • Fitter & Stronger • Line Dancing • Chinese Art classes • Chinese Line Dancing • Chinese Traditional Dancing • Zumba classes • Community Soccer • Kids Art Workshops • Women & Girls Self Defence • Dance Reciters • Living Longer Living Stronger • Smartphone Photography • Junior Multi-Sport Program • Earthbeats Music Early Childhood Program • Sewing Bee Club • Photography Club • Native Garden Workshops • DanceMoves for Seniors • Go4Fun Program • Dance Classes for Individuals with a Disability • Walking Tours, Yarn & Wander NAIDOC Week • Generation Connection <p>These programs were conducted in community centres and parks across the LGA.</p>
A.18	Community & Culture	Deliver Council's Mobile Play Van Service in community spaces	On Track	<p>Mobile Play Van has successfully delivered four sessions per week during school terms in Council parks.</p> <p>Promotion and communication continues through Council's website and the Play Van Instagram and through involvement in community events such as NAIDOC Week.</p> <p>The service continues to improve and has conducted a customer satisfaction survey (completed in December 2023) to understand family preferences, suggestions for improvement and identify best practice.</p> <p>The service has seen an increase in attendance with up to 56 families (carer plus child/children) attending on some days.</p>
A.19	Property	WestInvest project - undertake planning and design for the delivery of the Enfield Aquatic Centre redevelopment project	On Track	<p>Planning has continued for the delivery of the Enfield Aquatic Centre (EAC) redevelopment project funded under the Western Sydney Infrastructure Grants Program (formerly WestInvest). This has included recent site visits to several aquatic and leisure centre projects.</p> <p>The project is presently in the early concept and initiation stage.</p> <p>Council is awaiting the receipt of funding deeds from the NSW Government, at which time formal planning of the project will commence.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.20	Enfield Aquatic Centre	Operate and expand Council's Learn to Swim Program	On Track	<p>A total of 330 program classes were available in Term 3 2023 with a total of 1,261 student bookings and an overall booking capacity of 76.42%.</p> <p>In Term 4 2023, the number of classes available decreased to a total of 322, however student numbers had a positive elevation to 1,487 with an overall booking capacity of 91.90%, the highest number of enrolments since the pandemic.</p> <p>The slight downturn of class availability in Term 4 was a result of staffing levels within the Casual Learn to Swim Instructor pool at the EAC. Recruitment and training initiatives are being conducted to assist with further program availability and growth.</p>
A.21	Enfield Aquatic Centre	Develop a range of new health, fitness and wellbeing programs to drive visitation	On Track	<p>The EAC is on track to have eight aquatic and fitness programs running for the benefit of the community.</p> <p>The EAC is also on track to surpass its annual visitation goal of 100,000 visitors in 2023/2024.</p>
A.22	Enfield Aquatic Centre	Undertake Royal Life Saving Aquatic Facility Safety Assessment (AFSA) Audit Program	On Track	<p>The Royal Life Saving Aquatic Facility Safety Assessment (AFSA) Audit Program has been scheduled for 7 February 2024.</p> <p>The Centre has commenced the implementation of action items from the ASFA in 2023 in preparation for the upcoming audit.</p>



Ensure people of all abilities and backgrounds can enjoy our public spaces and places

Action Code	Responsible Officer Unit	Action	Status	Comments
A.23	Community Safety	Coordinate Council's CCTV Program	Completed	Council has actioned all CCTV applications within the service level timeframe. All CCTV applications dealt with crime offences as listed in the Code of Practice and assisted Police with their investigations.
A.24	Community & Culture	Implement initiatives from the Community Safety Plan that improves safety in partnership with NSW Police	Completed	<p>The Safer Burwood Plan was adopted by Council in December 2023 following the public exhibition process.</p> <p>The Safer Burwood Plan includes detailed crime data analysis and research and was based upon extensive stakeholder and community engagement.</p> <p>Council has commenced implementation of action items within the Plan in partnership with the Burwood Police Area Command and community partners.</p>
A.25	Community & Culture	Implement the Child Safe Standards to become a child safe organisation	Completed	<p>Implementation of the Child Safe Standards is ongoing and based on a process of continuous improvement.</p> <p>Council became a Child Safe Organisation when Council's Executive endorsed the Child Safe Code of Conduct, Reporting Obligations, Child Safe Risk Assessment, Complaints Policy and Child Safe Action Plan in August 2023.</p> <p>The Child Safe Working Group continues to meet to monitor implementation of required actions and areas for improvement.</p>



Provide opportunities for people to participate in activities and events that celebrate our diverse community, history and culture

Action Code	Responsible Officer Unit	Action	Status	Comments
A.26	Community & Culture	Deliver Council's ongoing program of civic and community ceremonies and events that celebrate local community and culture	On Track	<p>Council has successfully delivered a number of civic events and community ceremonies.</p> <p>These have included the Sandakan Memorial Service, Remembrance Day and Citizenship Ceremonies.</p>
A.27	Community & Culture	Support external partners to deliver community events	On Track	<p>Council has supported a broad range of community run events including:</p> <ul style="list-style-type: none"> • Nepalese Teej Festival • TVB Moon Festival • Chinese Burwood Family Festival • An expanded Greek Street Fair • St Joseph's Christmas Event • Sabantuy Festival
A.28	Community & Culture	Undertake events and activities which celebrate Burwood's Sesquicentenary	Completed	<p>During the reporting period, three Burwood 150 Years Anniversary Steering Committee Meetings were held (in August, October and December 2023) to support the planning of a broad range of events, programs, public art projects and other initiatives.</p> <p>The Minutes of each meeting were reported to Council.</p> <p>The sesquicentenary program is due to commence delivery from 3 February 2024.</p>
A.29	Office of General Manager	Deliver regular citizenship ceremonies	On Track	<p>Burwood Council places great importance on Australian citizenship. Council hosts ceremonies for local residents who have been approved to become Australian citizens by the Department of Home Affairs.</p> <p>During the reporting period Council held two Citizenship Ceremonies on 21 September 2023 where 120 residents received their citizenship.</p> <p>Planning has commenced for the Australia Day Citizenship Ceremony which will see 89 new residents receive their Citizenship.</p> <p>Burwood's 2023 Citizen of the Year Awards will also be presented at the Australia Day Citizenship Ceremony.</p> <p>In 2024, two new categories will be introduced, being Sportsperson of the Year and Environmental Person of the Year.</p>
A.30	Community & Culture	Deliver Council's ongoing program of community events that celebrate local community and culture	On Track	<p>Council have delivered a number of community events and laneway activations including:</p> <ul style="list-style-type: none"> • NAIDOC Week • World Cup Live Site • Greek Street Fair • Carols in the Park • Burwood Summer Program • Food Truck Eats





Places for people



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

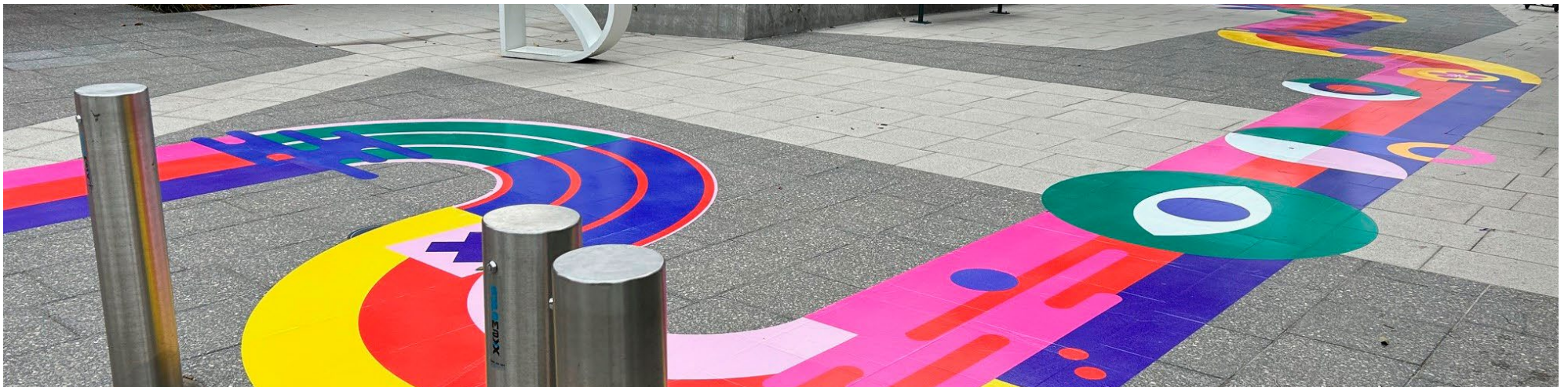
An urban environment that maintains and enhances our sense of identity and place

Facilitate well designed, high quality and sustainable land use and development that is appropriately scaled to complement its surroundings

Action Code	Responsible Officer Unit	Action	Status	Comments
A.31	City Development	Provide efficient, timely development assessment services, including pre-DA support	On Track	Median Net Turnover time for the reporting period was 48 days.
A.32	City Planning	Planning Proposal for the Burwood North Precinct endorsed by Council	Not Due to Start	Work has commenced on the drafting of the Planning Proposal to implement the Burwood North Precinct Masterplan. This work will be ongoing in 2024 and is dependent on the outcomes of the exhibition of the Burwood North Precinct Masterplan.
A.33	City Planning	Undertake a comprehensive review of the Development Control Plan (DCP) 2013 and prepare a user friendly and interactive DCP	On Track	Work has commenced on the review of the Burwood DCP. This work will be ongoing in 2024.
A.34	City Planning	Review and update the Burwood Contributions Plan to facilitate appropriate delivery of infrastructure	On Track	<p>Minor updates have been undertaken to consolidate the two section 7.12 (s7.12) plans into one comprehensive plan and also to update the Works Schedule within the s7.12 plan.</p> <p>A comprehensive review of the Infrastructure Contributions framework, including a review of the existing Voluntary Planning Agreement framework will commence in early 2024. This review will also include the development of a new framework for the Burwood North Precinct and will be exhibited concurrently with any future Planning Proposal for the Burwood North Precinct.</p>
A.35	City Development	Ensure that design excellence is assessed as part of the development application process	On Track	<p>The Burwood Design Review Panel (BDRP) has now been established with the appointment of a pool of eight panel members all with industry recognition in their respective fields.</p> <p>There have been five meetings held in the reporting period with four development applications and two pre-development applications for major developments reported to the Panel as well as one major Planning Proposal.</p> <p>Additional information regarding the Design Review process is part of a Business Improvement package to be posted on the Burwood Council website.</p>

Protect our unique built heritage and maintain or enhance local character

Action Code	Responsible Officer Unit	Action	Status	Comments
A.36	City Development	Undertake a heritage assessment of all development applications relating to heritage items or conservation	Monitor	<p>There were 28 referrals relating to development applications made to the Heritage Advisor during this period.</p> <p>Additionally, the Heritage Advisor has provided input into the preparation of Interim Heritage Order and worked on three Land & Environment Court appeals including acting as Council's expert witness for Heritage on these matters.</p>
A.37	City Planning	Revise and update the comprehensive DCP heritage provisions and develop an applicant information pack	On Track	<p>Work has commenced to review the objectives and provisions relating to heritage items, including the identification and update of inventory sheets.</p> <p>Work has also commenced to identify properties across the LGA which have heritage significance but are not yet listed in Council's LEP.</p> <p>This work will be ongoing.</p>
A.38	City Planning	Undertake a heritage assessment of existing building stock to identify and update the register of contributory or heritage items	On Track	A comprehensive review of existing heritage items, along with potential heritage items, will be commenced in 2024.



Promote greater diversity of quality housing and affordability to meet current and future community needs

Action Code	Responsible Officer Unit	Action	Status	Comments
A.39	City Planning	Implement Affordable Housing Policy	On Track	<p>A draft Affordable Housing Policy has been prepared but has not yet been reported to Council for endorsement and implementation.</p> <p>It should also be noted that the State Government is looking at significant policy reform around the delivery of affordable housing which may have an impact on the implementation of Council's Affordable Housing Policy.</p> <p>Subject to the proposed changes muted by the State Government, the Burwood Affordable Housing Scheme will be implemented as part of the Burwood North Precinct.</p>



Sustainable, integrated transport, infrastructure and networks support population growth and improve liveability and productivity

Plan and manage transport infrastructure to meet current and future community needs

Action Code	Responsible Officer Unit	Action	Status	Comments
A.40	Traffic & Transport	Investigate traffic hot spots and implement solutions such as pedestrian refuges, roundabouts or traffic calming devices	On Track	<p>Investigations are undertaken for all requests received for traffic calming devices, parking improvements or pedestrian facilities.</p> <p>Additionally, locations are identified by staff based upon Centre for Road Safety accident data.</p> <p>Locations where improvements can be made are presented to the Burwood Local Traffic Committee prior to being reported to Council for adoption.</p> <p>There have been 11 reports presented across four meetings of the Burwood Local Traffic Committee held between July 2023 and November 2023.</p>
A.41	Traffic & Transport	Identify black spots based on accident history and apply for grant funding for facility upgrades	On Track	<p>A review of crash data for local unclassified roads under the care of Council did not identify any locations for black spot grant funding which met the requirement of the grant for the 2024/2025 financial year.</p> <p>Council will continue to fund minor road safety upgrades such as pedestrian crossings, pedestrian refuges, speed cushions and raised thresholds.</p>
A.42	Traffic & Transport	Undertake a review of parking provisions for required development applications	On Track	<p>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 Council's 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.</p> <p>There were 22 referrals completed in relation to traffic and parking for developments during this period.</p>
A.43	Design & Assets	Undertake design and upgrade of road infrastructure to improve performance, lifecycle and accessibility	On Track	<p>The Capital Works Program for transport infrastructure was prepared using the Assetic Predictor model. The Capital Works Program is imported into Smartsheets which Council uses to track and monitor progress of design and delivery of projects.</p> <p>Additionally, preventative maintenance programs have been developed based on condition and are tracked and monitored through Smartsheets.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.44	Design & Assets	Undertake CCTV camera inspections of Council's drainage network	On Track	<p>A location plan has been prepared for the next 10% CCTV survey of Council's Drainage Network.</p> <p>The procurement process is underway for contractor engagement. The drainage network survey will be completed by June 2024.</p>
A.45	Property	Implement preventative maintenance program for Council's property assets	On Track	<p>The implementation of the preventative maintenance schedule for all of Council's building assets is pending implementation within Council's asset management system.</p> <p>A condition assessment of Council's community facilities, administration operational facilities, investment properties and park amenities buildings will be conducted as part of the implementation within the new asset management system. This is expected to be completed in the first quarter of 2024.</p> <p>During the reporting period, Council's Property Assist tool has recorded 192 maintenance requests received with 100% of the requests responded to and 81% of them completed (at time of writing).</p>
A.46	Operations	Undertake annual planned preventative maintenance program for civil infrastructure assets	On Track	<p>A Preventative Footpath Renewals Program has been developed in the Civil Infrastructure area to undertake programmed maintenance works. These works are scheduled throughout the financial year and programs updated in the Smartsheet.</p>

Plan for a city that is safe, accessible and easy to get to and move around in

Action Code	Responsible Officer Unit	Action	Status	Comments
A.47	City Planning	Develop and implement strategies to support the growth of the Burwood Town Centre and Burwood North including responding to the new Sydney Metro Station	Monitor	<p>Council, in September 2023 resolved to exhibit the draft Burwood North Precinct Masterplan. The draft Masterplan establishes the Vision for the Precinct and creates the capacity for approximately 5,300 new dwellings (approximately 15,000 new residents) and 1,300 new jobs.</p> <p>Although the draft Masterplan does not establish the contributions framework, it does identify opportunities for the delivery of infrastructure and community facilities to meet the needs of the future population.</p> <p>Council has also appointed a contributions planner to assist in developing a contributions framework for the Burwood North Precinct that will ensure the delivery of the required infrastructure within the Precinct.</p> <p>This work will form part of the implementation phase of the Burwood North Precinct Masterplan.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.48	Traffic & Transport	Commence implementation of recommendations of the Traffic & Transport Study	Completed	The Traffic & Transport Study has been finalised and consulted with internal stakeholders as well as Transport for NSW. The study will be used to guide Council in its decision making process moving forward with direct input into areas such as the Works Schedules for the Section 7.12 Contribution Plans and Western Sydney Infrastructure Grants Program projects.
A.49	Traffic & Transport	Implement actions of Parking Strategy Review and continue to investigate parking initiatives to alleviate traffic congestion	On Track	In order to address traffic generated from visitors unable to find available parking, Council is trialling a number of opportunities to address the lack of parking turnover in its off-street car parks. This includes parking sensors and the extension of parking restrictions to include evenings and Sundays.
A.50	Traffic & Transport	Undertake Active Transport Study to improve mode share of sustainable transport access and connections to neighbouring residential areas, facilities and open spaces	On Track	The Active Transport Study will be prepared by a specialist consultant in conjunction with Council. Procurement is currently underway to engage a consultant, with a draft program to have the study placed on public exhibition in April 2024 and reported to Council for endorsement in June 2024.
A.51	Traffic & Transport	Develop and implement Pedestrian Access and Mobility Plan (PAMP) for Burwood Town Centre including access and connections to neighbouring residential areas, facilities and open spaces	On Track	The Pedestrian Access and Mobility Plan (PAMP) will be incorporated into the Active Transport Plan, and will include changes proposed to the Burwood Town Centre via the expansion resulting from the Burwood North Masterplan as well as the Burwood North Metro West Station which will be located at the intersection of Burwood Road and Parramatta Road.

Public and open spaces are high quality, welcoming, accessible and enjoyable places seamlessly connected with their surroundings

Plan and deliver quality public spaces and open spaces that fulfil and support diverse community needs and lifestyles

Action Code	Responsible Officer Unit	Action	Status	Comments
A.52	Information Technology	Evaluate and adopt smart city technologies to improve service delivery	On Track	<p>Trials of waste bin sensors were conducted and deemed successful. Planning for the rollout of sensors to all public waste bins is currently underway and expected to deliver efficiencies in waste collection. Sensor installation is expected to commence in early 2024.</p> <p>Additional applications for smart technology and Artificial Intelligence (AI) are currently being explored.</p>
A.53	Property	Burwood Urban Park Arts and Cultural Centre	On Track	<p>As a result of the evolution of the detailed design phase, many new project benefits have been unlocked. Among the enhancements is a notable increase in the theatre capacity, expanding from 210 to 300 seats, enhanced and new multipurpose spaces catering to a variety of utility needs, such as the lower foyer and studios, and an expansion of back-of-house and support areas. As a result of the design improvements facility performance expectations have been significantly enhanced. Detailed design documentation is on track to be completed in April 2024.</p>
A.54	Property	Initiate community consultation and identify options in line with the Burleigh Street Masterplan for Council properties in the precinct	On Track	<p>Council has recently acquired 14 Burleigh Street, Burwood, which provides Council with a strong opportunity to further consolidate a significant existing land holding. Council is in the final stages of reviewing the proposed Draft Masterplan which will be presented for public exhibition in quarter two of 2024.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
A.55	Office of General Manager	Deliver place activation projects aligned with Council's Place Management Framework	On Track	<p>In August 2023, Council successfully launched the new Burwood Unplugged program, a pop-up series bringing live music and vibrancy to streets across the LGA. To date five performers/performance groups have been engaged in over 15 performances, with a special Christmas edition taking place over December and January in Burwood, Enfield, Croydon and Croydon Park.</p> <p>To increase the vibrancy and encourage a sense of discovery and play, in December 2023 Council commissioned a new 280sqm floor decal along the length of the Unity Place. Paying tribute to Burwood's multicultural heritage, the decal is a homage to our diverse tapestry whilst incorporating game elements catering to the younger population. The decal also seeks to support businesses located on the laneway through increased foot traffic and engagement.</p> <p>Council delivered two Food Truck Eats events on 21 September and 19 October 2023, to not only activate unused space, but to encourage night time visitation from residents and visitors.</p>
A.56	Office of General Manager	Coordinate the delivery of the Western Sydney Infrastructure Grants (WSIG) program (formerly WestInvest) including reporting and the ongoing monitoring and evaluation of projects	On Track	<p>Planning continues to be underway for the delivery of the WSIG Program. This includes the preparation of communication and stakeholder engagement plans.</p> <p>Currently, Council is awaiting the receipt of funding deeds from the Department of Premier and Cabinet, at which time formal delivery will commence.</p>
A.57	Community Life	Western Sydney Infrastructure Grants (WSIG) Program Project - installation of Library Pod in Henley Park	On Track	<p>Planning continues to be underway for the delivery of the WSIG Program. This includes the preparation of tender documentation and communication and stakeholder engagement plans.</p> <p>In November 2023, Council submitted the Library Pod Project Detail and Instalment (PDI) form to the State Government to facilitate the preparation of the funding deed. Currently, Council is awaiting the receipt of funding deeds from the Department of Premier and Cabinet. Upon receiving the funding deeds, formal delivery will commence.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.58	Design & Assets	Implement Masterplans for major parks and reserves	On Track	<p>Construction of the Burwood Park Pond, Sensory Garden and Nature Play project commenced in September 2022 and works are ongoing. The Pond opened to the public in December 2023. The Sensory Garden and Nature Play Works are now expected to be completed in January 2024 due to delays caused by wet weather and unforeseen site/soil conditions.</p> <p>Council was successful in a grant application under the NSW Government Infrastructure Grants for Flockhart Park Playground and Outdoor Fitness Stations. Works are to be undertaken in 2024.</p> <p>Design and delivery of the WSIG Program funded projects in Burwood Park, Henley Park and Woodstock Park will commence once the funded deeds are signed by the Department of Premier and Cabinet.</p>
A.59	City Assets	Western Sydney Infrastructure Grants (WSIG) Program Project - Henley Park Sports Field upgrade including renewal of turf and spectator seating	Not Due to Start	Burwood Council is awaiting the signed deeds of agreements for the WSIG Program funding in order to commence the projects.
A.60	City Assets	Western Sydney Infrastructure Grants (WSIG) Program Project - Burwood Park Inclusive Play Space Project - new inclusive play space, Exeloo, new bbqs	Not Due to Start	Burwood Council is awaiting the signed deeds of agreements for the WSIG Program funding in order to commence the projects.
A.61	City Assets	Western Sydney Local Infrastructure Grants Program Project (formerly WestInvest) - Woodstock Park Sensory Garden Project - new landscaping, removal of playground and new seating	Not Due to Start	Burwood Council is awaiting the signed deeds of agreements for the WSIG Program funding in order to commence the projects.

Action Code	Responsible Officer Unit	Action	Status	Comments
A.62	City Assets	Western Sydney Infrastructure Grants (WSIG) Program Project - park expansions at Portland/Shelley/Russell - New Green Open Space/park	Not Due to Start	Burwood Council is awaiting the signed deeds of agreement for WSIG Program in order to commence the projects.
A.63	Office of General Manager	Coordinate the provision of stakeholder engagement, interagency collaboration and communication for the delivery of the Western Sydney Infrastructure Grants (WSIG) Program	On Track	<p>Planning continues to be underway for the delivery of the WSIG Program. This includes the preparation of communication and stakeholder engagement plans as well as the submission of Project Detail and Instalment forms, to inform the development of funding deeds.</p> <p>Currently, Council is awaiting the receipt of funding deeds from the Department of Premier and Cabinet, at which time formal delivery will commence.</p> <p>Ongoing engagement continues to be undertaken by Burwood Council with the Department of Premier and Cabinet as well as regular monthly meetings with the consortium of Councils participating in the WSIG program.</p> <p>Council is currently finalising its program management framework in the lead up to delivery.</p>







Sustainable & protected environment



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

The urban forest and natural environment are maintained, enhanced and connected

Maintain and increase green spaces, the urban tree canopy, natural shade and enhance biodiversity corridors

Action Code	Responsible Officer Unit	Action	Status	Comments
A.64	Operations	Undertake scheduled maintenance program for parks, reserves, playgrounds, sports fields and open spaces	On Track	<p>Major Parks scheduled maintenance program for Burwood Park, Henley Park, Wangal Park, Blair Park and Flockhart Park is ongoing.</p> <p>Scheduled maintenance and upkeep of reserves is ongoing.</p>
A.65	Design & Assets	Implement the Street Tree Management Strategy	On Track	<p>The Street Tree Masterplan has been completed and Council has finalised the planting locations for the further 100 street trees in the most suitable locations to best increase the urban tree canopy and reduce the overall temperature of the urban environment.</p> <p>Tree planting will commence in March 2024 in the cooler climate.</p> <p>Council was successful in its grant application from Local Government NSW (LGNSW) for the Burwood Open Space Canopy Enhancement Project in which an additional 131 trees were planted in parks and 3,393sqm of ground covers planted. These works have been completed and are now in the maintenance period.</p> <p>Following completion of the street tree inventory, and following a successful grant application, Council has also completed a park tree inventory. This has provided information on Council's street and parks trees which has been imported into Council's GIS system and will be imported into Council's Asset Management System to assist with the maintenance management of this Council asset.</p>



People and infrastructure contribute positively to the environment and respond to climate change

Deliver efficiency and innovation in the use of resources

Action Code	Responsible Officer Unit	Action	Status	Comments
A.66	City Planning	Implement the 'big moves' identified in the Sustainable Burwood Strategy including new initiatives to reduce, reuse and recycle waste	On Track	<p>Reduce, reuse and recycle: the Food Organics Garden Organics (FOGO) trial has been extended for a further 6 months and aims to divert organic waste from landfill, promoting a more sustainable waste management system.</p> <p>Reduce our carbon footprint: All Council owned buildings and facilities and street lighting is now powered by 100% renewable energy, which aligns with our commitment to reducing carbon emissions, working towards net zero and transitioning to a greener future.</p> <p>Green infrastructure: Council was successful in obtaining grant funding to plant ground cover, shrubs and trees in parks across the LGA. This initiative not only enhances the natural beauty of our parks but also contributes to environmental conservation and biodiversity.</p> <p>Community led participation: Council has actively promoted programs to encourage the community to live more sustainably. The GreenPower program aims to increase the use of renewable energy sources in households.</p>
A.67	City Planning	Investigate the provision of vehicle charging stations across the LGA, including the introduction of new planning controls to encourage electric charging infrastructure	Monitor	<p>Council has provided letters of support to three EV Infrastructure providers - EVSE Australia, EVX Australia and JOLT Charge to make applications for funding under the NSW Government Drive Electric kerbside charging grants.</p> <p>Council's letter of support clearly outlined that the locations of EV charging ports were supported in theory and if successful the locations would be required to undergo a thorough review by Council as part of the formal application process, whereby a license agreement will also be required to be entered into with Council.</p> <p>Additionally, the proposed sites will be subject to community consultation and review by the Burwood Local Traffic Committee for approval before formal consent is granted.</p> <p>As part of the comprehensive review of the DCP, a review of the car parking requirements will be undertaken to ensure that there are appropriate objectives and controls for EV infrastructure to be delivered in all new medium and high density developments.</p>

Develop strong planning controls to protect and support a green and sustainable environment

Action Code	Responsible Officer Unit	Action	Status	Comments
A.68	City Planning	Identify opportunities to encourage the provision of new public open space, urban spaces or other landscape features such as rooftop gardens that contribute to the greening and amenity of the Burwood LGA	On Track	The draft Burwood North Precinct Masterplan, which is currently on exhibition identifies opportunities for the delivery of approximately 1.93 ha of new public space across the Precinct. In addition, a review of the Burwood DCP will be undertaken to identify opportunities for increased landscaping and greening in private developments, along with encouraging better use of rooftops.
A.69	Community Safety	Respond to and address complaints relating to building non-compliance	On Track	Council's Community Safety and City Development Team investigated all complaints relating to building development works to ensure that building sites are complying with the regulations.
A.70	City Planning	Work with developers to promote sustainable development	On Track	Sustainable building opportunities are being explored through the Burwood North Masterplan.



Improve waste reduction, recycling and re-using practices in homes, workplaces, development sites, public places and Council assets

Action Code	Responsible Officer Unit	Action	Status	Comments
A.71	City Planning	Evaluate the results of the current FOGO (Food and Garden Organics) trial and investigate service expansion based on evaluation results	Monitor	<p>Council resolved at its meeting on 27 June 2023 to extend the FOGO trial for an additional six months with the change to the frequency of the waste collection service formally commencing on Wednesday, 13 September 2023 with collection of the green lid FOGO bin and the red lid bin.</p> <p>From this date, the red lid bin has been collected fortnightly. Up until the end of November 2023, 65.48 tonnes of FOGO material had been collected (equates to eight waste collection trucks).</p> <p>An audit of both the FOGO (green lid bin) and general waste (red lid bins) is scheduled to be undertaken in mid-January 2024, the same time period for comparison with the audit performed in January 2023.</p> <p>A further report on the FOGO trial extension will be presented to Council in the first quarter of 2024 following receipt of the audit report. This report will also include options for roll-out of the FOGO service to single unit dwellings.</p>
A.72	Operations	Deliver scheduled domestic kerbside waste and recycling collection service	On Track	<p>Every residential premise is provided with a regular scheduled waste and recycling service. Council collects over 27,000 residential bins each week.</p> <p>Council business waste services have ceased, and businesses now organise private waste collection services.</p>
A.73	Operations	Deliver booked and scheduled household waste collection clean up service	On Track	Council continues to deliver ongoing waste collection clean up services. Over 60 scheduled bulk household collections are provided every week.
A.74	Operations	Deliver litter management/removal service for major parks	On Track	Litter management and removal is provided at Council parks, with over 100 litter bins emptied each week.
A.75	City Planning	Utilise bin audit data to provide information encouraging correct recycling practices	Completed	Regular bin audits are undertaken to understand the behaviors of residents with respect to the use of the recycling bin. Council staff do follow up with the household to ensure that the residents are educated as to what they can and cannot put in the yellow lid recycling bins. Council also provides targeted messaging to residents via our social media channels, website updates and newsletters, to reiterate exactly what can and cannot be recycled in the kerbside collection service.





Vibrant city & villages



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

A thriving city and centrally located, strategic business and employment hub within Sydney

Promote Burwood as a great place to live, work, visit and invest in

Action Code	Responsible Officer Unit	Action	Status	Comments
A.76	Office of General Manager	Undertake marketing and promotional campaigns that promote Burwood as a destination and support local business	On Track	<p>In November 2023, Council secured a full page feature and half page editorial in the popular Sydney Guide, a publication renowned for its visibility among domestic and international tourists. The feature highlighted Burwood as a prime destination for dining, entertainment, retail, arts, culture and heritage and emphasised Burwood's strategic positioning. The editorial promoted the Burwood Summer program, providing readers with a glimpse into the exciting events happening in our community.</p> <p>The Sydney Guide has an annual distribution of 500,000 through all channels.</p> <p>In November 2023, Council also partnered with middle eastern content creator, No Garlic No Onion, to showcase the diverse food offering within the Burwood LGA. At the time of reporting, the YouTube content garnered 8,072 views and 188 likes.</p> <p>Additionally, Council proactively reached out to publishers securing additional coverage from Time Out and Concrete Playground for the Greek Street Fair in November 2023.</p>
A.77	Community Life	Coordinate the Shopfront Improvement and Enforcement Programs	On Track	<p>During the reporting period, Council received eight applications for the Shopfront Improvement Program, four of which were approved, with the remaining four pending approval following the receipt of further documentation or details to determine eligibility.</p> <p>The total funding approved for 2023/2024 is \$10,650. The total value, including pending applications is \$22,150.</p> <p>A total pool of funding of \$50,000 is available for eligible projects in 2023/2024.</p> <p>Council also delivered two targeted programs aimed at resolving issues with roller shutters and air conditioning units.</p> <p>Council completed the roller shutter program, facilitating the installation of two new shutters. 155 air conditioners were also installed along Burwood Road, with only 47 air conditioners still requiring action; Council is looking to resolve these via the Shopfront Improvement Program. Staff have commenced discussions with shop owners and some works have already commenced to address these matters.</p>

Facilitate the growth and prosperity of local businesses and target the growth of business sectors and growth industries

Action Code	Responsible Officer Unit	Action	Status	Comments
A.78	Office of General Manager	Undertake research and consult with stakeholders to deliver business support programs	On Track	<p>During the reporting period, Council successfully delivered the NSW Small Business Month (SBM) networking event in October 2023 with 106 people in attendance. Council's partnership with Burwood Chamber of Commerce allowed for a combined \$6,000 in grant funding to deliver the event for our business community.</p> <p>As part of SBM, Council subsidised the cost of facility hire for small business owners looking to utilise Council-owned facilities across the LGA from 1 to 31 October 2023 in an effort to increase access to local working and meeting spaces for small businesses.</p> <p>Council continues to disseminate digital Local and State Government business support information to over 1,400 businesses through regular business e-newsletters.</p> <p>Council continued to support the reactivation of a strong sole Chamber of Commerce in Burwood, providing temporary administration support to the Chamber, to better promote and protect the interests of the business community in Burwood.</p>
A.79	Office of General Manager	Undertake initiatives that support new economic growth in the Burwood North Precinct and Burwood Town Centre	On Track	<p>In October 2023, Council exhibited the draft Burwood North Masterplan, presenting a vision for a liveable, vibrant, sustainable and well-planned community that benefits residents, attracts investment and creates job opportunities for both current and future generations.</p> <p>In September 2023, Council also endorsed Burwood's Inaugural Economic Development Discussion Paper and Night Time Economy Strategy which sets a long-term vision and cohesive five-year roadmap for Burwood's night time economy. The Strategy seeks to stimulate activity, employment, and investment, while effectively promoting the Burwood Town Centre and Burwood North as prosperous growth areas for industries both during the day and at night.</p> <p>This strategic work also supports future planning initiatives that aim to facilitate balanced development and the growth of the night time economy, making it easier for businesses to respond to new opportunities and for pop-up or tactical activities to flourish.</p>



Safe, clean and activated streets, centres and public places are enjoyed by people day and night

Develop place planning to activate the CBD, high streets and villages to support local businesses and foster local identity, creativity and culture

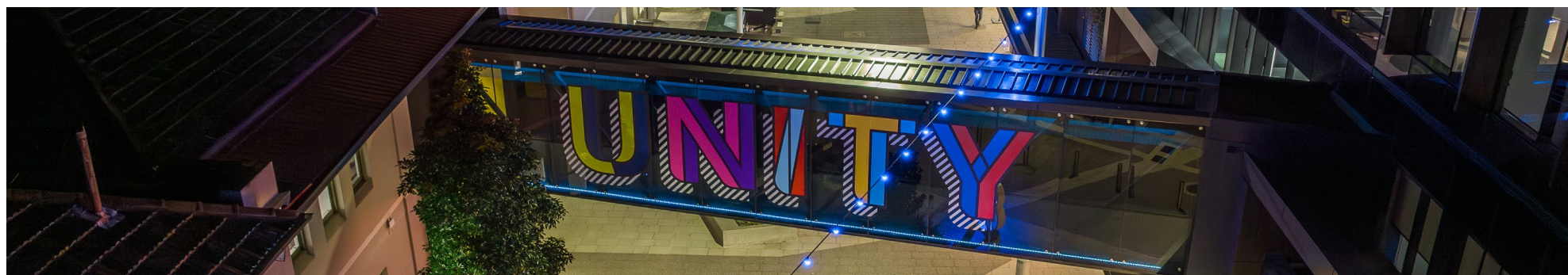
Action Code	Responsible Officer Unit	Action	Status	Comments
A.80	Office of General Manager	Implement activities or initiatives that enhance Burwood's night time economy	On Track	<p>In March 2023 Council engaged JOC Consulting to assist with the preparation of an Economic Development Discussion Paper, Night Time Economy Strategy and Visitation and Future Investment Prospectus.</p> <p>Detailed research and an economic analysis has been undertaken as well as the delivery of a comprehensive engagement program including over 400 participants and 40 businesses who were engaged through:</p> <ul style="list-style-type: none"> • Two evening (6pm to 8pm) and three late night (9.30pm to 12am) pop-up sessions • One workshop with existing businesses • Two days interviewing businesses via on-site door knocks • Multiple in-depth interviews and site meetings with key local and external stakeholders • Online survey and ideas map <p>The Night Time Economy Strategy was endorsed at the September 2023 Council meeting and features a five-year implementation plan for Council.</p> <p>Planning has commenced for the delivery of year one actions.</p>
A.81	Community & Culture	Develop a Sponsorship Prospectus to support the growth of large-scale festivals and events	On Track	<p>A draft Sponsorship Prospectus has been developed for internal consultation and feedback.</p> <p>Council secured three significant sponsorship agreements during the period with Club Burwood RSL (\$20,000) and Crowne Plaza Burwood (\$10,000) to support the delivery of Council's Christmas decorations program and the Burwood Summer Program.</p> <p>A further \$1,000 in sponsorship has been secured to fund the People's Choice Award for the Burwood Art Prize in June 2024 from Crowne Plaza Burwood.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.82	Community & Culture	Implement Council's public art program to enhance and foster local identity and activate public spaces	On Track	<p>Since July 2023 Council has delivered four major public art projects and a further four minor projects. The four major projects have included:</p> <ul style="list-style-type: none"> • The Burwood Bus Depot Mural Project (NSW Government grant funded) • The Burwood Nest sculptural installation (NSW Government grant funded) • Luke Avenue Reserve sculptural seat (NSW Government grant funded) • The Wangal Park toilet artwork wrap with a local Burwood Art Prize artist <p>Minor public art projects delivered included artwork designs for the Greek Street Fair Banners, Lunar New Year Banners, 150 Year Banners and in December 2023 Council delivered a bin wrapping public art project for The Strand, Croydon.</p>
A.83	City Planning	Facilitate the delivery of public art through private development	On Track	Public Art opportunities are being explored through the Burwood North Masterplan.
A.84	Community & Culture	Develop and coordinate diverse arts and cultural programs including the Burwood Art Prize	On Track	<p>Entries for the 2024 Burwood Art Prize opened in November 2023 and entries close 8 March 2024.</p> <p>Council is continuing to promote the prize to the local community and all Sydney based artists with the exhibition set to be held in May and June 2024.</p>
A.85	Community & Culture	Develop the Burwood Cultural Plan	On Track	Council has commenced planning for the first stage of the development of the Burwood Cultural Plan. This will involve an extensive cultural assets and resources audit and engagement program to identify cultural assets and create new connections with the local arts and cultural sector. The audit is scheduled to start in early 2024.
A.86	Office of General Manager	WestInvest Project - Burwood Main Street Transformation project	On Track	<p>Planning continues to be underway for the delivery of the Western Sydney Infrastructure Grants Program (formerly WestInvest). This includes the preparation of tender documentation and communication and stakeholder engagement plans. In November 2023, Council submitted the Burwood Main Street Project Detail and Instalment (PDI) form to the State Government to facilitate the preparation of the funding deed.</p> <p>Currently, Council is awaiting the receipt of funding deeds from the Department of Premier and Cabinet, at which time formal delivery will commence.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.87	Office of General Manager	Western Sydney Infrastructure Grants (WSIG) Program Project - Deane Street Transformation/Shared Zone Project (Burwood Town Centre revitalisation)	On Track	<p>Planning continues to be underway for the delivery of the WSIG Program. This includes the preparation of tender documentation and communication and stakeholder engagement plans.</p> <p>In November 2023, Council submitted the Deane Street Precinct Transformation Project Detail and Instalment (PDI) form to the State Government to facilitate the preparation of the funding deed.</p> <p>Currently, Council is in the process of executing its funding deed for the Deane Street Precinct Transformation Project. Upon receiving the counter-executed funding deed from the Department of Premier and Cabinet, formal delivery will commence.</p>
A.88	City Assets	Western Sydney Infrastructure Grants (WSIG) Program Project - Paisley Road	Not Due to Start	Burwood Council are awaiting the signed deeds of agreements for the WSIG Program funding in order to commence the projects.



Action Code	Responsible Officer Unit	Action	Status	Comments
A.89	Office of General Manager	Western Sydney Infrastructure Grants (WSIG) Program Project - Strathfield Place-Making Project (Strathfield Precinct Transformation)	On Track	<p>Planning continues to be underway for the delivery of the WSIG Program. This includes the preparation of tender documentation and communication and stakeholder engagement plans.</p> <p>In November 2023, Council submitted the Strathfield Placemaking Project Detail and Instalment (PDI) form to the State Government to facilitate the preparation of the funding deed.</p> <p>Currently, Council is awaiting the receipt of funding deeds from the Department of Premier and Cabinet, at which time formal delivery will commence.</p>
A.90	Operations	Implement scheduled program of sweeping of streets, Council car parks, commercial and town centres	On Track	Council undertakes daily street sweeping of CBD areas, and sweeps every street in the LGA every three weeks. Car parks are swept and litter picked at least weekly.
A.91	Operations	Undertake mowing of verges for residents who are pensioners with a qualifying medical condition	On Track	Scheduled mowing is planned and programmed for the residents who are pensioners with a qualifying medical condition. New residents are also added to the maintenance schedule as approved. Frequency of mowing scheduled is every eight weeks.
A.92	Operations	Deliver the Safe and Clean Program across key town centre locations	On Track	<p>The Safe and Clean Service continues to be implemented in the Burwood CBD and satellite shopping centres.</p> <p>Satellite shopping centres include Strathfield, Croydon, Enfield and Croydon Park Business Districts.</p>



Plan and deliver infrastructure, services and information which safeguard public health and support community safety

Action Code	Responsible Officer Unit	Action	Status	Comments
A.93	Community Safety	Carry out a regular program of inspections of development sites to ensure compliance with safe and sustainable practices	On Track	All active building sites have been patrolled on a daily basis during the period. All building sites are monitored and enforced against all provisions to ensure that the building sites are maintained and operated to a level complying with all regulations.
A.94	Community Safety	Undertake scheduled and responsive inspections of cooling towers, water systems, food, health, beauty and cosmetic premises to identify and respond to risks	Completed	<p>Council's Environmental Health Team inspect and regulate activities under their delegations including:</p> <ul style="list-style-type: none"> • Food Premises • Boarding Houses • Restricted Premises • Underground Petroleum Storage Systems • Cooling Towers • Hair Salons • Beauty Salons • Skin Penetration businesses <p>These inspections are conducted at least annually and upon any complaints.</p>
A.95	Community Safety	Conduct regulatory inspections of health (pollution-land/water/noise/air), overgrown vegetation, boarding houses, water drainage and tree regulatory functions	Completed	<p>Council's Community Safety Team conduct proactive and reactive patrols of the LGA to ensure that all premises within the LGA are complying with the relevant provisions relating to pollution matters (land/water/air and noise), overgrown vegetation, boarding houses, water drainage and tree activities.</p> <p>Council's Community Safety Team take regulatory action when required to address any breaches of legislation.</p>
A.96	Community Safety	Deliver campaigns and provide initiatives to support the health of food premises	Completed	Health education programs are conducted throughout the year to ensure that all businesses operating food premises are complying with the regulations.

Action Code	Responsible Officer Unit	Action	Status	Comments
A.97	Traffic & Transport	Undertake road safety campaigns and run targeted programs and initiatives to promote safety around schools and town centres, pedestrian and cycling safety	On Track	<p>Several Road Safety Programs are run each year with an aim of reducing accidents and educating the public on road rules and behaviour improvements.</p> <ul style="list-style-type: none"> • #OnTheRoad - social media engagement program with targeted posts each Monday on local areas of concern. • Slow Down campaign - targets streets which have a percentage of recorded accidents which were contributed to speed. • Child Safety Restraint Check program - provides a free installation/check of any child seats by a qualified installer. Child restraint fitting days were run each month from August to December 2023. • Graduated Licensing Scheme - workshops to help new drivers gain the correct knowledge by educating parents and carers who will be accompanying new learner drivers. A workshop was held online on November 2023. • Safety Around Schools Program - weekly email outreach and school newsletter engagement. Regular visits to local schools pick up drop off zones are undertaken to ensure that the road environment surrounding the school is safe.
A.98	Community Safety	Provide information and relevant campaigns to raise community awareness of companion animal responsibilities	On Track	Council's Community Safety Team conduct educational programs throughout the year to ensure that all companion animal owners are aware of the provisions relating to responsible pet ownership.
A.99	Community Safety	Undertake compliance inspections on dangerous and restricted dogs	On Track	<p>Dangerous and restricted dog inspections are conducted annually to ensure that they are complying with the provisions.</p> <p>All annual inspections ensure that dog owners have complied with the Companion Animals Act regulations.</p>
A.100	Operations	Deliver services to address illegal dumping and graffiti in public spaces	On Track	Council continues to deliver programs to reduce and manage illegal dumping and graffiti. Graffiti is being removed from Council property and infrastructure as it is reported. Abandoned trolleys in public spaces are picked up by respective commercial shops.
A.101	Operations	Maintain and clean the stormwater drainage network and clear blocked pits	On Track	Council's civil maintenance teams are continuously cleaning and maintaining the drainage networks. Burwood LGA has been divided into zones for the civil team to inspect and clear blockages and undertake necessary drainage works.

Action Code	Responsible Officer Unit	Action	Status	Comments
A.102	Property	Undertake review of Council's cleaning services for its facilities and amenities and implement new service model	On Track	Council has recently conducted a review of the cleaning services of Council's park amenities and has undertaken a thorough consultation process with staff regarding a proposed change in service delivery. A report will be presented in February 2024 to inform Council of the outcome of the investigation and propose a new delivery model for ongoing cleaning services aimed at improving the management and cleanliness of park amenities.







Open & collaborative leadership



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

A well informed community active in civic life, local planning and decision making

Deliver strategic, relevant communications which facilitate understanding, dialogue and participation

Action Code	Responsible Officer Unit	Action	Status	Comments
A.103	Office of General Manager	Utilise a range of channels and new forms of communication to keep our community informed and enhance Council's reach and reputation including information drop-in sessions, online surveys, Mayoral street meetings and focus groups	On Track	<p>During the reporting period, 26 e-newsletters were emailed to 11,105 subscribers.</p> <p>Facebook had a reach of 88,174 with 156.7% increase. Instagram has also increased by 159.8% with a reach of 15,880 and LinkedIn had over 45,498 impressions.</p> <p>Facebook received 17,588 visits, up by 18.4% and Instagram 7,620 visits, up by 44.7%.</p> <p>Followers grew by 524 on Instagram, which equates to an increase of 129.8%. LinkedIn has also seen an increase of 7.5% in followers over the past six months.</p> <p>Council's multicultural communication channels also continue to expand with WeChat growing to over 1,530 followers.</p> <p>A Mayoral street stall was held at the 90th Anniversary of the Enfield Aquatic Centre, with 15 community members attending to provide feedback.</p>



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

Conduct Council business with transparency, accountability, compliance and probity that ensures community confidence in decision making

Action Code	Responsible Officer Unit	Action	Status	Comments
A.104	People & Performance	Undertake corporate planning and reporting	On Track	All corporate planning and reporting requirements for the period have been completed. During the reporting period, the half-yearly report and Annual Report have been completed.
A.105	Governance & Risk	Ensure all public information is accessible and made available in a timely manner	On Track	<p>A new policy register tool is on track for completion by end of December 2024. This interim tool will better position the organisation to migrate to a purpose designed software application during the 2025/2026 financial year.</p> <p>Reviews of key instruments are to be scheduled with business units in 2024.</p> <p>The following instruments were created or remade in the reporting period:</p> <ul style="list-style-type: none"> • Agency Information Guide • Contractor WHS Procedure • Economic Development and Night Time Economy Strategy • Light Vehicle Fleet Management Corporate Practice • Managing Electrical Safety Procedure • Public Interest Disclosure Policy • WHS Due Diligence Framework for Officers <p>100% of GIPAA requests were determined in accordance with statutory requirements.</p> <p>34 formal and 64 informal requests were completed in the reporting period.</p> <p>17 applications were withdrawn during the period and processing of eight applications was 'on hold' at period end pending outstanding applicant compliance action.</p>

Provide opportunity for engagement with the community to inform Council's decision-making

Action Code	Responsible Officer Unit	Action	Status	Comments
A.106	Office of General Manager	Undertake comprehensive community engagement programs to seek community input on Council projects, operations, initiatives and major decisions	On Track	<p>During the reporting period, Council exhibited 121 new projects on Participate Burwood that attracted 19,323 views by 7,464 visitors.</p> <p>There have been 238 project contributions by 170 contributors and 32 new followers.</p> <p>Council implemented an extensive community engagement program to inform the draft Burwood North Precinct Masterplan including over 20 face-to-face community consultation sessions, 51 online survey responses and a number of all staff briefings for internal Council teams.</p> <p>Averaging 3x posts a week, online audiences are consistently encouraged to provide feedback and participate in engagement activities with Council on major projects.</p> <p>Council has commenced the delivery of Community Engagement Strategy year one actions with a focus on partnering with our community, strengthening Council's approach, educating and empowering and building trust.</p>
A.107	Community & Culture	Facilitate interagency networks and advisory committees to provide opportunities for collaboration and participation	Completed	<p>Council's advisory committees continued to meet and contribute to key initiatives. The Multicultural Advisory Committee meets bi-monthly and has collaborated on the development of Council's Multicultural Burwood Strategy and planning for Harmony Day 2024.</p> <p>Council's Disability Inclusion Advisory Panel meets bi-monthly and has provided input into the design of signage in parks, the Draft Burwood North Masterplan and monitored the implementation of the Disability Inclusion Action Plan. The Panel was also involved in the design and delivery of International Day of People with Disability 2023 events.</p> <p>The Burwood Youth Advisory Group has a renewed focus with the development of Council's Draft Youth Action Plan and also participated in the engagement for the Draft Burwood North Masterplan.</p> <p>All Committees have been involved in the development of key Council plans and strategies including the Safer Burwood Plan, Customer Experience Strategy and Draft Youth Action Plan.</p>
A.108	Finance	Comply with financial management responsibilities to promote transparency and accountability	On Track	<p>In accordance with the Office of Local Government's Quarterly Budget Reporting Guidelines, the September 2023 Budget Review was undertaken in October 2023 and submitted to the November 2023 Council meeting.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.109	Finance	Implement and monitor appropriate investment strategies and prepare monthly investment reports	On Track	<p>Council has developed an Investment Strategy and Investment Policy through a third party Investment Advisor which are reviewed regularly.</p> <p>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 at the time of investing. Council staff ensured that these invested funds are in secure financial instruments.</p> <p>Staff ensured that Council were made aware of invested funds through a monthly report tabled at Council meetings in accordance with legislative requirements.</p>
A.110	Property	Manage Council's property portfolio to optimise financial returns from Council owned properties	On Track	<p>Following the lifting of the Retail and Other Commercial Leases (COVID-19) Regulation in 2022, a leases and licenses audit has been undertaken on Council owned commercial and retail properties to ensure rental increases that were placed on hold as a result of this Regulation can now be fairly applied. Council will commence the review and implementation of warranted applied increases across its portfolio in quarter one of 2024.</p> <p>A further review of the current in-house management of Council owned properties will also be reviewed in the following quarter.</p> <p>Only a portion of one commercial property owned by Council is currently vacant for lease. Council is continuing to explore other income generating opportunities from property related activities, such as marketing its additional Elsie Street commercial and retail car spaces for lease.</p>
A.111	Property	Explore opportunities for the long-term accommodation of Council's Operations Centre	On Track	<p>Remediation and refurbishment works to Council's Operations Centre were completed in August 2023 as a medium term accommodation solution.</p> <p>Council is preparing to undertake a feasibility assessment to determine options for future accommodations of the Operations Centre, which will commence in quarter two of 2024.</p>
A.112	Governance & Risk	Sustain the Audit Risk and Improvement Committee (ARIC) to provide independent oversight and support continuous improvement	On Track	<p>ARIC meetings were convened in September, October and November 2023. The October meeting was principally focused on review of audited financial statements considered by the Audit Office of NSW.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.113	Governance & Risk	Fully embed new internal audit function arrangements as per Internal Audit Charter	On Track	Two of three components have been fully implemented. Whilst the final component may be deemed as meeting minimum requirements, some additional work is required as per the Continuous Risk Improvement (CRIP) audit that was completed in the reporting period.
A.114	Governance & Risk	Deliver a program of internal audits	On Track	<p>A three-year Continuous Risk Improvement Program (CRIP) audit was completed as part of council membership of CivicRisk Mutual.</p> <p>Scoping for two subject specific audits to occur early in 2024 has been completed and are about to be put to market for suitable auditors.</p> <p>Annual cybersecurity penetration testing has been scheduled for completion in December 2023 or January 2024 (for reporting to the ARIC meeting in February 2024).</p>
A.115	Governance & Risk	Develop a Records Management Strategy based on insights from Records Management Assessment Tool analysis	Monitor	Early work on this deliverable has been delayed due to capacity constraints resulting from the departure of specialist personnel. Revised target date for completion of draft Strategy is 30 June 2024, pending outcomes of recruitment action and restoration of satisfactory production capacity in the Business Information Team.
A.116	Governance & Risk	Records digitisation program refreshed and continuously improved in conjunction with management of commercial off-site storage arrangements	Monitor	Work on this deliverable has been suspended due to capacity constraints arising from the departure of specialist personnel. A revised target date will be identified once recruitment of specialist personnel is completed.
A.117	Governance & Risk	Review and implement improvements to Council's Risk Management Framework	On Track	<p>A comprehensive review of risks is in progress and on track to meet the target date.</p> <p>The review of strategic risks and risk appetite has been completed.</p> <p>Updating of the Risk Management Framework is in progress and on track to meet the target date.</p>
A.118	Governance & Risk	Introduction of new Public Interest Disclosures Act compliance regime	On Track	<p>A draft revision of the Public Interest Disclosures (PID) Policy was endorsed by elected Council for public exhibition before commencement of the Public Interest Disclosures Act 2022 on 1 October 2023. The final policy was adopted by Council on 28 November 2023.</p> <p>The incumbent of the new position of Ethics & Integrity Lead commenced in November 2023. The officer will facilitate a host of significant changes associated with the new PID regime involving wider responsibilities and mandatory training for all staff.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
A.119	Governance & Risk	Review and update framework for management and control of delegations and authorisations	On Track	<p>A program of systematic review and refinement of delegations and authorisations has continued in consultation with Directors.</p> <p>A purpose designed software application to support this obligation has not yet been selected, however budgeting for 2025 is being considered instead.</p>
A.120	Governance & Risk	Revitalisation of legislative compliance framework	On Track	<p>Work is progressing on a manual system which has drawn interest from the Local Government Professionals NSW Governance Network as a potential model of better practice for NSW local government practitioners.</p> <p>A purpose designed software application to support this action has not yet been selected, however budget allocation for 2025 is being considered.</p>
A.121	Procurement	Undertake internal procurement audits and spot checks to monitor efficiency and compliance	On Track	<p>Various audits have been undertaken to ensure and foster a culture of accountability, transparency and continuous improvement within Council's procurement practices.</p> <p>The outcomes of these audits have not only addressed immediate concerns but have also laid the foundation for ongoing enhancements in procurement efficiency and effectiveness.</p>
A.122	Governance & Risk	Deliver a progressive and accountable framework to support the elected body of Council and individual councillors	On Track	<p>Six ordinary and one extraordinary meetings of Council were convened from July to December 2023.</p> <p>21 Councillor briefings were delivered via 12 sessions from July to December 2023.</p> <p>Councillor briefing sessions were key mechanisms for supporting councillor professional development. One councillor attended the Local Government NSW annual conference.</p>
A.123	Governance & Risk	Deliver a progressive and accountable framework to support the Burwood Local Planning Panel	On Track	<p>Local Planning Panel meetings were convened in July, September, November and December 2023 in accordance with Ministerial Directions.</p>
A.124	Procurement	Carry out procurement training including refresher training to ensure Council's procurement activities are efficient and effective	On Track	<p>During the reporting period, procurement and refresher training has been provided to 19 staff members, ensuring compliance with regulations, promoting efficiency and fostering best practice.</p> <p>The training covered various aspects of procurement including using Council's system, contracts available, ethical considerations and practical application.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.125	Information Technology	Develop and adopt Cyber Security Framework in line with NSW Cyber Security Policy	On Track	<p>A draft Cybersecurity Incident Response Plan has been developed in line with the Cyber Security NSW policy framework. Once adopted, technical exercises and simulations will be conducted to test the strength of the framework against possible scenarios and their impacts.</p> <p>During the reporting period Council has implemented multiple technical security initiatives in line with Cyber Security NSW such as multi-factor authentication, DMARC control AUPDNS filtering. Council's IT infrastructure will continue to be secured through additional initiatives in the coming period.</p> <p>Council has received weekly and ad-hoc security reports from Cyber Security NSW and actioned all identified necessary improvements to IT infrastructure.</p>



Deliver innovation and excellence in customer experience and service delivery

Action Code	Responsible Officer Unit	Action	Status	Comments
A.126	Customer Experience & Business Improvement	Ensure Council service standards reflect community expectations and customers are attended to in line with service standards	On Track	<p>During the period of 1 July 2023 to 18 December 2023 the number of customers served at the Customer Service counter was a total of 1,379 with 99.5% being served within five minutes.</p> <p>The number of calls handled by customer service was a total of 12,204 with 80.52% answered in less than 40 seconds.</p> <p>The number of webchats handled by Customer Service was 462 and the Call Centre Experience was provided to 25 new staff during this period of time.</p>
A.127	Customer Experience & Business Improvement	Monitor and report on Customer Feedback Program to track real-time satisfaction with Council services including Enfield Aquatic Centre	On Track	<p>Customer feedback devices and a feedback mechanism on staff email signatures provide a voice for the customer and a benchmark for Council to measure the customer experience.</p> <p>During the period Council received an overall Customer Experience Score (CX) of 8.0 based on 6,500 ratings across the organisation.</p>
A.128	Customer Experience & Business Improvement	Conduct Mystery Shopping Program across Council	Completed	<p>A comprehensive Mystery Shopping Program across Council has been conducted in December 2023.</p> <p>Council created a customer focused survey for phone calls and in-person visits. Shoppers have been engaged to either call or visit nominated departments and complete a questionnaire to provide feedback on their experience. The results will drive the ongoing improvement of services across Council.</p>
A.129	Customer Experience & Business Improvement	Finalise Customer Experience Strategy and commence implementation	On Track	<p>The Draft Customer Experience Strategy 2024 to 2027 has been developed through an extensive process of research, data analysis, customer feedback and community engagement carried out from July 2022 to October 2023.</p> <p>The Draft Customer Experience Strategy 2024 to 2027 was reported to the 28 November 2023 Council Meeting, and was endorsed to be placed on public exhibition to ensure the community have an opportunity to provide further feedback prior to its adoption.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
A.130	Customer Experience & Business Improvement	Implement service review program as per the schedule to deliver improved services and efficiencies	Completed	<p>Council has commenced the implementation of a Single Enterprise Resource Planning (ERP) solution. The new system supports core business requirements and existing business processes to meet all of Council's legislative, security and compliance requirements. The system will enable a range of efficiencies including business and customer service improvements.</p> <p>Council has implemented a Process Manager platform. The platform serves as a process mapping tool to capture and streamline complex business processes, turning them into consistent and easy-to-understand workflows, to make it easy for staff to manage their workload more efficiently.</p> <p>Over 20 staff from across Council participated in both on-site and online training and workshops to become Process Manager Champions.</p> <p>The objective of the Champions is to gather and document diverse business processes from different areas of the organisation, which will later be reviewed and improved to drive an enhanced customer experience.</p>
A.131	Information Technology	Implement Council's Digital Strategy	On Track	<p>Implementation of a new ERP software platform has commenced during the reporting period. The new solution is expected to deliver improvements to the customer experience for Council residents, businesses and visitors via a new Community Portal and introduce significant internal efficiencies. The project is expected to be completed in the second half of 2024.</p> <p>Implementation of a new HRIS platform is underway and is scheduled to be completed in April 2024. The new platform will introduce improvements and efficiencies to all stages of the employee lifecycle.</p> <p>Seven Health Inspection forms were converted to digital forms, allowing Council officers to save time on data entry and provide faster service turnaround.</p> <p>10 iPads have been rolled out to Council's mobile workforce to improve service delivery and management of Council assets in the field.</p>

Build and maintain strong partnerships and advocate on behalf of the community

Action Code	Responsible Officer Unit	Action	Status	Comments
A.132	Office of General Manager	Seek funding opportunities that address Council and community needs	On Track	<p>During the reporting period, Council's total grant income was \$9,849,635.</p> <p>In addition to progressing with the submission of 11 project detail and installment forms to enable the execution of funding deeds for the WSIG Program, Council also successfully obtained \$2,500 from NSW Small Business Month to deliver a successful 'Burwood Business Expo' networking event in October 2023.</p> <p>In November 2023, Council submitted an application for the NSW Government's Community Improvement District Pilot Program to test the viability of diverse governance models to strengthen local place economy.</p> <p>In December 2023, Council submitted an application for the the Local Small Commitments Allocation Program for the Flockhart Park upgrade project and installation of table tennis tables at Wangal Park.</p>
A.133	Community Life	Investigate additional options for shared use of school facilities	On Track	<p>Council extended its license agreement with Schools Infrastructure NSW to enable ongoing community use of the multipurpose courts at Burwood Public School on weekends (from July to December 2023). The courts continue to attract community use of up to 15 people per day. Council also prepared additional communication materials during the period to promote the availability of the courts to the general public. Croydon Public School and Croydon Park Public School have also continued to participate in the Schools as Shared Spaces Program on weekends over the period.</p>
A.134	City Planning	Work with SSROC to champion new sustainable technologies, policies and procedures	On Track	<p>Work has commenced on initiatives to support the delivery of the Sustainable Burwood Strategy. The FOGO trial extension has been implemented to assist with the target of halving the amount of organic waste sent to landfill by 2030.</p> <p>This work will be ongoing in 2024.</p>
A.135	People & Performance	Implement Year 2 actions of the Workforce Management Plan	On Track	<p>Work continues on completing the actions from the Workforce Management Plan with a number of key items having been completed or currently underway.</p>





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