



# Half Yearly Report June 2023



## Acknowledgement of Country

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






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







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# 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 final report for the Operational Plan Financial Year 2022/2023.

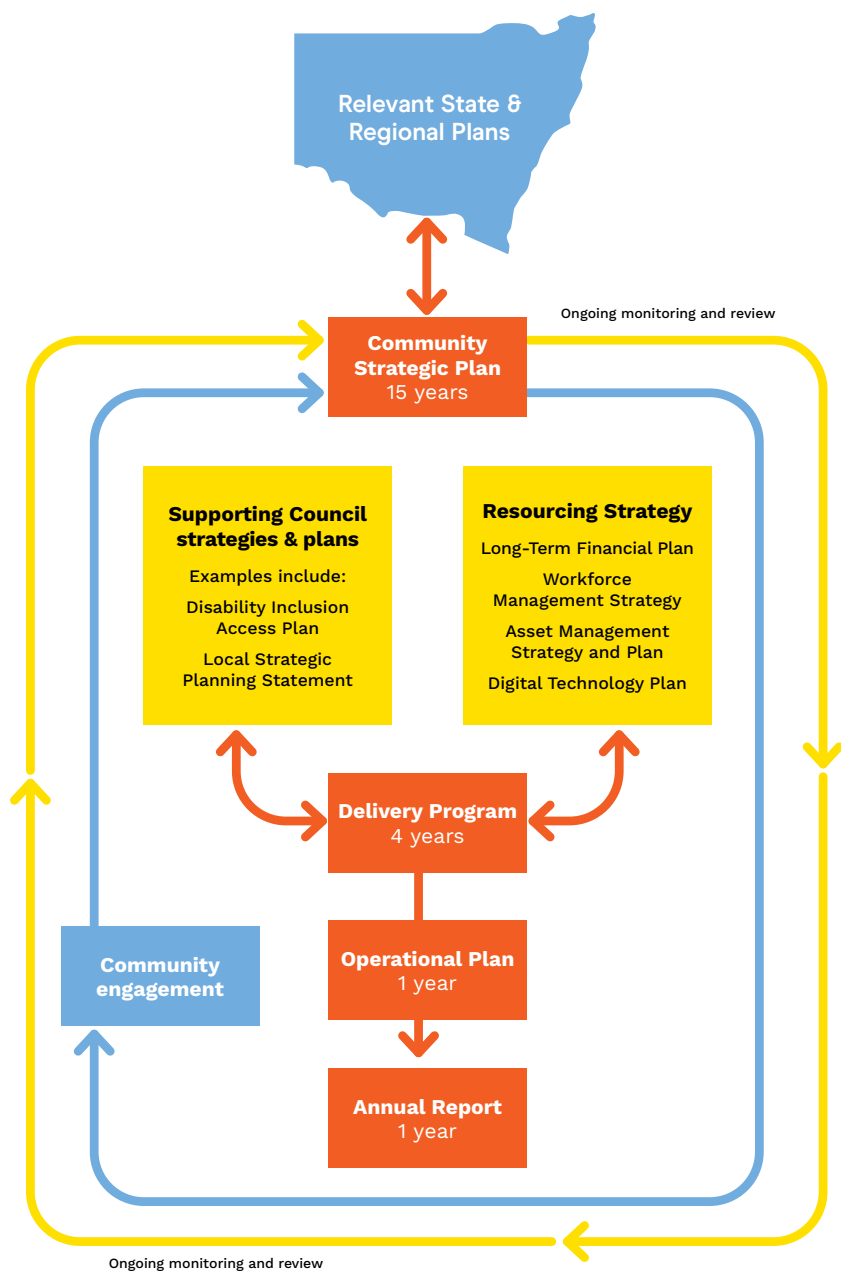
It provides the community with a summary of how Council has responded in the first half of the 2022/2023 financial year to the strategic goals, objectives and planned actions in the Delivery Program 2022 to 2026.

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 124 actions incorporated under these themes and found in the Operational Plan 2022/2023.





## Measuring our success

<b>Completed</b>	An action has been completed during the reporting period	83 actions completed
<b>On track</b>	The action is on track for completion as scheduled	33 actions on track
<b>Not due to start</b>	The action is not due to start during the reporting period	0 actions not due to start
<b>Monitor</b>	The action is underway, but may not be completed in time or it has been postponed	8 actions being monitored



# Our highlights



## The Sydney Weekender visits Burwood

In collaboration with Channel 7, and the Sydney Weekender team, a full 21-minute episode of the Sydney Weekender program was commissioned focused solely on the Burwood LGA. The episode reached 200,000 viewers nationally in one week.



## The Burwood Urban Park, Arts and Cultural Centre

The next exciting step in the realisation of the Burwood Urban Park, Arts and Cultural Centre has been completed. The project has received Development Assessment Consent and detailed design has now commenced.



## Improving our open spaces

- The Grant Park Inclusive Play Space won the Assets and Infrastructure Category at the Local Government Excellence Awards in June 2023.
- The \$400K upgrade of Martin Reserve was completed featuring fantastic new play equipment, new shade cover, picnic furniture and amenities so our community can stay and play longer.
- The Burwood Park Nature Playground, Sensory Garden and Pond upgrade works continue and are due for completion in September 2023.

## What our community told us:



### Overall Satisfaction

**90%** of residents are at least somewhat satisfied with the performance of Council over the last 12 months.



### Quality of Life in the Burwood LGA

**91%** of residents rate their quality of life as 'good' to 'excellent' in the Burwood LGA.



### Council's Transparency and Integrity in Decision Making

**85%** of residents are at least somewhat satisfied with Council's transparency and integrity in decision making.



### Burwood as a Place to Live

**92%** of residents agree or strongly agree that the Burwood area is a good place to live.



### Council's Community Engagement

**74%** of residents rate Council's current level of community engagement as "good" to "excellent".



### Satisfaction with Contact with Council

**77%** of residents are at least somewhat satisfied with the way their contact with Council was handled.



Council delivered and supported our community with a number of wonderful events including:

- Deane Street Activations
- Lunar New Year (in partnership with New Impressions Media)
- ANZAC Day Dawn Service including recognition off the 100-year anniversary of the Memorial Arch
- Fuse Fest
- Greek Independence Day
- National Servicemen's Commemorative Service
- Multicultural Street Meet in Unity Place celebrating Harmony Day
- Youth activation event in partnership with the youth organisation, Fusion



### Strategies/policies and plans adopted included:

- Collection Development Policy
- Burwood Section 7.12 Plan
- Community Engagement Strategy 2023–2026
- Delivery Program and Operational Plan
- Audit Risk & Improvement Committee Charter
- Out of Hours Construction Policy
- Hoarding Policy
- Conflict of Interest Policy: Council Related Development Applications
- Parking Permit Scheme Policy



### A sustainable Burwood

- All Council facilities are now powered by 100% renewable energy
- Council's Food Organics and Garden Organics (FOGO) trial has been extended for a further 6 months
- 500 street tree program completed



### Recognising our community

- The Citizen of the Year (aged 26+) and Young Citizen of the Year (aged 16 to 25) were awarded during the Australia Day Citizenship Ceremony in January 2023
- The Mayor's Business Commendation Awards were held in March 2023 and saw 13 commendations awarded across five categories
- The Volunteer Recognition Awards were held in May 2023



### Keeping Burwood safe and clean

Safe and Clean staff have removed 7,699 litres of rubbish, 672 advertising posters, 450 spills & moved 670 trolleys off pedestrian walkways



## It's full steam ahead on the WestInvest projects

Progress continues on our exciting WestInvest projects worth nearly \$100 million in funding for our community. Some of the exciting projects include:



\$52.4M

Enfield Aquatic Centre redevelopment



\$20.3M

Burwood Urban Park, Arts and Cultural Centre



\$3.9M

Paisley Road Beautification Project

## Success of the Burwood Art Prize continues

Significant changes to this year's Burwood Art Prize resulted in 477 entries from artists across Sydney with 73 finalists selected. Artworks were representative of the art prize themes being Visibility, Ritual and Legacy.

All 73 finalists had their artwork exhibited in Council's Community Hub open to the public for viewing.

This year's winners included:

- **Burwood Art Prize Winner**  
Johanna Ng – *Dad Shot, I Shoot*
- **Burwood Youth Prize Winner**  
Aryan Sethi – *Witnessing time*
- **Burwood Local Prize Winner**  
Gigi Huang – *Burwood 1995*
- **Burwood Art Prize People's Choice Award**  
Smruti Patil – *Warli*



## The Mobile Play Van – bringing our community together

The Mobile Play Van continues to be key in supporting our community with 35 sessions held between January and June 2023. 1,921 families attended with a record of 140 families visiting on one day.

## Community Grants Program

A total of \$55,000 was allocated to 22 organisations to provide services with a direct benefit to the Burwood Community in June 2023.

## Celebrating 100 Years of the Burwood Memorial Arch

Supported by a grant from the NSW Veterans Affairs, a photo exhibit celebrating the 100-year anniversary of the Burwood Memorial Arch was hosted in Council's Community Hub with digital images also shown at Burwood Park.







### Burwood public art recognised nationally

The Last Lion in Burwood Chinatown, commissioned by Burwood Council, won the 2022 Best Entrance Art for the National Street Art Awards.

The Enfield Murals Project was a finalist in the 2022 National Street Art Awards for the Best Street Art Trail and the 2023 Local Government Excellence Awards.



### Keeping our community water safe

Enfield Aquatic Centre was rated as "Exceeded Targets" by the Royal Life Saving Aquatic Facility Safety Assessment and enrolments in the Learn to Swim Program grew from 870 to 1,459 student bookings with a total capacity of 90%.



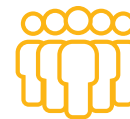
### Community facilities and sports field usage soars

The use of Council's sports fields and community facilities continued to be extremely popular with the use of sports fields increasing by 65% from the same reporting period in 2022. The use of community facilities soared by more than six times from 448 bookings to 2,906.



### Our focus on customer experience

- A new cloud-based contact centre platform was implemented and now features multiple communication channels including webchat and interactive voice response systems.
- The call centre received 24,806 calls with nearly 88% answered within 40 seconds.
- 1,261 customers were served at Council's Customer Service Counter from January to June 2023 with 96.1% served within 5 minutes.



### Activating the Community Hub

Council delivered 152 events with 2,684 participants in the Community Hub, nearly three times our target!



### Engaging and communicating with our community

20 new projects were exhibited on Participate Burwood attracting 13,164 visits, 3,787 contributions and 27 new followers.

Council's social media reach continues to grow with:

- Facebook increasing by 51.8%
- Instagram increasing by 200.8%
- LinkedIn increasing by 12.5%

Multicultural communication through WeChat grew to 1,450 followers with newsletters translated into Simplified Chinese.

26 newsletters were sent to 12,000 subscribers, 17,000 printed newsletters were distributed and more than 30 campaigns delivered using a wide range of communication channels.









# 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
<b>A.1</b>	Community and Culture	Coordinate Council's Volunteer Program and initiatives to support and recognise volunteering in the community	Completed	Council's Volunteering Program promotes and recruits volunteers for placement in community programs and registered local community organisations. As of June 2023 Council has referred 167 volunteers to external organisations.
<b>A.2</b>	Place Management & Communications	Deliver annual awards programs that recognise local community and business achievements	Completed	<p>The Mayor's Business Commendation Awards took place on 31 March 2023 with over 35 community members and business owners in attendance. 13 commendations were awarded across all five categories. Preparation has commenced for the 2024 Commendation Awards.</p> <p>Council's support for the Inner West Local Business Awards continued this year with 38 Burwood businesses recognised as finalists and three Burwood businesses winning their respective categories at the Awards ceremony on 10 May 2023.</p> <p>Council received seven nominations for Citizen of the Year (aged 26+) and Young Citizen of the Year (aged 16 to 25). Winners were announced on 26 January 2023 at Council's Australia Day Citizenship Ceremony. The winners of these awards will be invited to participate and represent the Burwood community at various events and initiatives throughout 2023.</p>
<b>A.3</b>	Community and 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	Completed	<p>Council's Community Grants Program closed in February 2023. A total of \$55,000 was allocated to 22 organisations to provide services with a direct benefit to residents and the Burwood community. A Grants Presentation Ceremony was conducted in June 2023 where recipients came together.</p> <p>Applications for ClubGrants 2023 funding closed on 31 May 2023. This Program operates in partnership with Burwood RSL and Nelsons by the Park to provide funds for organisations and groups to provide community services to residents of the Burwood LGA. Applications are being considered by the Assessment Panel and grants will be disbursed before 31 August 2023.</p> <p>The Mayoral Donations Program continues to provide vital support for local charities, helping the vulnerable in our community.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.4</b>	Community and Culture	Prepare and implement the Disability Inclusion Action Plan 2022-2025	Completed	<p>The Disability Inclusion Action Plan was adopted by Council in August 2022 and year one actions are underway.</p> <p>The Burwood Disability Inclusion Advisory Panel continue to meet to work with Council to raise awareness in the community about diverse types of disability and emerging issues relating to people with disability, including barriers to access and inclusion.</p> <p>Disability Awareness Training for Council's Executive Team and Councillors has been completed. Training for all staff will be held in the 2023/2024 financial year and the DIAP will be included in Council's induction processes.</p> <p>Council continues to promote inclusivity and ability in its events and programs including funding for local programs and activities for people with disability.</p> <p>Council's website continues to highlight the accessibility of Council venues and facilities.</p> <p>Planning for International Day for People with Disability has commenced.</p>
<b>A.5</b>	Community and Culture	Develop Council's Multicultural Strategy	On Track	<p>Council has undertaken extensive community engagement and research into the diverse cultural communities of the Burwood LGA.</p> <p>The 'Culturally Diverse Communities of Burwood Research Paper' has been completed which will inform the preparation of the Multicultural Strategy in 2023.</p>
<b>A.6</b>	Community and Culture	Undertake initiatives that address homelessness and the needs of rough sleepers across the Burwood LGA	Completed	<p>Council continued to provide support for rough sleepers in the Burwood LGA through collaboration with Housing NSW and Wesley Mission.</p> <p>Council hosted and assisted Department of Communities and Justice with planning for the Homelessness Street count in February 2023 with the final numbers distributed in June 2023.</p>
<b>A.7</b>	Community and Culture	Prepare the Burwood Youth Action Plan	On Track	<p>Four Youth Engagement Project Officers were appointed and completed IAP2 training in March 2023.</p> <p>The youth engagement process, led by the Youth Engagement Project Officers, commenced in April 2023 through an online Youth Engagement Survey and Focus Groups; a survey for Service providers is in the final stages.</p> <p>This project was delayed for four months due to a lack of staff, in particular Youth Engagement Project Officers.</p> <p>A request for revised completion date for 30 September 2023 has been submitted to Resilience NSW.</p> <p>Actions will be completed in July 2023 with a draft of the Youth Action Plan developed for Council consideration in August 2023.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
A.8	Community and Culture	Coordinate social research projects and activities to identify and address existing and emerging community needs	Completed	<p>Council undertook several research initiatives to support key organisational projects to address emerging needs and opportunities. This included extensive research into the diverse communities of Burwood, crime and community safety, the Disability Inclusion Action Plan and the delivery of an arts and cultural forum.</p> <p>Council also engaged four Youth Engagement Project Officers who have undertaken training and engaged local young people to develop the Burwood Youth Action Plan.</p> <p>A Round Table was also held with local services to identify the impact of the rising costs of living on both the community and the services themselves.</p>





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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.9</b>	Customer Experience & Business Improvement	Manage the allocation and use of community facilities, venues, parks and sports fields	Completed	<p>Community Facilities usage from 1 January 2023 to 30 June 2023 included:</p> <ul style="list-style-type: none"> <li>• Burwood Park Community Centre (366)</li> <li>• Fitzroy Hall (386)</li> <li>• Woodstock (1026)</li> <li>• George Street Centre (223)</li> <li>• Community Hub (771)</li> <li>• Henley Park Community Centre (27)</li> <li>• Henley Park Kitchen (85)</li> <li>• Henley Park Dressing Rooms (22)</li> <li>• Conference Room (115)</li> </ul> <p>The Woodstock Artisan Markets successfully held two Market events in February and May 2023.</p> <p>A survey was conducted at the February 2023 Artisan Markets to gauge feedback about the market event. The majority of people surveyed stated that it was value for money, good variety of stalls and all participants stated that they would return.</p> <p>The sports field usage from 1 January 2023 to 30 June 2023 included:</p> <ul style="list-style-type: none"> <li>• Blair Park (137)</li> <li>• Burwood Park (82)</li> <li>• Woodstock Park (22)</li> <li>• Flockhart Park (156)</li> <li>• Grant Park (75)</li> <li>• Wangal Park (4)</li> <li>• Henley Park (1096)</li> <li>• Sanders Reserve (1)</li> <li>• Conder Street Car Park (0)</li> <li>• Keith Smith (0)</li> </ul>
<b>A.10</b>	Customer Experience & Business Improvement	Undertake a review of the Community Facilities Policy to incorporate the use and hire of parks	Completed	The revised Community Facilities and Park Hire Policy was adopted by Council on 18 October 2022.

## Support community resilience initiatives to adapt to changing circumstances

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.11</b>	Place Management & Communications	Deliver Burwood Bounce Back initiatives to support community and business post-pandemic recovery	Completed	<p>Council has committed a total of \$50,000 to the 2022/2023 Shopfront Improvement Program. Eligible businesses can apply for up to of \$3,000 to improve the appearance of their shopfront. Since the program launched in 2019, Council has provided over \$48,000 to 17 local businesses.</p> <p>The Deane Street Precinct Transformation Project was successfully completed in November 2022 and involved the installation of 2 new public art murals, 4 new bench seats, shade cover and a mobile parklet, providing increased opportunities for people to dine and socialise; while supporting businesses with increased trading opportunities. Two activation events were held in November and December 2022 attracting over 500 people. Four more activations continued to take place until February 2023.</p> <p>In addition to receiving the LG Excellence Award, Council received further acknowledgment in the National Local Government Awards, and the Premier's Multicultural Communications Awards for the Burwood Bounce Back program.</p>

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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.12</b>	Community and Culture	Deliver initiatives that recognise and respect First Nations' history and ongoing culture	Completed	<p>Council celebrated NAIDOC Week in July 2022 with a launch of artworks in Wangal Park and activities at Burwood Council's Library.</p> <p>Council is engaging First Nations Artists to develop artworks for flags for Burwood Park. As part of this process a Wangal artist has been engaged to advise the artists and selection process.</p> <p>Council is investigating opportunities to commence the development of a Reconciliation Action Plan.</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
<b>A.13</b>	Library & Community Hub	Prepare and implement the Burwood Library Strategic Plan	Completed	The Library Strategic Plan was adopted in August 2022. Implementation of Year 1 actions have been completed with the exception of “Digital Experience” goals which will be rolled into Year 2 actions to be completed.
<b>A.14</b>	Library & Community Hub	Develop the Burwood Library Collection Development Policy	Completed	The Collection Development Policy was adopted in June 2023 following a period of public exhibition.
<b>A.15</b>	Library & Community Hub	Undertake a series of Library program service reviews to improve community engagement and customer experience	Completed	Three service reviews have been initiated with the children’s programs completed and the Home Library Service review underway. A review of the Midnight Hours initiative has also been undertaken with the intent of improving program delivery in 2023.
<b>A.16</b>	Library & Community Hub	Deliver initiatives that promote and improve access to local heritage	Completed	The Burwood Pictorial History publication is mostly in draft form. Two successful heritage walking tours have been delivered. A highlight from Local Heritage has been the photo exhibit for the 100-year anniversary of the Burwood Memorial Arch hosted in the library, with digital images also shown at Burwood Park. This was supported by a grant from NSW Veterans Affairs and a small run publication has also been prepared of the exhibit. The Library fielded 121 enquiries this year.
<b>A.17</b>	Library & Community Hub	Activate the Community Hub with new programs and events	Completed	A number of new programs and events have activated the Community Hub this year. Council delivered 152 events with 2,684 participants which is significantly higher than our target which was 40 events with 1,000 participants. 2023 has seen the activation of the Community Hub with the Burwood Art Prize exhibition and the introduction of an innovative supporting Creative Program.



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.18</b>	Community and Culture	Deliver community programs to promote health, wellbeing and creativity across a range of Council venues	Completed	<p>Council staff partnered with local groups and organisations to provide community programs and activities. These included:</p> <ul style="list-style-type: none"> <li>• Fitter &amp; Stronger</li> <li>• Line Dancing</li> <li>• Chinese Art classes</li> <li>• Chinese Line Dancing</li> <li>• Chinese Traditional Dancing</li> <li>• Zumba classes</li> <li>• Community Soccer</li> <li>• Kids Art Workshops</li> <li>• Women &amp; Girls Self Defence</li> <li>• Dance Reciters</li> <li>• Living Longer Living Stronger</li> <li>• Smartphone Photography</li> <li>• Speakers Corner</li> <li>• Junior Multi-Sport Program</li> <li>• Earthbeats Music Early Childhood Program</li> <li>• Sewing Bee Club</li> <li>• Photography Club</li> <li>• Youth Recreation &amp; Life Skills Programs</li> <li>• Youth Art Workshops</li> <li>• Skate classes</li> <li>• Native Gardening Workshops</li> </ul> <p>These programs were held throughout the Burwood LGA in community centres and parks.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.19</b>	Community and Culture	Deliver Council's Mobile Play Van Service in community spaces	Completed	<p>The Mobile Play Van Service operated from January 2023 to June 2023 over Term 1 and Term 2 of the school year.</p> <p>During this time 35 sessions were held and a total of 1,921 families attended, with an average of 35 families per session. The largest number of families that attended in one day was 140 families.</p> <p>The Bi-Cultural Support Worker from Diversity Kids attended eight sessions to assist in engagement with our diverse communities.</p> <p>In addition to the weekly sessions, the Mobile Play Van Service attended Council's Australia Day Citizenship Ceremony and NAIDOC Week celebrations.</p> <p>In May 2023, the Mobile Play Van was featured on Channel 7's Sydney Weekender program.</p>
<b>A.20</b>	Property	Complete review of design and scope for Stage 4 of the EAC Masterplan, including community engagement	On Track	<p>In February 2023, the NSW Government announced that Burwood Council was successful in a \$52.4 million bid to significantly upgrade the EAC as part of the WestInvest NSW Government competitive funding round. It is anticipated that the EAC upgrade project will increase the capacity of the Centre to deliver community-based swimming, well-being and recreational programs.</p> <p>In accordance with the funding requirements, Council must deliver the granted projects within four years from the time of receiving the funding deeds from the NSW Government. The project is presently in the early concept and initiation stage. Once Funding Deeds are secured, Council will commence the planning and design stage.</p>
<b>A.21</b>	Enfield Aquatic Centre (EAC)	Operate and expand Council's Learn to Swim Program	Completed	<p>Student bookings increased throughout the year starting at 870 and the program grew to 1,459 student bookings with a total capacity of 90%.</p> <p>Our program lessons commenced in the Centre's new state-of-the-art Programs pool in 2022 which has provided a specialised learning environment for the lessons which has had many great outcomes for the community such as the growth of the program.</p> <p>To help with recruitment, following the effects of the COVID-19 pandemic on the Aquatics industry, Council established a partnership program with Royal Life NSW which provided sponsored opportunities for community members to become qualified Learn to Swim Teachers facilitating the growth and sustainability of our Program.</p> <p>Council launched a new School Intensive Program which engaged schools within the catchment area and provided essential learn to swim programs for approximately 800 students over a six-week period.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
A.22	Enfield Aquatic Centre (EAC)	Develop a range of new health, fitness and wellbeing programs to drive visitation	Completed	<p>Council introduced four new Aqua Fitness classes to the EAC to help drive visitations and improve our service offering to the community.</p> <p>Council introduced two Mat Pilates classes as another fitness and wellbeing offering in 2023.</p> <p>The EAC also held three Family Fun Days, including a Cinema evening, to encourage the community to get to know and use the facilities and services.</p>
A.23	Enfield Aquatic Centre (EAC)	Undertake Royal Life Saving Aquatic Facility Safety Assessment (AFSA) Audit Program	Completed	<p>The Royal Life Saving Aquatic Facility Safety Assessment was completed on 13 February 2023, with the EAC being rated as “exceeded targets”.</p>
A.24	Enfield Aquatic Centre (EAC)	Undertake targeted customer experience improvement initiatives	Completed	<p>The EAC took part in a Mystery Shopper experience. A 100% success rate was recorded with nine out of 10 Mystery Shopper experiences.</p> <p>Reviewing and monitoring feedback from the Rate It iPad takes place daily. The overall score fluctuates, especially in the winter period. The current rating is 7.6 out of 10.</p> <p>The Centre has a live pool availability link on the EAC webpage which displays the availability for each facility. The live pool availability is in sync with the Centre’s system. This has been a success as it allows customers to check availability prior to coming to the Centre. We also display print outs of the carnival schedule for customers to use as a reference.</p>



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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.25</b>	Community Safety	Coordinate Council's CCTV Program	Completed	Council's Community Safety Team work closely with enforcement agencies including local Police, State Crime Commission and Federal Police, to produce evidence for criminal matters as listed in the Code of Practice. Council produced all CCTV footage applications within service level timeframes.
<b>A.26</b>	Community and Culture	Prepare the Crime Prevention Plan and implement initiatives that improve community safety in partnership with NSW Police	On Track	<p>A Crime Prevention Plan has been prepared with the data from analysis, stakeholder discussions and community engagement via an online community safety survey. Additionally, community workshops and engagement pop ups were held from February 2023 to April 2023. The plan will be finalised for adoption by Council in July 2023.</p> <p>During the reporting period Council has worked with key stakeholders, such as the NSW Police to monitor and implement appropriate crime prevention initiatives.</p> <p>Focus areas have been the prevention of:</p> <ul style="list-style-type: none"> <li>• Parcel theft</li> <li>• Break and enter</li> <li>• Theft of items from vehicles</li> <li>• Retail theft</li> <li>• Food delivery driver education</li> </ul> <p>The Safety Expo connecting the community to emergency services and relevant stakeholders was held in February 2023.</p> <p>Council delivered an eight week Women and Girls Self Defence Program and a nine-week pilot Information Program for women who have experienced trauma and domestic violence.</p> <p>This Program is due for completion in July 2023.</p>
<b>A.27</b>	Community and Culture	Implement the Child Safe Standards to become a Child Safe Organisation	Completed	<p>Council's Child Safe Policy was adopted in July 2022 and a Child Safety Action Plan has been drafted by an internal Child Safety Working Group.</p> <p>These actions assist in the implementation of the 10 Child Safe Standards across the organisation. A Child Safe Code of Conduct, Child Safe Risk Management Plan, reporting process and training have been key to ensure Council's compliance with the Office of Children's Guardian Child Safe Guidelines.</p>

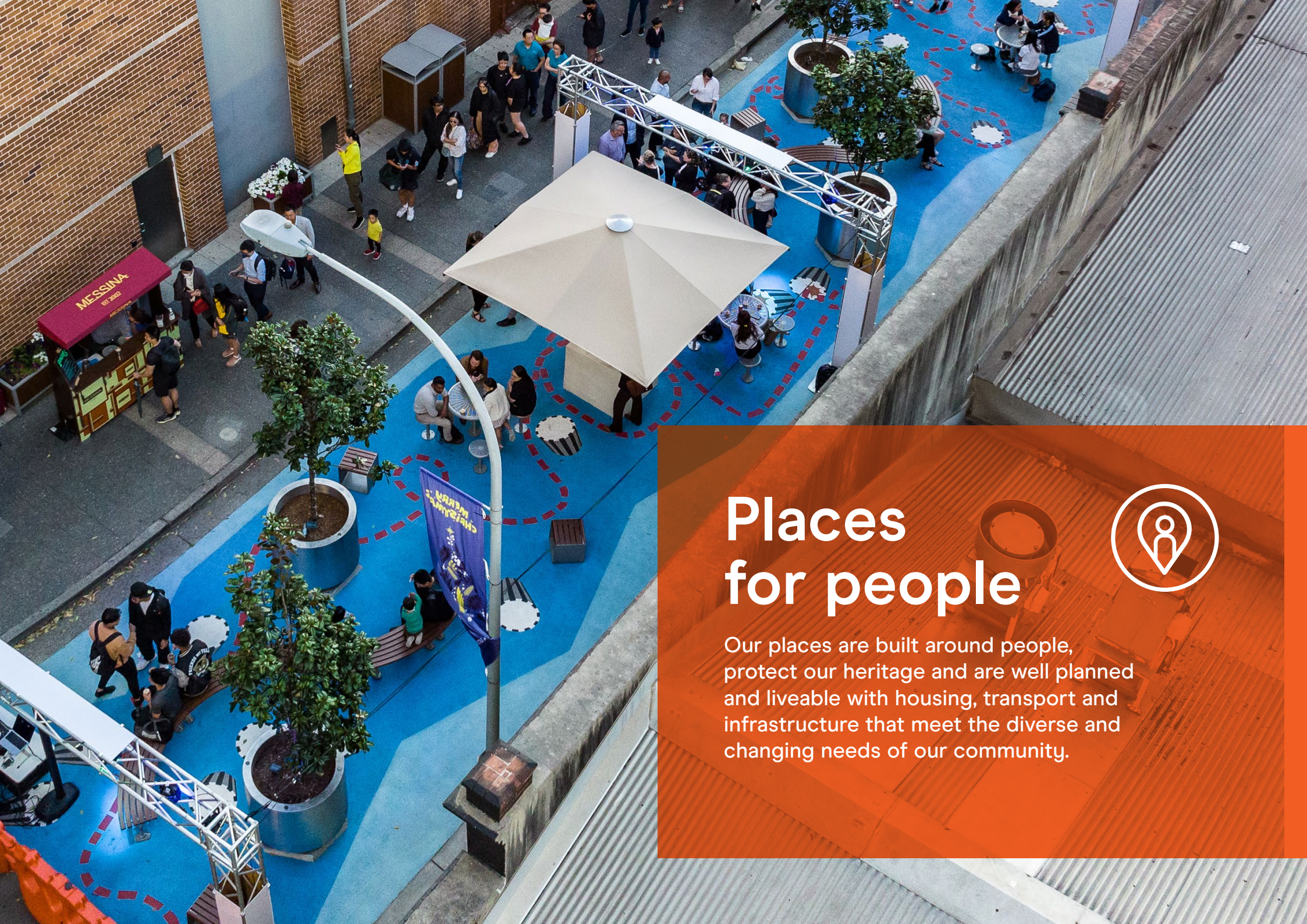


**Provide opportunities for people to participate in activities and events that celebrate our diverse community, history and culture**

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.28</b>	Place Management & Communications	Deliver regular citizenship ceremonies	Completed	<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 five Citizenship Ceremonies where 282 residents received their citizenship:</p> <ul style="list-style-type: none"> <li>On 26 January 2023, Council hosted its largest Citizenship Ceremony to date. The event saw 100 new citizens welcomed to Burwood, as well as the announcement of the 2023 Local Citizen and Young Citizen of the Year in recognition of their outstanding contribution to the Burwood community. Over 300 people attended the celebration. The event began with a Smoking Ceremony and Welcome to Country followed by a didgeridoo performance by Mathew Doyle and Tim Bishop. Guests enjoyed a free Multicultural BBQ in celebration of the cultures of Burwood.</li> <li>On 17 March 2023, Council hosted two ceremonies for 90 conferees.</li> <li>On 29 June 2023, Council hosted two ceremonies for 92 conferees.</li> </ul>
<b>A.29</b>	Community and Culture	Deliver Council's ongoing program of community events that celebrate local community and culture	Completed	<p>The following events were successfully delivered including:</p> <ul style="list-style-type: none"> <li>Deane Street Activation Program</li> <li>The Australia Day citizenship ceremony event</li> <li>Lunar New Year which included activations at Burwood Park, Burwood Chinatown, Emerald Square, Deane Street and Unity Place</li> <li>Multicultural Street meet in Unity Place and the Council Library in recognition of Harmony Week</li> <li>Greek Independence Day</li> <li>Anzac Day Service. This was a special occasion to recognise the 100-year anniversary of the Memorial Arch, with the highest attendance since 2014</li> <li>National Servicemen's Memorial Service</li> </ul>
<b>A.30</b>	Community and Culture	Support external partners to deliver community events	Completed	<p>Council has provided support to three community events between January and June 2023 including:</p> <ul style="list-style-type: none"> <li>New Impressions Media to deliver the Lunar New Year event at Burwood Park</li> <li>Fuse Fest, a Greek themed multicultural celebration at Burwood Park</li> <li>Youth activation event, which required working with the youth organisation, Fusion, attracting participants from schools such as MLC, Southern Cross and Burwood Girls High</li> </ul>







# 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
<b>A.31</b>	City Planning	Prepare Planning Proposal for 2021 Local Environmental Plan (LEP) Amendment	On Track	<p>The Burwood North Precinct Masterplan will inform the planning framework and this will be incorporated into a Planning Proposal to amend the Burwood LEP.</p> <p>The planning proposal will identify changes to the Burwood LEP to facilitate well designed, high quality and sustainable development that is appropriately scaled to complement its surroundings.</p> <p>The Planning Proposal to implement the controls for the urban renewal of the Burwood North Precinct will be referred to as the Burwood North PRCUTS Planning Proposal and will update the Burwood LEP 2012. This process will not involve a comprehensive review of the Burwood LEP 2012.</p>
<b>A.32</b>	City Planning	Undertake a comprehensive review of the Development Control Plan (DCP) 2013 and prepare a user friendly and interactive DCP	On Track	<p>Work has commenced on the review of the Burwood DCP to update and refine the objectives and controls. In 2023, the following amendments were made to the DCP:</p> <ul style="list-style-type: none"> <li>• Review and update of provisions relating to Boarding House/Co-Living Housing Developments</li> <li>• Update of tree preservation requirements to align with the SEPP</li> </ul> <p>The DCP Review project work is ongoing and will continue into 2024.</p>
<b>A.33</b>	City Development	Provide efficient, timely development assessment services, including pre-DA support	On Track	<p>Median turnover time was 74 days which also includes the Burwood Urban Park Arts &amp; Cultural Centre DA. This was a major project within the Burwood Town Centre that required additional time to assess.</p> <p>A review of information available to support the lodgment of quality development applications was conducted. This included a review of Pre-DA services. This is being rolled out in the second half of 2023.</p> <p>Additionally a Service Review of the City Development Team is underway.</p>
<b>A.34</b>	City Planning	Review and update the Burwood Contributions Plan to facilitate appropriate delivery of infrastructure	Completed	<p>The consolidated Burwood Section 7.12 Plan was endorsed by Council in April 2023 and became effective on 9 May 2023. The review included consolidating two plans into one and updating the Works Schedule associated with the Section 7.12 Plan. A comprehensive review of the Contributions Framework will be undertaken in 2024.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
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 three meetings held in the reporting period with four DAs for major developments reported to the Panel as well as one major Planning Proposal.</p> <p>Additional information has also been posted on the Burwood Council website outlining the design review process.</p>



## Protect our unique built heritage and maintain or enhance local character

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.36</b>	City Planning	Revise and update the Comprehensive DCP heritage provisions and develop an applicant information pack	Monitor	<p>Work is continuing to ensure that the objectives and provisions relating to heritage items and heritage conservation areas in the Burwood DCP are robust and deliver appropriate outcomes.</p> <p>The City Planning team will be reviewing the Heritage Conservation Areas to identify the classification of each property. Once this work has been completed specific provisions will be developed and incorporated into the DCP to ensure that development is in keeping with the character of the conservation area.</p> <p>Work has commenced with respect to reviewing the current DCP controls and also developing information and FAQs for owners of heritage items or properties within Heritage Conservation Areas. This work will be ongoing.</p>
<b>A.37</b>	City Planning	Undertake a heritage assessment of existing building stock to identify and update the register of contributory or heritage items	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. This work will be ongoing.</p>
<b>A.38</b>	City Development	Undertake a heritage assessment of all development applications relating to heritage items or conservation	On Track	There were 31 DAs referred to Council's Heritage Advisor in the last reporting period. Additionally, the Heritage Advisor has also provided advice and is acting for Council on a current Land & Environment Court appeal matter.

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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.39</b>	City Planning	Develop an Affordable Housing Policy	On Track	A draft Affordable Housing Policy has been prepared but has not yet been reported to Council for endorsement and implementation. 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. 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 project.



## 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
<b>A.40</b>	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. 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 a Council Meeting for adoption.</p> <p>There were 31 reports presented across five meetings of the Burwood Local Traffic Committee held between July 2022 and June 2023.</p> <p>There were 14 traffic devices installed in this period including traffic calming devices and parking improvements in Lily Street, Weil Avenue and Walsh Avenue.</p>
<b>A.41</b>	Traffic & Transport	Identify black spots based on accident history and apply for grant funding for facility upgrades	Completed	<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 2023/2024 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>
<b>A.42</b>	Traffic & Transport	Undertake a review of parking provisions for required development applications	Completed	<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 59 referrals completed in relation to traffic and parking for developments during this period.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.43</b>	Property	Undertake an audit and develop a preventative maintenance program for Council facilities	On Track	<p>A preventative maintenance schedule for all of Council's building assets has been developed and is due to be implemented in Council's asset management system by the end of 2023.</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.</p> <p>During the reporting period, Council's Property Assist tool has recorded 165 maintenance requests received with 100% of the requests responded to and 92% of them being completed as at 30 June 2023.</p>
<b>A.44</b>	Operations	Undertake annual planned preventative maintenance program for civil infrastructure and parks building assets	Completed	<p>A Preventative Footpath Renewals Program has been developed in the Civil Infrastructure area to undertake programmed maintenance works.</p> <p>These works are scheduled throughout the financial year and programs updated in the smart sheet. To date this financial year we have completed 3,129 square metres of footpath renewals.</p>





Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.45</b>	Assets & Design	Undertake design and upgrade of road infrastructure to improve performance, lifecycle and accessibility	Completed	<p>Council's Capital Works Program has achieved the following:</p> <ul style="list-style-type: none"> <li>• Road Resurfacing Program - 95% completed</li> <li>• Roads to Recovery (Wentworth Road concrete road replacement) – 100% completed</li> <li>• Kerb and Gutter, Footpath and Streetscape Programs - 100% completed</li> <li>• Traffic Facilities Program - 100% completed</li> <li>• Installation of Tactile Indicators at Bus Stop – 100% completed</li> <li>• Storm Water Drainage Improvements Program including Special Rate Variation funded - 90% completed</li> <li>• Parks Improvements Program - 100% completed</li> <li>• Council-wide 500 street tree planting - 100% completed</li> <li>• DPIE Grant Funded Projects - (Enfield Village and Grant Park All Abilities Playground - 100% completed and Burwood Park Nature Play, Sensory Garden and Pond construction is ongoing)</li> <li>• TfNSW Project (Fifth Avenue Bridge works) - 95% completed</li> <li>• Streets as Shared Spaces Grant - Deane Street precinct transformation - 100% completed</li> <li>• Solar Lighting upgrades along Cooks River Path - 100% completed</li> </ul>
<b>A.46</b>	Assets & Design	Undertake CCTV camera inspections of Council's drainage network	Completed	<p>Council undertakes CCTV camera inspections to 10% of Council's drainage network every year. Council completed these works in June 2023.</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
<b>A.47</b>	City Planning	Investigate options to complement the Burwood North and Sydney Metro Station Precinct	Monitor	<p>Council, in October 2022, appointed Cox Architects to develop a Masterplan for the Burwood North Precinct. The Masterplan process will investigate options to ensure the delivery of infrastructure to support any growth proposed by the Masterplan.</p> <p>In addition to this work, 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. This work will form part of the implementation phase of the Burwood North Precinct Masterplan.</p>
<b>A.48</b>	Traffic & Transport	Finalise the Traffic and Transport Study	Completed	The Traffic and Transport Study has been finalised and consulted with internal stakeholders as well as TfNSW. 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 Contributions Plans.
<b>A.49</b>	Traffic & Transport	Review parking strategy within the Burwood CBD and investigate parking initiatives to alleviate traffic congestion	On Track	<p>A review of the Burwood Public Parking Strategy commenced in Q3 of 2022/2023, however it was decided to engage a consultant to assist with the review and development of a holistic Public Parking Policy.</p> <p>The Policy will look at a number of options to improve parking turnover, decrease traffic generated by circulating vehicles searching for parking and address the impact of high parking demand in residential streets.</p> <p>The expansion of the Burwood Town Centre will be considered as the Burwood North Masterplan continues to take shape.</p>
<b>A.50</b>	Traffic & Transport	Undertake an audit of all bus stop facilities to ensure accessibility and compliance with the Disability Discrimination Act 1992	Completed	Council has upgraded all 125 bus stops across the LGA to ensure compliance with Disability Discrimination Act 1992 which includes the installation of tactile ground surface indicators and modifications to the bus stop layout to ensure sufficient room for maneuverability for users with disabilities.
<b>A.51</b>	Traffic & Transport	Undertake a 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 need to incorporate 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
<b>A.52</b>	Information Technology	Evaluate and adopt smart city technologies to improve service delivery	Completed	During the reporting period Council has installed 12 additional waste bin sensors in Deane St and Conder St. The new technology has facilitated the implementation of proactive scheduling of bin collections at these locations.
<b>A.53</b>	Place Management & Communications	Undertake planning for the delivery of the Burwood Urban Park, Arts and Cultural Centre (BUPACC)	Completed	<p>During the reporting period the Burwood Urban Park, Arts and Cultural Centre project received DA consent and is now in detailed design, which is expected to be completed before the end of 2023 at which time planning will commence for construction delivery.</p> <p>In February 2023, Council was also successful in receiving a further \$20.3 million from NSW Government for the delivery of the Burwood Urban Park, Arts and Cultural Centre through the WestInvest Fund.</p>
<b>A.54</b>	Place Management & Communications	Develop and introduce Place Management Framework across the organisation	On Track	<p>Over the past six months Council has introduced a new multidisciplinary approach to the planning, design and management of public spaces through the delivery of tactical place-making activities in an effort to de-risk, test and pilot new ideas.</p> <p>To further support this work into the future, a draft Place Management Framework has been prepared to build confidence, increase momentum and promote a shared understanding of place-making principles across the organisation. Extensive desktop research and engagement has been undertaken to inform the draft framework.</p> <p>During the reporting period Council also engaged a non-profit social enterprise who specialise in place-making and place improvement to further inform the development of the framework, providing education and training services to capacity build staff and key stakeholders, creating an evidence base for future strategies.</p> <p>The framework will be tabled at the July 2023 Council meeting for endorsement.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.55</b>	Place Management & Communications	Undertake planning for the delivery of projects funded under WestInvest	On Track	<p>Council's WestInvest success continued with a total \$96 million boost for the Burwood community. In addition to the \$21 million already received through the WestInvest Local Government Allocation Round, Council was successful in receiving a further \$76.6 million in the Community Competitive Round for delivery of:</p> <ul style="list-style-type: none"> <li>• \$52.4 million to redevelop the Enfield Aquatic Centre</li> <li>• \$20.3 million contribution towards the Burwood Urban Park, Arts and Cultural Centre</li> <li>• \$3.9 million for the Paisley Road Beautification Project to transform the connecting area between Burwood and Croydon Stations</li> </ul> <p>Planning continues to be underway for the delivery of these projects including the preparation of tender documentation, communication and stakeholder engagement plans, traffic studies and budget reviews.</p> <p>Council is awaiting the receipt of funding deeds from the Department of Premier and Cabinet, at which time formal delivery will commence.</p>
<b>A.56</b>	Assets & Design	Implement Masterplans for major parks and reserves	On Track	<p>Construction of the new Grant Park Inclusive Playspace is completed and was opened on 30 November 2022.</p> <p>Construction of the Burwood Park Pond, Sensory Garden and Nature Play project commenced in September 2022 and is still ongoing due to delays caused by wet weather and unforeseen site/soil conditions.</p> <p>Works are now expected to be completed in September 2023.</p> <p>Council applied for WestInvest grant funding in the competitive stream for Flockhart Park Upgrade Works which included the Playground upgrade. Unfortunately, this grant funding application was unsuccessful.</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
<b>A.57</b>	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>
<b>A.58</b>	Assets & Design	Implement the Street Tree Management Strategy	Completed	<p>The Street Tree Masterplan has been completed with 500 street trees planted in the most suitable locations to best increase the urban tree canopy and reduce the overall temperature of the urban environment.</p> <p>Council has completed the street tree inventory following a successful grant application. This has provided information on Council's street trees which has been imported into Council's GIS system and will be imported into Assetic to assist with the maintenance management of this Council asset.</p> <p>Council was successful in its grant application from LGNSW for the Burwood Open Space Canopy Enhancement Project in which an additional 131 trees will be planted in parks and 3,393sqm of ground covers planted. This work will be completed in the 2023/24 financial year.</p>
<b>A.59</b>	Property	Explore options for potential park expansions at Henley Park and Russell Street Reserve to deliver additional green open space	On Track	<p>Planning is underway for the delivery of this WestInvest Allocation Round funded project, including the preparation of tender documentation, communication and stakeholder engagement plans, traffic studies and budget reviews.</p> <p>Council is awaiting the receipt of funding deeds from the NSW Government, at which time formal delivery of the project will commence.</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
<b>A.60</b>	City Planning	Implement the 'big moves' identified in the Sustainable Burwood Strategy	On Track	<p>Council is proposing to expand the FOGO trial for a further six months with an amended waste service to gauge if there is an improvement to landfill diversion rates. The report on the expanded trial was considered by Council at its June 2023 meeting and the extended trial was endorsed and will operate for a further six months.</p> <p>Council has reviewed its current Light Vehicle Fleet Management Corporate Practice with a view to encouraging the transition to hybrid or all electric vehicles. The Corporate Practice is in draft and staff consultation is underway.</p> <p>In addition, work has commenced on developing an Electric Vehicle Strategy for Council. The Electric Vehicle Strategy aims to set a long-term vision and framework to ensure a consistent deployment of electric vehicle charging infrastructure across the LGA by private enterprise, residents and Council.</p>
<b>A.61</b>	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>Work has progressed on the development of an Electric Vehicle Strategy for the Burwood LGA. Council is also a member of the Electric Vehicle Working Group established by SSROC.</p> <p>The Electric Vehicle Strategy aims to set a long-term vision and framework to ensure a consistent deployment of electric vehicle charging infrastructure across the Burwood LGA by private enterprise, residents and Council.</p>
<b>A.62</b>	City Planning	Implement new initiatives with the community to reduce, reuse or recycle waste	Completed	<p>During the reporting period initiatives to reduce, reuse or recycle waste have been implemented including:</p> <ul style="list-style-type: none"> <li>• The continuation of the FOGO Trial to reduce organic material reaching landfill</li> <li>• RecycleSmart program to divert hard to recycle items</li> <li>• The continued collaboration with Canada Bay Council to share the Community Recycling Centre</li> </ul>



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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.63</b>	City Planning	Research plans and opportunities for the creation of public open spaces as part of the planning of the Burwood North Precinct	Completed	<p>This action is being considered as part of the Burwood North Masterplan. Scenario testing has been conducted on a range of options including dispersed, consolidated and hybrid models of open space provision.</p> <p>Investigations have also been undertaken to identify national and international best practice in relation to open space provision within existing urban areas.</p>
<b>A.64</b>	City Development	Identify opportunities to encourage the provision of publicly accessible open space or other landscape features such as roof top gardens as part of new developments	On Track	<p>Through the use of voluntary planning agreements, funding has been secured to deliver the Burwood Urban Park, Arts and Cultural Centre project alongside the Burwood Place development. This project will include over 2000m<sup>2</sup> of open space and underground community facilities.</p> <p>Additionally, the former Burwood Police Boys Club re-development is proposing significant upgrades for Youth Lane and its use as a public open space.</p>
<b>A.65</b>	City Planning	Work with developers to promote sustainable development	On Track	<p>Work is ongoing to update the DCP to include objectives and provisions to ensure sustainability outcomes in new development.</p> <p>The work associated with the Burwood North Precinct Masterplan will also include planning controls to ensure the delivery of sustainability outcomes as part of the urban renewal of the Precinct. The sustainability initiatives will be embedded in the Masterplan and will translate into objectives and controls in the Burwood LEP and DCP.</p>
<b>A.66</b>	Community Safety	Respond to and address complaints relating to building non-compliance	Completed	<p>Council responded to 405 building related complaints during the period. These complaints were commenced as per the service level provisions and actioned accordingly.</p>





## 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
<b>A.67</b>	City Planning	Work with business and community to reduce waste, improve recycling practices and reduce single use plastics	Completed	Council has supported the NSW Government in the roll-out of the single use plastics ban which came into effect on 1 November 2022. This has included locally based information and social media campaign, information seminars and direct contact with businesses.
<b>A.68</b>	City Planning	Evaluate the FOGO trial and implement service expansion based on evaluation results	Monitor	<p>The initial FOGO trial was undertaken and audited in early 2023. A report was presented to the June 2023 Council meeting recommending that the FOGO trial be extended for an additional six months with an alternate waste service.</p> <p>The success of the extended trial will be reviewed in early 2024 and a further report will be presented to Council in early 2024 with options for roll-out of the FOGO service to single unit dwellings.</p>
<b>A.69</b>	Operations	Deliver scheduled domestic and business kerbside waste and recycling collection service	Completed	<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>
<b>A.70</b>	Operations	Conduct bin audits and provide information to encourage correct recycling practices	Completed	<p>Detailed bin audits were undertaken across FY22 and FY23, in partnership with SSROC to provide a like-for-like benchmark.</p> <p>Audits were completed and reports will be presented in late July 2023 across our region.</p>
<b>A.71</b>	Operations	Deliver booked household waste collection clean-up service	Completed	Council continues to deliver ongoing waste collection clean-up services. Over 60 scheduled bulk household collections are provided every week.
<b>A.72</b>	Operations	Deliver litter management/removal service for major parks	Completed	Litter management and removal is provided at Council parks, with over 100 litter bins emptied each week.







# 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.



## 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
<b>A.73</b>	Place Management & Communications	Undertake marketing and promotional campaigns that promote Burwood as a destination and support local business	Completed	<p>During the reporting period Council launched a major campaign cementing Burwood's status as a key destination for business and recreation.</p> <p>Council collaborated with Channel 7 and the team from Sydney Weekender to commission a full 21-minute episode of the popular program focusing solely on the Burwood LGA. The episode aired on Sunday 21 May 2023, reaching 200,000 viewers nationally in just one week on air.</p> <p>The episode was promoted through Council's weekly e-newsletter (12,000 recipients) and social media channels (combined following of over 10,000), and through Sydney Weekender's own channels with a combined following of over 125,000 people.</p> <p>Multiple businesses, Council programs, events, public art projects and outdoor spaces were promoted in the episode to boost traffic and investment to the area. Council also collaborated with Burwood Chinatown, Emerald Square and Crowne Plaza to include key local stakeholders in the episode.</p>
<b>A.74</b>	Community and Culture	Coordinate the Shopfront Improvement and Enforcement Programs	Completed	<p>Rounds 2 and 3 of the Shopfront Improvement Program were successfully implemented with several local businesses receiving funds to improve their business. Extensive promotion is underway to encourage local businesses to participate in this initiative. The development of a capacity building collaborative project and tailored communications is underway to continue to enhance this Program.</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
<b>A.75</b>	Place Management & Communications	Undertake research and consult with stakeholders to deliver business support programs	Completed	<p>Council has successfully supported the reactivation of a strong sole Chamber of Commerce in Burwood. Over 100 local businesses attended the launch with Council providing six months temporary administration support to the Chamber, to better promote and protect the interests of the business community in Burwood.</p> <p>Council continues to disseminate Local and State Government business support information to over 1,400 businesses through regular business e-newsletters.</p> <p>During the reporting period, five local businesses were promoted on social media, reaching over 5,500 people.</p> <p>Council has supported the delivery of three Chamber events, facilitating the networking opportunities amongst local businesses.</p> <p>As part of Council's Night Time Economy engagement efforts, 13 local businesses attended a targeted workshop which opened dialogue on the vision for Burwood's future after dark.</p> <p>Preparation has begun for the delivery of the 2023 NSW Small Business Month event to be held in November.</p>
<b>A.76</b>	City Planning	Undertake initiatives that support new economic growth in the Burwood North Precinct and Burwood Town Centre	On Track	<p>Work is continuing to understand the quantum of employment based land that will be required in the Burwood North Precinct.</p> <p>Council is also working closely with the Greater Cities Commission to ensure that job targets and actions for the LGA are consistent with Council's Local Strategic Planning Statement.</p> <p>In addition, Council is also working with a consultant to undertake a comprehensive strategy, which will include an Economic Development Discussion Paper, Night Time Economy Strategy, Burwood After Dark Implementation Plan and a Visitation and Future Investment Prospectus.</p> <p>This work will be ongoing and actions identified in the Strategy will be translated into planning controls in the LEP and DCP.</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
<b>A.77</b>	Place Management & Communications	Prepare the Burwood Night Time Acceleration Plan to enhance the 24-hour economy	On Track	<p>In March 2023, Council engaged specialist consultant JOC Consulting to assist with the preparation of an Economic Development Discussion Paper, Night Time Economy Strategy and Visitation and Future Investment Prospectus. The Strategy will also feature a four-year implementation plan for Council.</p> <p>Detailed research and an economic analysis has been undertaken as well as the delivery of a comprehensive in-person and online engagement program including 1-1 engagement with 28 local businesses in their premises, two face-to-face community pop-up stalls and one business workshop. During this time, Council has also received a total 157 survey responses to our online survey 'Burwood After Dark'.</p> <p>Council has continued very productive dialogue with government agencies including Investment NSW and Destination NSW to inform the preparation of this documentation.</p> <p>These strategic documents are anticipated to be completed by August 2023.</p>
<b>A.78</b>	Community and Culture	Develop a sponsorship prospectus to support the growth of large-scale festivals and events	Completed	<p>The development of a sponsorship prospectus has commenced and a draft provided internally for comment and feedback.</p>
<b>A.79</b>	Community and Culture	Implement Council's public art program to enhance and foster local identity and activate public spaces	Completed	<p>Council has delivered nine public art commissions for the 2022 - 2023 Public Art Program. These included the Enfield Murals Project with three large scale murals; the Deane Street Project with a large scale floor mural and wall mural; artist led Lunar New Year banners; Burwood Art Prize artwork banners; Burwood Park First Nations artwork banners and the Burwood Bus Depot Mural project.</p> <p>Council has also commenced work on delivery of two sculptural installations for September 2023, at Burwood Park and Luke Avenue.</p> <p>As well as project delivery, Council was also the winner of the 2022 Best Entrance Art for the National Street Art Awards for the Burwood Chinatown Precinct Project delivered in 2021.</p> <p>The Enfield Murals Project was also listed as a finalist in both the 2022 National Street Art Awards for Best Street Art Trail and 2023 Local Government Excellence Awards.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.80</b>	Community and Culture	Develop and coordinate arts and cultural programs, including the Burwood Art Prize	Completed	<p>In 2023 Council took the exciting step of introducing significant changes to the Burwood Art Prize. These changes included expanding entries to all Sydney based artists, introducing three new artwork mediums, increasing the prize pool, establishing a permanent ongoing theme and a series of free public programs.</p> <p>Council received 477 entries, a 460% increase from last year, with 73 finalists selected by the judging panel for display in the Burwood Council Community Hub.</p> <p>Of the 73, four were Burwood residents making up 5% of the exhibition and a further 23% were artists from surrounding Inner West LGAs.</p> <p>General entries and finalists spanned across the six accepted artwork mediums with the three main prize pool winners all being works from different mediums.</p> <p>The strong uptake of the art prize theme was highly present in the exhibition with works speaking to identity, community and diverse cultures.</p> <p>Council was also able to deliver 13 free public programs accessible to all of the Burwood community during the exhibition period.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.81</b>	Operations	Implement scheduled program of sweeping of streets, Council car parks, commercial and town centres	Completed	<p>Council undertakes daily street sweeping of CBD areas and sweeps all streets in the LGA every three weeks.</p> <p>Car parks are swept and litter picked at least weekly.</p>
<b>A.82</b>	Operations	Undertake mowing of verges for residents who are pensioners with a qualifying medical condition	On Track	<p>Scheduled mowing 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.</p>
<b>A.83</b>	Operations	Deliver the Safe and Clean Program across key town centre locations	Completed	<p>The Safe and Clean Service continues to be implemented in the Burwood CBD and satellite shopping centres. Satellite shopping centres include Strathfield, Croydon, Enfield and Croydon Park Business Districts.</p> <p>Safe and Clean staff have removed 7,699 litres of rubbish, 672 advertising posters, 450 spills and moved 670 trolleys off pedestrian walkways.</p>
<b>A.84</b>	Major Capital Works & Projects	Undertake the Enfield Revitalisation Project	Completed	<p>The Enfield Village Revitalisation project was completed successfully within budget and ahead of schedule.</p> <p>The project sought to improve access and beautify Enfield's shopping precinct, creating a gateway welcome to visitors and residents of the LGA and neighbouring suburbs.</p> <p>Existing concrete footpaths have been upgraded to all paving.</p> <p>Landscape planting has added colour and vibrancy to the area in the form of trees and hedges.</p> <p>Street furniture has also been improved and increased in quantity.</p> <p>Three major public artwork pieces have been installed to represent the history of Enfield Village.</p> <p>Banner arms have also been added to now be added into Burwood's banner cycle.</p> <p>The improved connectivity and accessibility of Enfield has been well received by the public, creating a new legacy within the LGA for the community to thrive within.</p>





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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.85</b>	Community Safety	Carry out a regular program of inspections of development sites to ensure compliance with safe and sustainable practices	Completed	Building Sites in the LGA are patrolled daily with around 30 sites patrolled per day. Currently Council commences action for any breaches of the provisions when they are observed. The number of building sites can fluctuate based on commencement of new sites and completion of current sites.
<b>A.86</b>	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	Council has undertaken and completed over 400 annual inspections for all categories in the Environmental Health program including food, boarding houses, cooling towers, hair/skin & beauty salons and cooling towers.  23 educational programs were provided in various languages to local businesses.
<b>A.87</b>	Community Safety	Conduct regulatory inspections of health (pollution-land/water/noise/air), overgrown vegetation, boarding houses, water drainage and tree regulatory functions	Completed	The Environmental Health and the Community Safety Teams regulate the health provisions. All complaints received are commenced within the service time levels and matters are actioned accordingly.
<b>A.88</b>	Community Safety	Deliver campaigns and provide initiatives to support the health of food premises	Completed	A range of programs were conducted in the quarter focusing on food safety - these programs included a site seminar at Burwood Plaza for all food related businesses, educational awareness programs as listed on the educational calendar and the promotion of the "Scores on Doors" Program.  These programs work in conjunction with health inspections and management of complaints.



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.89</b>	Traffic & Transport	Undertake road safety campaigns and run targeted programs and initiatives to promote safety around schools and town centres, pedestrian and cycling safety	Completed	<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> <p>Programs include:</p> <ul style="list-style-type: none"> <li>• #OnTheRoad - social media engagement program with targeted posts each Monday on local areas of concern.</li> <li>• Slow Down campaign - targets streets which have a percentage of recorded accidents which were contributed to speed.</li> <li>• 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 2022 to June 2023.</li> <li>• Graduated Licensing Scheme - workshops to help new drivers gain the correct knowledge by educating parents and carers who will be accompanying new learner drivers. Workshops were held online in November 2022 and March 2023.</li> <li>• Safety Around Schools program - weekly email outreach and school newsletter engagement.</li> <li>• Regular visits to local schools pick up drop off zones are undertaken to ensure that the road environment surrounding the school is safe.</li> </ul>
<b>A.90</b>	Property	Implement scheduled program of public toilet cleaning	Completed	<p>Council invited submissions from experienced and qualified cleaning contractors for the provision of Cleaning Services for all of Council's buildings and amenities, with the tender closing on 2 June 2023. The subject sites and scope of services was divided into five (5) groups, A to E, separating the various Council facilities into individual categories detailing the cleaning requirements. Council, at its 27 June 2023 meeting, resolved to appoint the recommended contractor/s for a cleaning contract duration of two years, expected to commence in July 2023 with two one-year extension options, each exercisable by Council.</p>







Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.91</b>	Operations	Deliver services to address illegal dumping, graffiti and abandoned trolleys in public spaces	Completed	<p>Council continues to deliver programs to reduce and manage illegal dumping, graffiti and abandoned trolleys in public spaces.</p> <p>Graffiti is being removed from Council property and infrastructure as it is reported.</p> <p>Council has investigated over 400 illegal dumping events (with material removed by Council or the illegal dumper where identified).</p> <p>Council removed over 570 trolleys from public land prior to November 2022, when new NSW legislation came into effect reducing Council's ability to directly impound abandoned trolleys without first giving considerable notice to owners, even when items pose a danger or obstacle.</p> <p>Council is continuing to notify shopping trolley owners of dumped trolleys and take action on abandoned trolleys where possible under this legislation.</p>
<b>A.92</b>	Operations	Implement program of maintenance and upgrades of local roads, footpaths, kerbs and gutters based on condition data	Completed	<p>Assets team developed a priority list for road re-sheet and rehabilitation works, kerb and gutter and footpath renewal program based on the condition assessment.</p> <p>Concrete works for program year 2022/2023 are well underway.</p> <p>Roadworks have been completed for this FY except Webb Street due to Jemena gas line issue which is programmed to be completed by 30 July 2023.</p> <p>To date this FY, Council has completed 1.98km of kerb and gutter, 3,339m<sup>2</sup> of footpath, 8,101m<sup>2</sup> of road re-sheet/construction, 368 signs repaired/replaced and 58m<sup>2</sup> of graffiti removed.</p>
<b>A.93</b>	Operations	Maintain and clean the stormwater drainage network and clear blocked pits	On Track	<p>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.</p>
<b>A.94</b>	Community Safety	Provide information and relevant campaigns to raise community awareness of companion animal responsibilities	Completed	<p>Three animal awareness programs were delivered as listed in the educational calendar program. These programs were focused on owner responsibilities, off leash and registration requirements.</p>
<b>A.95</b>	Community Safety	Undertake compliance inspections on dangerous and restricted dogs	Completed	<p>All inspections on dangerous and restricted dogs have been conducted as per the annual requirements.</p>







John Fakher  
BURWOOD MAYOR



Council Street Meeting



# 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
<b>A.96</b>	Place Management & Communications	Utilise existing channels and explore new methods of communication to keep our community informed and enhance Council's reach and reputation	Completed	<p>During the reporting period 26 e-Newsletters were emailed to over 12,000 subscribers and a printed newsletter was distributed to aged care facilities, churches and 17,000 households.</p> <p>Over 30 campaigns were delivered using videos, brochures, flyers, letters, postcards, digital displays, e-signatures, street flags, banners, surveys and merchandise.</p> <p>Compared to the last reporting period, Facebook reach increased by 51.8% to 86,941 and Instagram by 200.8% to 30,204. Twitter received over 13,000 impressions and LinkedIn had a further 12.5% increase in followers and 31.6% increase in impressions.</p> <p>Council's multicultural communication continues to expand with WeChat growing to 1,450 followers, and newsletters translated into Simplified Chinese.</p> <p>Council has continued to set the standard for innovation and creativity across Sydney, with three of our projects recognised as finalists and one winning in its category at the recent Local Government Excellence Awards.</p>
<b>A.97</b>	Governance & Risk	Ensure all public information is accessible and made available in a timely manner	On Track	<p>During the reporting period the following new or updated documents have been made available online:</p> <ul style="list-style-type: none"> <li>• Audit Risk and Improvement Committee Charter</li> <li>• Out of Hours Construction Policy</li> <li>• Hoarding Policy</li> <li>• Conflict of Interest Policy: Council Related Development Applications</li> <li>• Library Collection Development Policy</li> <li>• Parking Permit Scheme Policy</li> </ul>



Action Code	Responsible Officer Unit	Action	Status	Comments
A.98	Governance & Risk	Determine information access applications lodged in accordance with the Government Information (Public Access) Act	On Track	<p>51 formal applications were completed in the reporting period. This is a 50% increase in comparison with the 34 completed in the same period in 2022.</p> <p>55 informal applications were completed, which is roughly on par with the 50 completed in the same period last year.</p> <p>Other efficiency improvements include a new process to enable customers to view electronic plans and other documents on-screen at the Customer Service Centre, rather than having to print out paper copies for viewing purposes.</p> <p>The Agency Information Guide has been reviewed and substantially reformatted to make it more user friendly. The Information and Privacy Commission has reviewed the revised draft of the Guide and provided some helpful feedback.</p>



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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.99</b>	Place Management & Communications	Undertake comprehensive community engagement programs to seek community input on Council projects, operations, initiatives and major decisions	Completed	<p>During the reporting period Council exhibited 20 new projects on Participate Burwood attracting 13,164 visits, 3,787 contributions and 27 new followers.</p> <p>Council implemented an extensive community engagement program to inform the delivery of the Urban Park, Arts and Cultural Centre, including seven face-to-face consultation stalls, two community workshops, 45 survey responses and key stakeholder meetings with 30 community members.</p> <p>Council has also conducted comprehensive research and consultation on the Community Engagement Strategy. 1,157 contributions were gathered including 406 online and face-to-face surveys and 406 phone surveys, 120 pop-ups and pop-in sessions, 43 in-depth interviews and 98 online poll responses.</p> <p>As part of Burwood After Dark, Council undertook in-person engagement including two business door knocks with 28 local businesses, two face-to-face community consultation stalls and one community workshop and received a total 157 online survey responses.</p>
<b>A.100</b>	Community and Culture	Facilitate interagency networks and advisory committees to provide opportunities for collaboration and participation	Completed	<p>Council's Multicultural Advisory Committee continue to meet bi-monthly and delivered the Passport to Culture event on 27 March 2023 during Harmony Day, as funded by Multicultural NSW.</p> <p>Council's Disability Inclusion Advisory Panel continue to meet and monitor the implementation of the Disability Inclusion Action Plan actions.</p> <p>Council continues to convene the regional Child and Family Interagency for local service providers, and maintains the annual work plan of this body.</p>
<b>A.101</b>	Place Management & Communications	Prepare Council's Community Engagement Strategy in accordance with the Integrated Planning and Reporting legislation	Completed	<p>Council conducted comprehensive research and consulted with the community extensively on the development of the Community Engagement Strategy 2023-2026.</p> <p>1,157 contributions were gathered including 406 online and face-to-face surveys, and 406 phone surveys, 120 pop-ups and pop-in sessions, 43 in-depth interviews and 98 online poll responses.</p> <p>The Strategy was endorsed at the February 2023 Council Meeting following public exhibition.</p> <p>This Strategy outlines Council's commitment and approach to involving our community in decision making and the principles that guide our work through open dialogue, easy and accessible opportunities to have your say, and meaningful participation.</p> <p>This Strategy also provides our community with information on how to have your say on planning and building matters, and includes mandatory public notification requirements for planning-related matters, including development applications.</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
<b>A.102</b>	People & Performance	Undertake corporate planning and reporting	Completed	During the reporting period, the Delivery Program was updated, the 2023/2024 Operational Plan was adopted along with Council's 2023/2024 Budget, Statement of Revenue Policy and Fees and Charges.
<b>A.103</b>	Finance	Comply with financial management responsibilities to promote transparency and accountability	Completed	<p>The December 2022 Budget Review was undertaken in January 2023 and submitted to the February 2023 Council meeting. In April 2023, a review of the March 2023 Budget review was undertaken and submitted to the May 2023 Council meeting, in accordance with the Office of Local Government's Quarterly Budget Reporting Guidelines.</p> <p>In addition the 2023 to 2024 Draft Estimates of Income and Expenditure commenced in December 2022 and completed by April 2023.</p> <p>The 2023-24 Budget, and Fees &amp; Charges were adopted at the June 2023 Council meeting.</p>
<b>A.104</b>	Finance	Implement and monitor appropriate investment strategies and prepare monthly investment reports	Completed	<p>Council has developed an Investment Strategy and an 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 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 all Invested Funds through a monthly report tabled at Council meetings in accordance with legislative requirements.</p>
<b>A.105</b>	Property	Manage Council's property portfolio to optimise financial returns from Council owned properties	On Track	<p>Leases commenced for Council's Belmore St, Railway Square and part of its Elsie St Burwood investment properties. This will see an increase of approximately \$692,000 in revenue by first year end.</p> <p>Council is continuing to explore other income generating opportunities from property related activities.</p>
<b>A.106</b>	Property	Secure competitive pricing agreement from electricity retailers for the supply of Council's grid and renewable energy requirements	Completed	<p>As part of the Southern Sydney Regional Organisation of Councils (SSROC), Burwood is one of 25 Councils who entered into an Electricity Supply Agreement with ZEN Energy Retail Pty Ltd for the energy supply of its small and large market sites.</p> <p>As of 1 January 2023 all power to Burwood's facilities is now 100% renewable energy. The agreement commenced 1 January 2023 and will run to 2026 with an option to extend to 2030.</p>

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.107</b>	Property	Develop business case with financial modelling and delivery plan for Council's Operation Centre	On Track	<p>In February 2023, a short term licensing agreement was brokered between Burwood and Strathfield Councils to temporarily accommodate staff whilst the asbestos and demolition to the mechanics and stores buildings at Burwood Council's Operations Centre, located at 8 Kingsbury Street, was undertaken.</p> <p>It is anticipated that staff will return to the 8 Kingsbury Street site in August 2023.</p> <p>A medium term accommodation solution will be implemented whilst Council undertakes a feasibility assessment to determine options for the future of the Operations Centre.</p>
<b>A.108</b>	Governance & Risk	Convene the Audit, Risk and Improvement Committee (ARIC) to provide independent oversight and support continuous improvement	On Track	<p>Meetings of the ARIC were convened in February and May 2023 as per the schedule. During the period the ARIC reviewed the outcome of internal audits on Cybersecurity Penetration Testing (February 2023 meeting) and Rates Management (May 2023 meeting).</p> <p>A SharePoint portal was rolled out during this period to provide for secure dissemination of ARIC business papers.</p> <p>An annual ARIC work plan was maintained and the four-year strategic work plan refined.</p>
<b>A.109</b>	Governance & Risk	Develop a Records Management Strategy based on insights from Records Management Assessment Tool analysis	Monitor	<p>Other urgent priorities have necessitated a halt on action for this deliverable. The development of a Records Management Strategy will occur in the 2023/2024 financial year.</p>
<b>A.110</b>	Governance & Risk	Develop and implement a comprehensive records digitisation program	Monitor	<p>Other urgent priorities have necessitated a halt on action for this deliverable. The development of a Records Management Strategy will occur in the 2023/2024 financial year.</p>
<b>A.111</b>	Governance & Risk	Deliver a progressive and accountable framework to support Councillors and Burwood Local Planning Panel	On Track	<p>The spread of meetings and requirements for notice of Council meeting business met obligations.</p> <p>14 councillor briefings/workshops were convened on topics such as the Burwood North Masterplan and LEP, the Parking Permit Scheme Policy, the FOGO trial, economic development in the LGA, and Code of Meeting Practice refresher to assist councillors with getting the most out of council meetings.</p> <p>Two councillors attended the National General Assembly of Local Government in Canberra.</p>



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.112</b>	Information Technology	Develop and adopt a Cyber Security Framework which complies with NSW Cyber Security Policy	Monitor	<p>Council has implemented several security initiatives in line with Cyber Security NSW and Australian Cyber Security Centre's Essential Eight security frameworks. Work will continue in the next period to further develop Council's security infrastructure and framework.</p> <p>Council's Cyber Security Incident Response Plan and Acceptable Use Policy are currently under review and are expected to be completed by December 2023.</p>
<b>A.113</b>	Information Technology	Implement Cyber Security Mitigation initiatives	Completed	<p>Cyber Security assessment of information systems was conducted in February 2023 and critical security vulnerabilities identified have been mitigated.</p> <p>Council also regularly receives security reports from Cyber Security NSW and actions them as required.</p>



## Deliver innovation and excellence in customer experience and services delivery

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.114</b>	Customer Experience & Business Improvement	Undertake a review of service standards against current industry benchmarks and ensure services available reflect community expectations and customers are attended to in line with service standards	Completed	<p>A cloud-based contact centre platform has been implemented in the customer service call centre. The software manages customer interactions across multiple communication channels including features such as omnichannel routing, webchat, automatic call distribution (ACD) and interactive voice response (IVR) system.</p> <p>During the period of 1 January 2023 to 16 June 2023, the number of customers served at the Customer Service Counter was a total of 1,261 with 96.1% being served within five minutes. The number of calls received within the call centre during this period of time was 24,806 with 87.64% being answered in less than 40 seconds.</p>
<b>A.115</b>	Customer Experience & Business Improvement	Implement Customer Feedback Program to track real-time satisfaction with Council services	Completed	<p>Customer feedback devices and a feedback mechanism on staff email signatures provide a voice for the customer and provide a benchmark for Council to measure the customer experience. Over the last six months, Council received an overall Customer Experience Score (CX) of 7.7 based on 3,932 ratings across the organisation while in the previous six months received an overall Customer Experience Score (CX) of 7.9 based on 5,217 ratings.</p>
<b>A.116</b>	Place Management & Communications	Prepare biennial Community Satisfaction Survey	Completed	<p>In March 2023, Council commissioned Micromex Research to conduct a random telephone survey with 300 residents living in the Burwood LGA. A short survey was also conducted with 50 additional residents.</p> <p>Despite facing a number of challenges over the past few years, resident satisfaction with Council's performance has remained strong and above the Sydney Metro benchmark.</p> <p>Accessibility emerged as a core strength, with residents stating the best things about the area are the proximity to shops, services and facilities, as well as access to public transport. Regression analysis re-iterated the importance of accessibility, with 'maintain footpaths' and 'access to public transport' being the top and third highest driver of satisfaction respectively.</p> <p>The other three of the top five drivers for satisfaction were 'confidence in Council's planning and policy frameworks', 'Council provision of information to residents' and 'opportunities to contribute to Council's decision making process'.</p>
<b>A.117</b>	Customer Experience & Business Improvement	Conduct Mystery Shopping Program across Council	Completed	<p>A comprehensive Mystery Shopping program across Council was conducted in December 2022. Council created a customer focused survey for phone calls and in person visits. Shoppers were 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>



Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.118</b>	Customer Experience & Business Improvement	Prepare Customer Experience Strategy	On Track	<p>The Customer Experience Strategy is currently being drafted and has been informed by a range of internal and external research. It is informed by Council's biennial Customer Satisfaction Survey conducted in April 2023. It was also informed by the Customer Experience Transactional Surveys conducted in May 2023 with recent customers of Council across key service areas. This survey was to gauge the overall customer satisfaction across three service units including Customer Service, Burwood Library and Enfield Aquatic Centre. Feedback was sought on what people valued about our service and what we needed to change and improve in the future.</p>
<b>A.119</b>	Customer Experience & Business Improvement	Develop a service review program of core Council functions to deliver improved services and efficiencies	Completed	<p>Council conducted several comprehensive reviews of core functions including our Waste &amp; Cleansing team - resulting in a team restructure, new position descriptions, new permanent roles and refinement of staff start times and duties to improve efficiency and delivery of services.</p> <p>A review of our City Development team commenced in June 2023. Other business improvement reviews included the implementation of a new Enterprise Resource Planning (ERP) system to provide the best long term solution for Council, including the consolidation of systems and reduction of duplication, where possible.</p> <p>The migration of core communications and collaboration systems to cloud-based Software-As-A-Service applications.</p> <p>The implementation of the Bookable event booking and ticketing module in January 2023 to improve customer experience and streamline the process of administering those events.</p>
<b>A.120</b>	Information Technology	Implement year 1 actions of Council's Digital Strategy	Completed	<p>A full review of Council's existing information systems was performed, identifying a new and more suitable software solution set to deliver an improved customer experience and greater efficiencies. Implementation of the selected platform is currently being scheduled, with an expected completion date within the next period.</p> <p>More than eight additional mobile computing devices were deployed to Council staff to improve response times for Council service requests and better manage Council assets in the field.</p> <p>Council has completed the implementation of a modern Contact Centre system and the migration of all telephony services to a Software-As-A-Service solution. In addition to voice calls and emails, customers are now able to contact Council via a dedicated web chat function available through Council's website.</p>





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

Action Code	Responsible Officer Unit	Action	Status	Comments
<b>A.121</b>	Community and Culture	Investigate options for shared use of school facilities	Completed	A partnership between Council and Schools Infrastructure NSW has resulted in the opening of the multipurpose courts at Burwood Public School to the community every weekend from 9am to 6pm over a one-year trial. This included extensive collaboration, infrastructure works, communicating and engaging with residents and community.
<b>A.122</b>	City Planning	Work with SSROC to champion new sustainable technologies, policies and procedures	Monitor	Council continues to work closely and partner with SSROC on the development of policy and DCP requirements to ensure the delivery of new sustainable technologies.  Members of the City Planning Team are currently part of a SSROC working group for the development of an electric vehicle (EV) charging framework. The objective of this working group is to develop guidelines, policy or directions for councils covering EV infrastructure, suitable locations, use of public land and other council requirements, while ensuring equity for community and service providers. This work is ongoing.
<b>A.123</b>	Place Management & Communications	Seek funding opportunities that address Council and community needs	Completed	During the reporting period, Council's total grant income was \$2.9 million. Most notably, Council successfully obtained over \$96 million from the State Government for the delivery of 11 new ambitious projects through the WestInvest fund:  Local Government Round: <ul style="list-style-type: none"> <li>• \$6.6 million for the Burwood Main Street Transformation</li> <li>• \$3.9 million for the Deane Street Precinct Transformation</li> <li>• \$2.7 million for the Henley Park Sports Field Upgrade</li> <li>• \$814,641 for the Henley Park and Russell Reserve Expansion</li> <li>• \$2.2 million for the Strathfield Place Making</li> <li>• \$2.5 million for the Burwood Park Inclusive Play Space</li> <li>• \$1.2 million for the Woodstock Sensory Garden</li> <li>• \$876,150 for the Burwood Library Pod</li> </ul> Community Competitive Round: <ul style="list-style-type: none"> <li>• \$52.4M for the Enfield Aquatic Centre Redevelopment</li> <li>• \$20.3M contribution to the Burwood Urban Park, Arts and Cultural Centre</li> <li>• \$3.9M for the Paisley Road Beautification Works Project</li> </ul>
<b>A.124</b>	People & Performance	Implement Year 1 actions of the Workforce Management Plan	On Track	A number of the Year 1 actions of the Workforce Management Plan have been completed. However, due to changing priorities, some Year 2 actions have been commenced and those Year 1 actions that were unable to be completed will carry over to Year 2 for completion.



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