



Burwood ^{Inc.1874}

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

ATTACHMENTS

**Burwood Council Meeting
28 November 2023
6:00pm**

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DRAFT
**Customer
Experience
Strategy**
2024-2027





Acknowledgment of country

Burwood Council acknowledges the Wangal Clan of the Eora Nation, the traditional custodians of the lands in which the Burwood Local Government Area is located.

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



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Message from Cr John Faker, Mayor of Burwood



Our Council continues to set the standard for customer experience across Sydney councils. While community satisfaction with Council's overall performance has remained consistently high over the last five years, we understand that customer experience isn't a one-time project but an ongoing commitment to putting our customers at the heart of everything we do.

I am pleased to present the Customer Experience Strategy 2024 – 2027, which outlines our commitment to enhancing customer experience for those who live, work, visit and do business in the Burwood Local Government Area.

It focuses on achieving on four key focus areas: Our People, Our Processes and Accessibility, Our Systems and Technology,

and Our Responsiveness, and includes a comprehensive set of actions to be implemented over the next 4 years.

The Strategy is the result of extensive research, customer feedback and community engagement. It also considers best practice, customer experience trends and emerging opportunities brought about by our City's continued growth to ensure our customer experience performance continues to soar for the benefit of our community now and into the future.

We will continue to work hard to deliver on the expectations of our customers and achieve our customer experience vision focussed on delivering a great customer experience every day.

We look forward to implementing this Strategy across our organisation and the benefits it will bring to our community.

Cr John Faker,
Mayor of Burwood



About this document

This document contains important information about how Council plans to improve customer experience for those who live, work, visit and do business in the Burwood Local Government Area.

If you would like the information supplied in another language or format, please contact us via these free services.

Voice Relay: **1300 555 727**
Text to Speech: **133 677**

If you would like to speak to an interpreter, please call the Telephone Interpreting Service (TIS) on 131 450 and ask them to call Burwood Council on (02) 9911 9911.

Contact Us

Phone: **02 9911 9911**
Email: **council@burwood.nsw.gov.au**

2 Conder Street, Burwood NSW 2134
PO Box 240, Burwood NSW 1805



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www.burwood.nsw.gov.au

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Chinese - simplified:

如果您不理解本文件并需要口译员, 请拨打电话口译服务电话 131 450 并请他们拨打 (02) 9911 9911 联系 Burwood 市议会。

Nepali:

यदि तपाईं ले यो कागजात बुझ्न नसक्नुहुन्छ भने, कृपया टेलिफोन दोभाषा सेवा (TIS) लाई 131 450 मा कल गर्न र तिनीहरूलाई (02) 9911 9911 मा Burwood काउन्सिललाई कल गर्न भन्नुहोस्।

Arabic:

كنت لا تفهم هذا المستند وتحتاج إلى مترجم ، يرجى الاتصال بالترجمة الشفوية عبر الهاتف على الرقم 131450 واطلب منهم إذا الاتصال بمجالس بيروود على (02) 9911. 9911 بخدمه

Italian:

Se non capisci questo documento e hai bisogno di un interprete, chiama il Telephone Interpreting Service al numero 131 450 e chiedi loro di chiamare il Burwood Council allo (02) 9911 9911.

Korean:

이 문서를 이해하지 못하여 통역사가 필요한 경우 전화 통역 서비스에 131 450으로 전화하여 Burwood Council에 (02) 9911 9911로 전화하도록 요청하십시오.



Our key focus areas:

We have identified the following four areas of focus over the next four years:

- 1: Our people
- 2: Our processes and accessibility
- 3: Our systems and technology
- 4: Our responsiveness

About this Strategy

Burwood Council is committed to delivering high quality services and achieving positive outcomes for our community every day. As we prepare for rapid growth and change, we remain focussed on continuing to meet the changing demands and expectations of our customers who live, work, visit and do business in the Burwood Local Government Area.

The Customer Experience Strategy 2024 – 2027 sets out a four-year roadmap for building a better customer experience when interacting with Council.

The Strategy aims to:

- Develop a shared vision and strategic approach to customer experience across the organisation.
- Build an increased understanding of current and future customer needs and expectations.
- Establish baseline metrics for customer experience that enables Council to actively track and measure its customer experience performance.
- Improve customer satisfaction, current levels of service and enhance the community's experience when interacting with Council.
- Provide a comprehensive set of focus areas, goals and actions to be implemented over the next 4 years to achieve excellence in customer experience.



What is Customer Experience?

Everyone in our community is a customer. Our customers include residents, workers, business owners, and visitors to the Burwood Local Government Area.

We understand that each time a customer utilises one of our services or interacts with us, it shapes their overall experience with Council. We define customer experience as the feelings and perceptions that a customer holds about Council resulting from their interactions with our people, services, processes and systems.

We recognise that 'customer experience' transcends 'customer service' as it encompasses the whole customer journey, commencing from the customer's initial consideration of engaging with Council, extending through their interactions using various service channels - whether online, via phone, or in person - all the way to their most recent exchange with Council.

Why is customer experience important in the context of local government?

We know that customer experience plays a pivotal role in building trust and a connected relationship with our community.

Understanding the experience of our customers offers a means to streamlining processes, reducing the time, effort and energy spent by community members in requesting or accessing a service. An efficient, customer-centric approach can also optimise service delivery, resulting in resource savings and increased operational effectiveness.

In the digital age, our customers expect the same level of convenience from us as a local council as they do from private sector entities. Meeting these expectations can enhance the reputation of Council and attract businesses and residents to the area, and make them want to stay.

Data driven insights obtained from customer research and engagement enable us to make informed decisions and allocate resources more effectively.

By making an investment in customer experience, we are seeking to build community confidence. We hope that creating more positive customer experiences will foster a sense of belonging and engagement, and enhance overall community satisfaction with Council.



Our Community Vision:

'Burwood is a welcoming and inclusive community that is defined by our diversity of people, liveable places and progressive ideas. We acknowledge and celebrate our history and place, protect our heritage and environment and share a quality of life that is equitable, sustainable and supports each other to thrive and prosper.' (CSP 2036)

Alignment with Strategic Planning Framework

The Customer Experience Strategy is a supporting strategy that assists Council to deliver on its Community Vision outlined in the Community Strategic Plan, *Burwood 2036*, and it is a Principal Activity outlined under Strategic Direction 5: ‘Open and collaborative leadership.’

It interacts with a range of other Council policies and plans, such as the Burwood Community Engagement Strategy, Burwood After Dark Strategy, Burwood Council Digital Strategy, Burwood Disability Inclusion Action Plan, Burwood Library Strategic Plan and Council’s Workforce Management Plan.

Our Customer Experience Vision

‘Our customers are at the heart of everything we do – we listen, we understand and we deliver a great customer experience every day.’

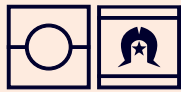


Burwood at a glance

Our diverse community¹



¹ Source: www.profile.id.com.au/burwood



Identify as Aboriginal or Torres Strait Islander
<1%



We have a **large workforce** that is predominantly made up of young people aged 24 – 34 years



Low income households
22% (<\$800 per week)



26% Mortgage stress
39% Rental stress



38% Bachelor degree or higher



22.5% Households with no motor vehicle



We have an active community sector

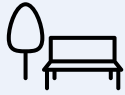
with many community and government services based in the Burwood Town Centre.

Burwood at a glance

Our unique place²

 <p>Burwood is the first strategic centre west of the Sydney CBD.</p>	 <p>Suburbs 6 (7km²)</p>	 <p>Households in 2021 14,817</p>	 <p>Train stations 3 Burwood, Strathfield and Croydon</p>
 <p>Local businesses in 2022 5,381</p>	 <p>Residents living in Burwood Town Centre 45%</p>	 <p>Residents living in high rise apartments 45%</p>	 <p>Monthly commuters through Burwood Station 972,840</p>
 <p>Major shopping centres 3 Westfield Burwood Burwood Plaza Emerald Square</p>	 <p>We are a food and cultural destination with unique offerings like Burwood Chinatown and 32+ annual events that draw our community together and attract people from outside the area.</p>		 <p>STREETS AND FOOTPATHS 179 km of footpath 90 km of roads</p>

² Source: www.profile.id.com.au/burwood



Parks
29



Retail industry
3rd largest (11%)



A high quality learning environment

with 11 local schools and tertiary education institutions.



High streets **5**

- Burwood Road, Burwood
- The Strand, Croydon
- Georges River Road, Croydon Park
- Liverpool Road, Enfield
- The Boulevard, Strathfield

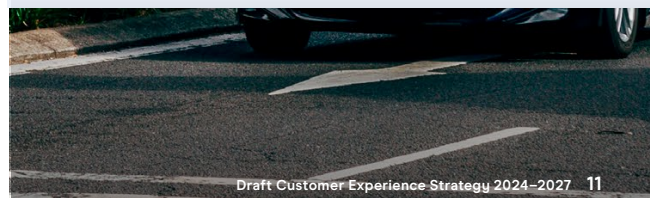


COMMUNITY FACILITIES

- 6** Community venues
- 1** Library & Community Hub
- 1** Aquatic Centre



We have **unique historic villages**, like Croydon and Enfield, each with their own distinct character and charm.



Customer Experience overview

Our Services

We provide the following services to our community of residents, businesses and visitors:

City Development	Town planning, building and development assessment services.
City Planning	Strategic and land use planning, long term place planning, heritage advisory services, sustainability and resilience planning and programs.
Community and Culture	Community development, community programs, social planning and research, cultural projects, public art and community events.
Community Safety	Regulatory and compliance services, environmental health, community safety education and crime prevention initiatives.
Customer Experience and Business Improvement	Customer service counter and call centre, community facilities and parks bookings, customer research and improvement projects.
Enfield Aquatic Centre	Recreational facilities and programs, including learn to swim and fitness classes, aquatic events and family recreational and leisure activities.
Infrastructure and Assets	Design and engineering services, landscape architecture, tree management, asset management, traffic, transport and road safety.
Library and Community Hub	Collections and resources and access to learning, technology, creative experiences and programs.
Major Capital Works & Projects	Delivery of major or complex infrastructure projects in Council's Capital Works Program.
Operations	Parks, waste and cleansing, civil construction and maintenance (roads, footpaths and drainage) and depot operations.
Place Management and Communications	Coordination of place management and community engagement initiatives, media liaison, print and digital communications.
Property	Management of Council's property portfolio, including property projects and maintenance.

The following internal service areas assist in the delivery of frontline services:

Finance	Rates, Accounts Payable, Financial Planning and Management
Procurement	Purchasing and contracts management
Information Technology	Information Systems and Support, Digital Transformation and GIS
Governance and Risk	Records Management and Internal Ombudsman
People and Performance	Human Resources, Organisational Development, Payroll, Work Health and Safety

How our customers interact with us

Our customers connect and interact with us in various ways. In 2022/23, our customers engaged with us in the following ways:





Customer experience trends and opportunities

This Strategy seeks to ensure we effectively prepare for and address the following customer experience trends and opportunities, which our Local Government Area is facing now and into the future.

Our growing and changing city

By 2036, Burwood's population is anticipated to nearly double to more than 73,500 people, creating a significantly higher demand for our services. The Burwood North Masterplan will significantly contribute to residential population growth. The Burwood North Metro Station under construction will notably strengthen our connectivity and accessibility, increasing visitation to Burwood seven days per week once operational.

To successfully manage increasing customer volumes, we must maintain and enhance access to our services and drive new service channels that embrace new technologies.

Emerging Night Time Economy

In alignment with the Burwood After Dark Strategy, Burwood is actively expanding its after dark identity and night time activities.

Burwood is home to a growing number of residents who work outside the traditional 9am to 5pm window. These workers have a very different set of needs and requirements compared to those who work daytime hours. Similarly, Burwood's large student population has also articulated the need for services and programs into the late evening. Community engagement has highlighted that these growing cohorts want to access a number of community venues after dark, such as the Burwood Library and Community Hub and Burwood Park, but are limited by current opening hours or conditions. Council has concrete plans to extend the opening hours of existing and new community venues to address this identified need.

Burwood businesses are also operating later into the evening to meet the demand of residents, which has additional flow on impacts for Council services, particularly those involved in supporting or regulating local business or ensuring the Town Centre is safe and clean late into the evening. Over the coming years, Council will be required to make sizable shifts to its operational hours to support the Night Time Economy. This means working towards a 24/7 operational service delivery model for some distinct service areas.



Increasing customer expectations

Customer expectations are rapidly evolving for local councils. Residents increasingly expect online access to services and information, especially self-service and digital channels. They want user-friendly websites, mobile apps, and the ability to complete transactions online, mirroring the convenience they experience with private sector interactions. Customers also want services faster than ever before. They expect timely issue resolution and transparent communication regarding their requests and concerns. They also desire more personalized services and communications and expect councils to understand their unique needs and preferences, tailoring services and information accordingly.

In relation to transparency and accountability, residents want to understand how resources are allocated, track the progress of initiatives, and hold councils accountable for their actions and decisions. The growing emphasis on community engagement also means that councils are required to actively seek and act on community feedback to drive continuous improvements in customer experience.



We need to proactively drive a shift in philosophy within the organisation to look at all of our services from a customer perspective.

Customer experience trends and opportunities cont'd**Evolving technology and artificial intelligence (AI)**

The rapid rate of technological change continues to transform the way we live, work and play. Keeping pace with these changes is challenging as we balance maximising the use of technology, while maintaining traditional customer interaction approaches to ensure members of the community are not inadvertently excluded from services.

As data breaches and privacy concerns increase, customers want to know their data is secure. Building trust through robust data protection measures is crucial for long-term customer trust and satisfaction.

It is also clear that AI is revolutionising the world we live in and has the power to significantly enhance customer experience through improved communication, problem solving and the customisation of services. AI-driven chatbots, virtual assistants and automation are becoming common and more sophisticated, enhancing efficiency and resolving issues quickly, while reducing operational costs.

Augmented Reality (AR) and Virtual Reality (VR) technologies are also being used for immersive and interactive customer experience. It is important that we embrace new technologies to be able to deliver the services our customers expect now and into the future.

Building a customer centric culture

Customer expectations of local government have been traditionally low. Some communities believe local councils do not make customer experience a priority as they do not have to compete for business and customers simply have to deal with the relevant council based on where they are located. This is changing, and many councils are investing heavily in customer experience initiatives.

Council is committed to building a positive customer experience as a way to engage and build trust with the community. In doing so, Council recognises that satisfied, motivated and connected staff with a strong customer centric culture leads to exceptional customer experience.

Building an organisation wide approach and commitment to customer experience is a critical component for the success of this Strategy. We need to proactively drive a shift in philosophy within the organisation to look at our services from a customer perspective. A focus on customer centric training and implementing agreed service standards will help us to arrive at a more customer centric mindset across the organisation.



How we developed this Strategy

This Strategy is based on research and direct engagement with the Burwood community. It was informed by:



In the development of this Strategy we utilised information and feedback from a number of sources to understand the key drivers for elevating the experience of our customers. This involved:

Desktop research and a review of best practice

A review of relevant Council strategies, customer experience trends and learnings has guided Council's approach and identified opportunities for further improvement.

Demographic and customer data analysis

Analysis of demographic data and customer trends has informed an understanding of who our community is and who are customers are and how we are changing.

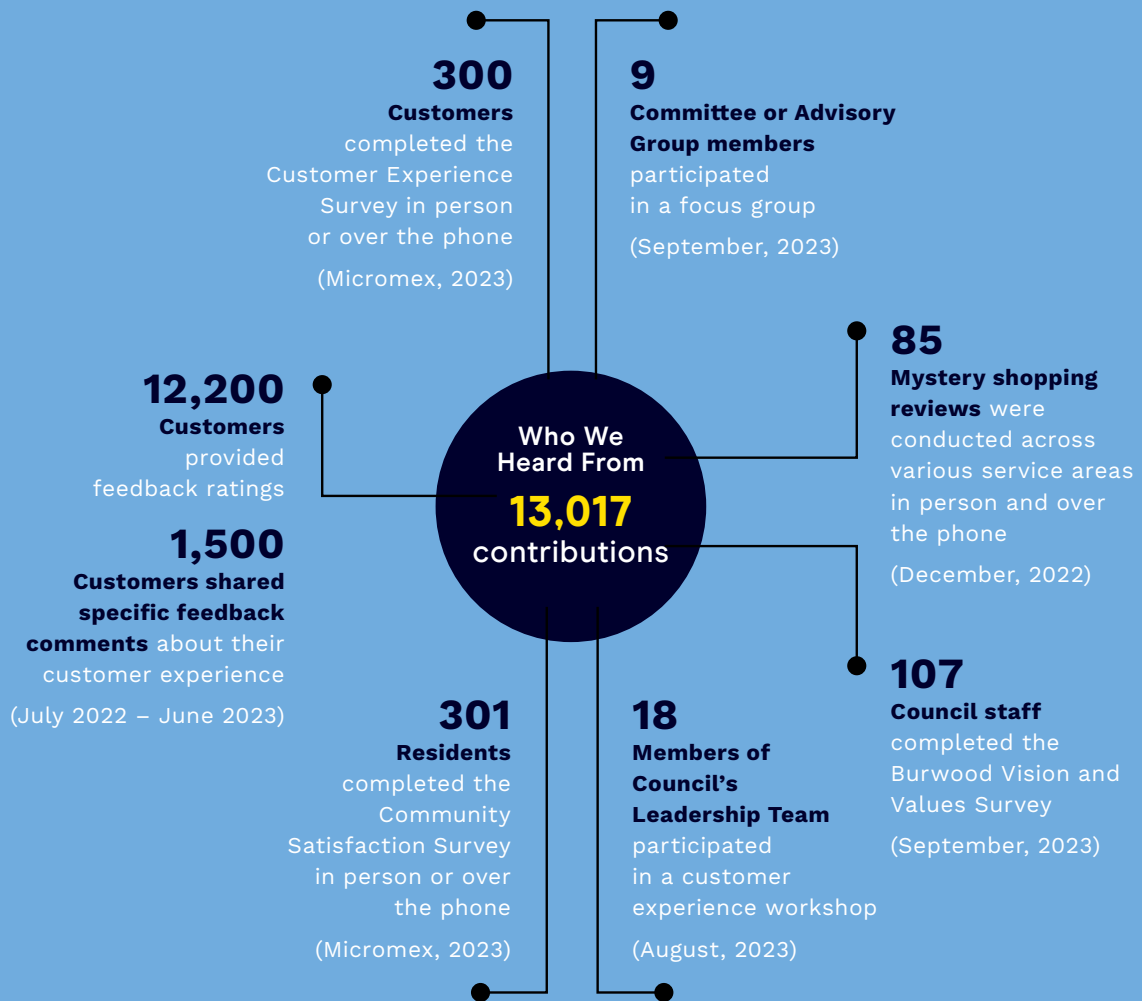
Community and stakeholder engagement

This Strategy has also been shaped by the many voices of our community who have shared their ideas with us while developing the Strategy. This has included feedback received from participants of the Community Satisfaction Survey and the Customer Experience Survey undertaken every two years by Micromex Research, input from Council's Committee and Advisory Group members, and customers of Council who provided real-time ratings and comments following their interaction with Council over the past year.

Feedback received via Council's Mystery Shopping Program and staff engagement activities undertaken in 2023 has also been utilised to shape specific strategies and actions included within Our Action Plan.

Who we heard from

Input and feedback was gathered from people who live, work, visit and do business in the Burwood Local Government Area. Participants came from diverse cultural and linguistic backgrounds, across all age groups, abilities and parts of the Burwood LGA.



Other engagement data:
Community engagement findings from previous engagement activities undertaken for the Burwood Community Engagement Strategy, Burwood After Dark Strategy, Burwood Disability Inclusion Action Plan and Burwood Library Strategic Plan were also utilised to inform our Customer Experience Strategy Action Plan.



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Draft Customer Experience Strategy 2024-2027 19

What we discovered and heard

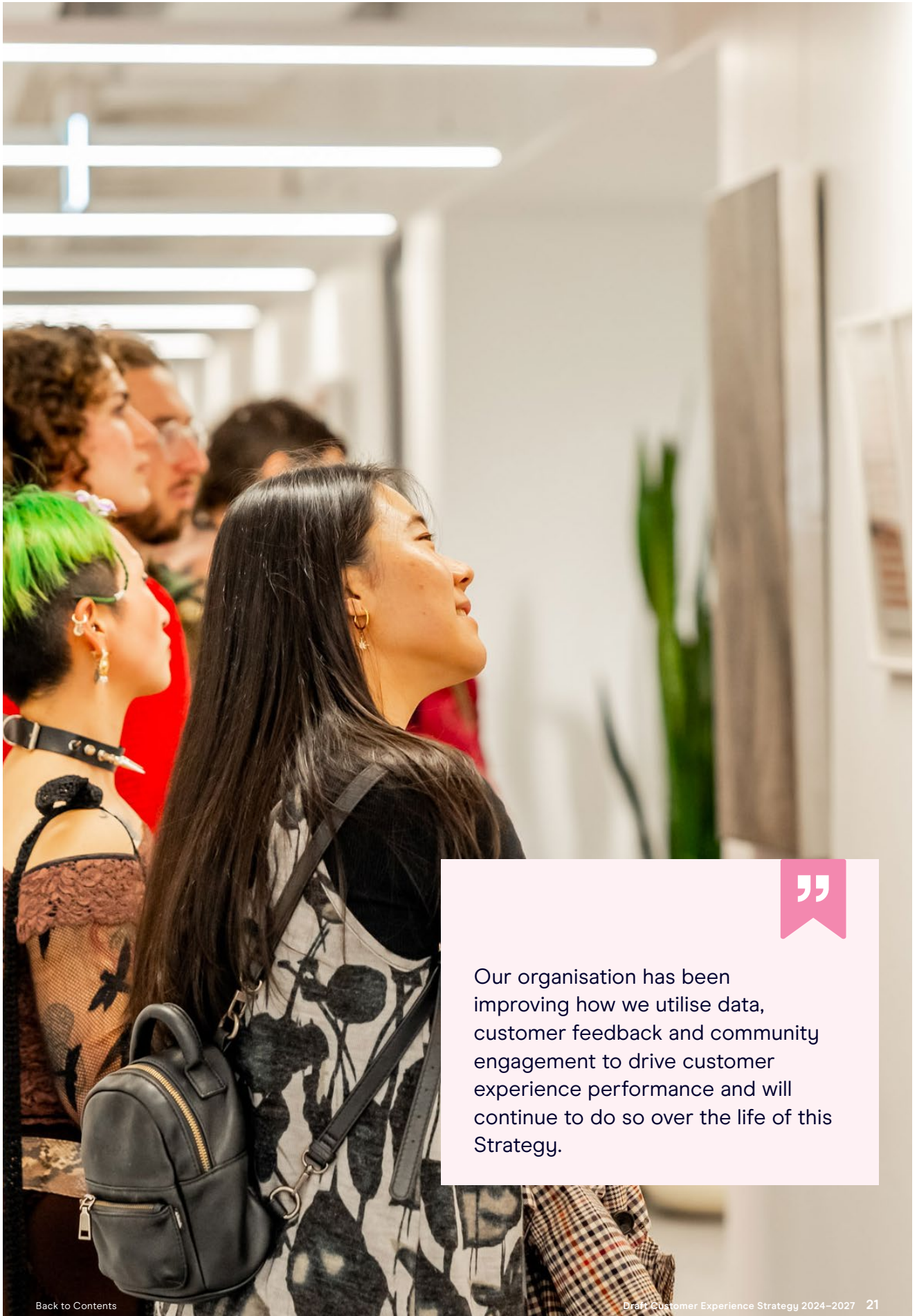
The following summarises customer insights and feedback obtained through the research and engagement process. It also provides a snapshot of our recent customer experience performance, including some of our key baseline measures prior to implementation of this Strategy.

Community Satisfaction Survey Results, 2023

Every two years Council commissions an independent research agency (Micromex) to conduct the Community Satisfaction Survey with residents living in the Burwood Local Government Area.

Council has consistently achieved an overall satisfaction result of 90% or above since 2019, however, there remains an opportunity to increase the level of satisfaction with 'Contact with Council' through targeted customer experience initiatives.





Our organisation has been improving how we utilise data, customer feedback and community engagement to drive customer experience performance and will continue to do so over the life of this Strategy.

'Contact with Council' findings

"Younger residents (18-34 years) and those that have lived in the Burwood LGA for less than 5 years are less likely to make contact with Council."

"For those that have contacted Council in the last 12 months, telephone continues to be the preferred method. Visiting Council in person has been in decline since 2019."

"Most residents believe that an awareness of the expected response times for a range of matters would improve customer experience. More than half of survey participants also stated that an increase in the availability of digital services would also improve customer experience."

Community Satisfaction Survey Results, 2023

Customer experience survey results, 2023

In 2021, Council commenced the implementation of our independent Customer Experience Survey, which is now undertaken every two years (and most recently in 2023).

It gauges customer experience via key customer service channels and contact points, including the Customer Service Centre, the Burwood Library and Community Hub, and the Enfield Aquatic Centre.

It also measures the friction experienced by our customers when navigating the large number and complexity of services we provide.

Council is now able to compare the results of Wave 1 and Wave 2 results, and will continue to undertake the survey to measure our customer experience performance over the life of this Strategy.

Customer Experience Snapshot Summary (2023):



Customer Service Centre

Satisfaction:
74%
satisfied/very satisfied

Strengths:

- Cleanliness of facilities
- Polite and friendly staff

Opportunity:

- Keeping informed/ providing feedback/ acknowledging requests
- Online "self service" portal



Library & Community Hub

Satisfaction:
96%
satisfied/very satisfied with the **quality** of service

94%
satisfied/very satisfied with the **range** of service

Strengths:

- Lounge/reading areas
- Service by Staff

Opportunity:

- Digital resources (ebooks)
- Extend opening hours



Enfield Aquatic Centre

Satisfaction:
87%
satisfied/very satisfied

Strengths:

- Service by Learn to Swim team
- Service by lifeguards

Opportunity:

- Upgrade of change rooms
- Cleanliness

Real-time customer feedback, 2022/23

To date, six customer feedback devices have been installed across four service locations to track real time satisfaction with Council services. The devices contain interactive site specific customer feedback surveys that capture, analyse and interpret customer feedback to enable Council to identify areas of improvement.

Staff email signatures also enable customers to provide immediate ratings and complete customer feedback surveys tailored to each specific service area.

All real-time customer feedback is sent to a centralised platform that provides Council with a Customer Experience (CX) Scoreboard, enabling Managers to monitor the progress of their team and make adjustments to improve their monthly CX Score.



Overall Council CX score (2022/23)

8.0

Based on **12,200** feedback ratings received via 'Rate It' devices and staff email signatures during 2022/23.



Areas for improvement:

“Pleasant and positive, but lack of understanding and knowledge of basic Council statutory processes.”

“The Council website did not really have all the information I needed.”

“The process was complicated and took a long time to complete.”

Customer Comments via Rate It, 2023



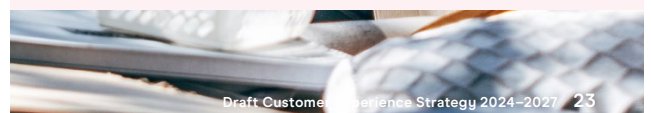
Positive customer experiences:

“Great customer service. Staff were super easy to deal with and very helpful.”

“Staff were polite, informative and prompt in looking into the matter of concern and responded both via phone and email within hours. Amazing service.”

“Informative and quick response. They didn’t forget about me and got back to me when they said they would.”

Customer Comments via Rate It, 2023



Mystery Shopping Program results, 2022/23

Each year we conduct a comprehensive Mystery Shopping Program across the organisation. This is used to assess and improve the standard of service offered by our staff.

Trained evaluators observe and measure the nature and quality of service offered to customers by testing key customer scenarios tailored to each service area. This involves mystery shopper telephone and face to face enquiries which focus on three categories: Greeting, Information Offered and Overall Impression.

While overall results were high, knowledge gaps were identified in some areas with the shopper stating the staff member provided good service but was unable to provide detailed information on the subject matter without assistance from other staff.



Mystery shopping program score

90% phone calls
93% in person visits

Based on **85** mystery shopping interactions with Council staff over the phone or in person during 2022/23.

National local government customer service network benchmarking program results, 2021/22

The National Customer Service Benchmarking Program provides all participating councils with an individual report detailing their annual performance compared with participating local councils. It examines performance from a people, process, customer and financial perspective and helps us to identify where we exceed or need to improve how we deal with inbound customer enquiries and how well we resolve customer issues at the first point of contact.

Results indicate that Council is performing above the National and Metropolitan Council average across all areas, placing Council in the top 3 ranking for 14 (compared to 7 in 2020/21) of the measurements applied. Council's investment in technology and staff training were highlighted as particular areas of achievement in the last reporting period.

National Benchmarking Results



Nationally, for first contact resolution



For counter wait time, for a metropolitan council



For low percentage of requests raised, for a metropolitan council



For counter handle time, for a metropolitan council



Nationally, for phone handle time, 2nd for a metropolitan council

Source: National Benchmarking Comparative Report 2021-2022 (Released in 2023)

Summary of overall customer and community feedback

While our performance data, customer feedback and community engagement results indicate a mostly positive customer experience, we understand ongoing improvements are required if we are to exceed and maintain a high level of community satisfaction with Council.

Our community told us to change or focus on the following in the future:

- Keep customers informed/provide feedback on their service request, especially for more complex matters that involve lengthier timeframes.
- Acknowledge that requests have been seen.
- Improve the Council website and develop an online service portal to make more services available online.
- Create easier processes and faster resolutions.
- Better communication between staff from various service areas to reduce customer confusion and frustration.
- More knowledgeable staff.
- Extend operating hours.
- Communicate clear service standards so customers know when to expect requests to be actioned.
- Expand and diversify payment options.
- Improve staff responsiveness and communication.
- Listen to customers to make improvements.
- Additional bilingual staff to help address language barriers.
- Ensure that technology isn't considered a solution for everyone.
- Tailor and target information and communication for local business.

“The website is difficult to navigate. It is impossible to find the right up to date information. Improve the search function.”

“It is really important to listen to people’s concerns and issues so problems are fully resolved.”

“It would reduce my anxiety if I received regular updates on where things are at.”

“It is good when you can reach the right person, but sometimes it can take a while to find that person.”

“Staff should be trained to communicate using plain English, to read body language and facial expressions.”

“It’s good Council asks us our opinions. We can see real improvements from what Council is trying to do.”

Quotes from Committee and Advisory Group Focus Group Participants, 2023



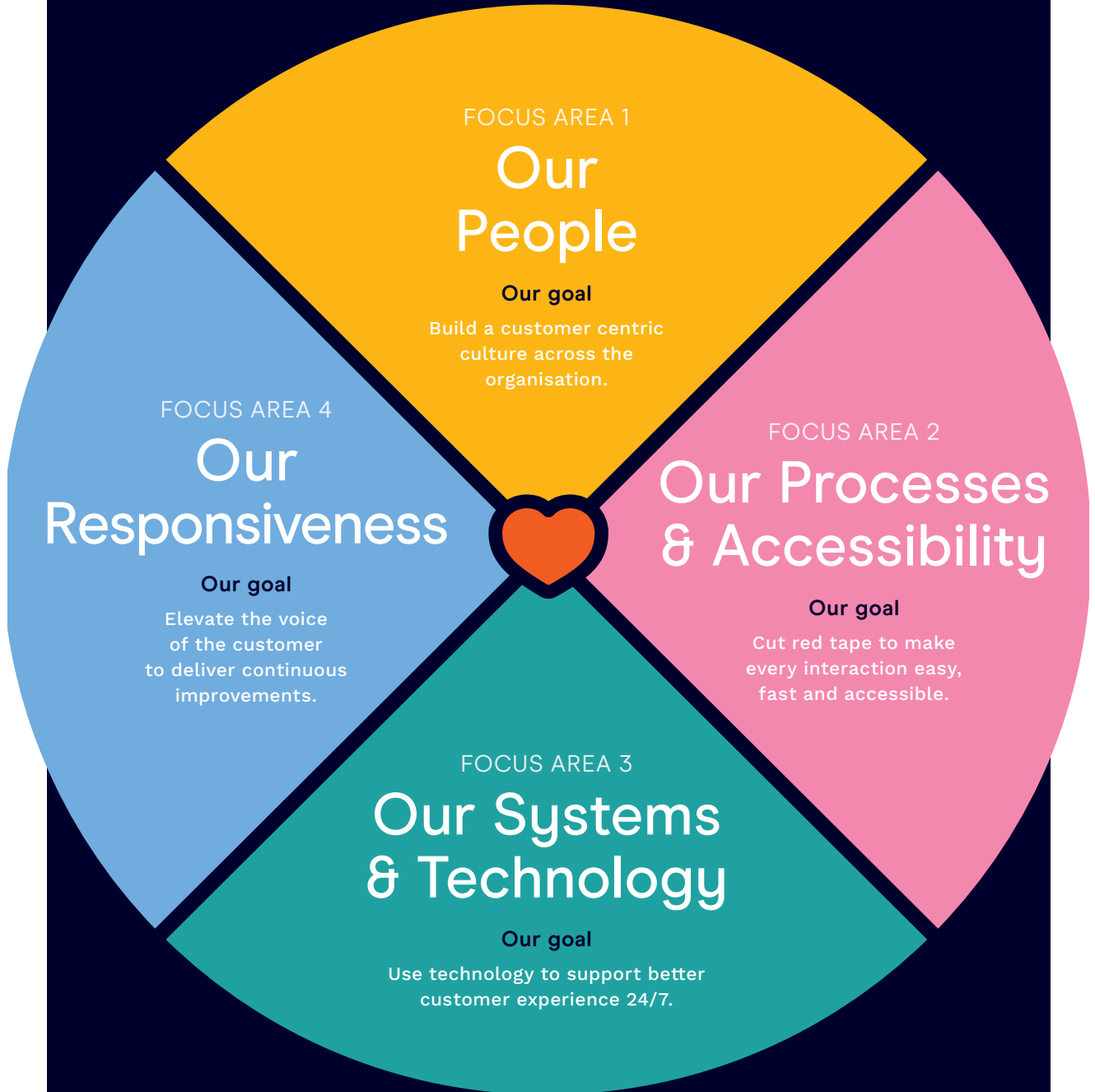
Our Action Plan

Our customer experience vision:

At Burwood Council our customers are at the heart of everything we do – we listen, we understand and we deliver a great customer experience every day.

Our Customer Experience Strategy sets out our four-year implementation plan across four key focus areas in order to achieve our vision for customer experience.

The key focus areas include:



The following Action Plan outlines a total of 42 actions that Council will implement by December 2027.

FOCUS AREA 1

**Our goal**

Build a customer centric culture across the organisation.

Our People

It is important that everyone in our organisation understands how their role and their actions are critical to customer experience. The right standards, supports and training are also required to ensure our people are equipped to help our customers and deliver a knowledgeable, fast and responsive experience.

The following actions will ensure we recruit the right people, shape a strong customer focus, empower and support our staff, and develop clear service standards to create a consistent customer experience across the organisation.



Strategy	#	Action	Timeframe
Shape a strong customer focus culture	1.1	All staff interviews to contain customer focussed questions to ensure we are recruiting the right people.	Year 1 (2023-24)
	1.2	Implement customer experience standards and criteria in staff position descriptions.	Year 3 (2025-26)
	1.3	Develop a new employee Induction Program incorporating the 'Call Centre Experience' and local tours.	Year 1 (2023-24)
	1.4	Review and refresh staff values to build a culture of performance excellence.	Year 1 (2023-24)
	1.5	Develop and implement customer experience measures in performance reviews across the organisation.	Year 3 (2025-26)
	1.6	Create telephone and correspondence etiquette guidelines for staff to ensure customer interaction is consistent across Council and meets customer expectations.	Year 1 (2023-24)
Empower and support our staff	1.7	Develop and deliver an organisation wide Customer Centric Training Program that focuses on proactive and positive outcomes.	Year 3 (2025-26)
	1.8	Develop a Coaching and Mentoring Program to support staff to improve their customer experience interaction.	Year 4 (2026-27)
	1.9	Develop an integrated Knowledge Management System for Customer queries and activate an organisation wide knowledge sharing program to encourage collaboration between departments and flow of information.	Year 3 (2025-26)
Develop clear service standards	1.10	Create a new Customer Service Charter, providing external commitment to our customers.	Year 1 (2023-24)
	1.11	Develop internal service standards for all Council services to create a smooth customer experience.	Year 3 (2025-26)

**FOCUS AREA 2****Our goal**

Cut red tape to make every interaction easy, fast and accessible.

Our processes & accessibility

It is important that our customers are at the centre of everything we do when we plan and deliver our services. We have heard that our customers want simple and fast processes, easy to understand language and information, and multiple contact options to meet changing customer expectations.

The following actions will ensure we conduct regular reviews to improve service delivery and resolve customer challenges. They also seek to strengthen Council's ability to deliver accessible information and services by removing the barriers of bureaucracy to create quick and easy experiences that meet our diverse customer needs.



Strategy	#	Action	Timeframe
Conduct reviews to improve service delivery and resolve customer challenges	2.1	Review and document business processes of core Council functions to deliver improved services and efficiencies.	Ongoing
	2.2	Undertake 'Customer Journey Mapping' of high use Council services to provide a clear understanding of where we exceed, meet or fail to satisfy our customers' expectations.	Year 2 (2024-25) Year 3 (2025-26) Year 4 (2026-27)
	2.3	Improve Council's application processes for all Council services to ensure they are efficient and simple.	Year 2 (2024-25)
	2.4	Conduct a review of the Customer Contact Centre operating hours to assess if customer demand supports an expansion or alteration of opening hours.	Year 4 (2026-27)
	2.5	Conduct a review of our Complaints Management Policy to improve efficiency and transparency in the handling of complaints.	Year 2 (2024-25)
Strengthen Council's ability to communicate clear and accessible information	2.6	Promote awareness and increase the use of Council's language aide program and interpreter services.	Year 2 (2024-25)
	2.7	Develop and implement language and communication standards and guidelines for Council to increase use of easy-to-understand, jargon free and accessible language and information. This will involve training for Council staff.	Year 2 (2024-25)
	2.8	Deliver training to enhance staff knowledge in cultural awareness and understanding of our diverse community to improve customer experience.	Year 2 (2024-25)
	2.9	Promote the availability of accessible contact channels to customers, ensuring that technology driven solutions do not remove traditional interaction methods.	Ongoing
	2.10	Investigate and implement community notice boards at key locations and online.	Year 2 (2024-25)



FOCUS AREA 3

Our goal

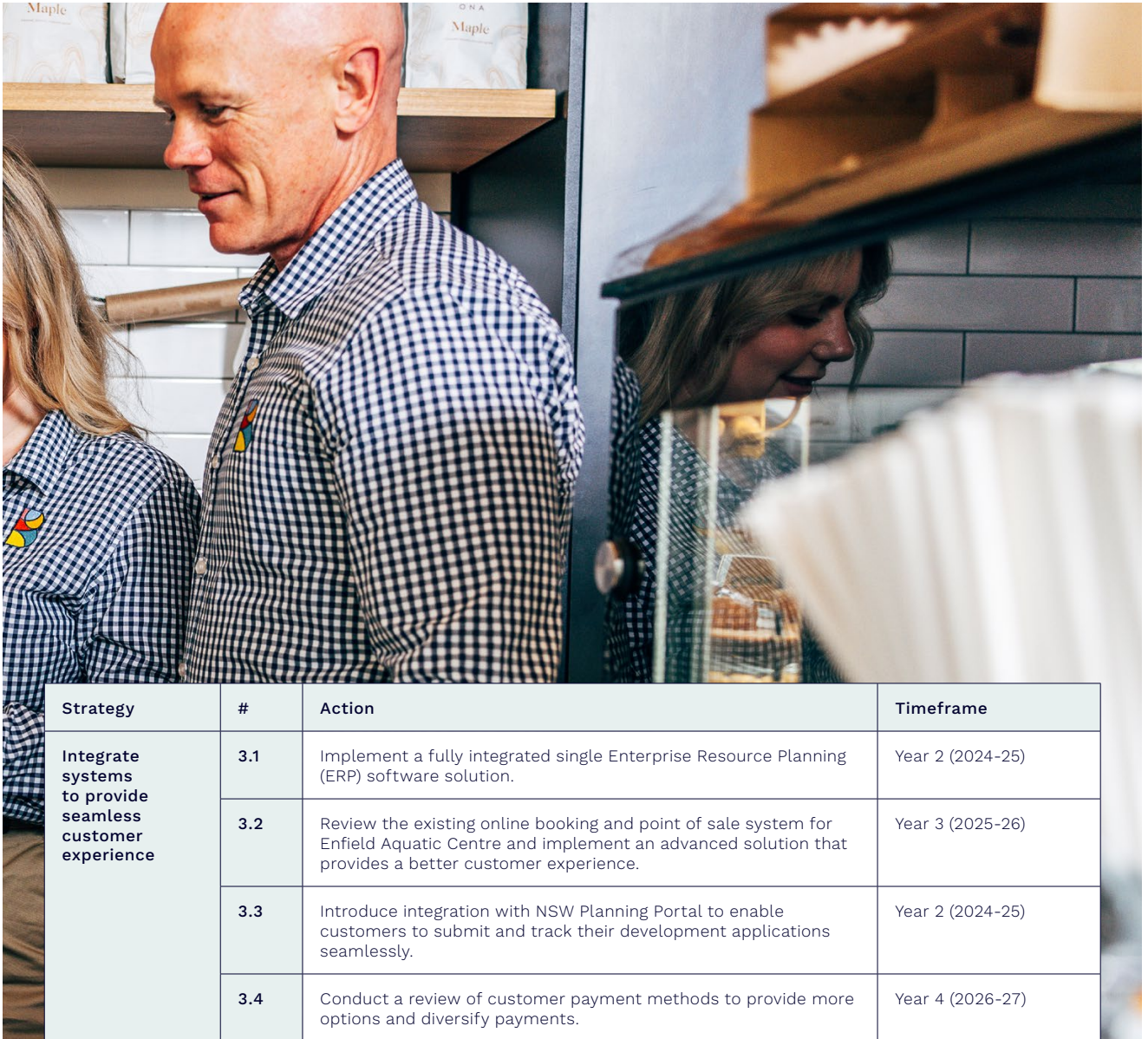
Use technology to support better customer experience 24/7.

Our systems & technology

It is important that we embrace new technologies to be able to deliver the services our customers expect now and into the future. We have heard that our customers want us to significantly improve our website and continue to enhance our online platforms and self-service capabilities. As we build our night time economy and activate our

city all hours we will take steps to extend our operating hours and work towards 24/7 access to Council services and information.

The following actions will ensure we integrate systems to provide seamless customer experience and implement innovative technologies to provide access to Council services and information anytime from anywhere.



Strategy	#	Action	Timeframe
Integrate systems to provide seamless customer experience	3.1	Implement a fully integrated single Enterprise Resource Planning (ERP) software solution.	Year 2 (2024-25)
	3.2	Review the existing online booking and point of sale system for Enfield Aquatic Centre and implement an advanced solution that provides a better customer experience.	Year 3 (2025-26)
	3.3	Introduce integration with NSW Planning Portal to enable customers to submit and track their development applications seamlessly.	Year 2 (2024-25)
	3.4	Conduct a review of customer payment methods to provide more options and diversify payments.	Year 4 (2026-27)
Implement innovative technologies	3.5	Implement Electronic Parking Permits to improve access and deliver an improved service for the issuing of parking permits.	Year 2 (2024-2025)
	3.6	Develop and implement new technology to improve communication, such as email notifications and SMS alerts across different Council services.	Year 4 (2026-27)
	3.7	Expand availability of self service options for customers using new technologies.	Year 2 (2024-25)
Provide 24/7 access to Council services and information	3.8	Expand access to Library and Community Hub services beyond normal operating hours, through the roll out of Anytime Access, book lockers and the Enfield Library Pod.	Year 1 (2023/24) Year 4 (2026-27)
	3.9	Introduce online customer portal to make it easier for customers to do business with Council 24/7.	Year 4 (2026-27)
	3.10	Conduct a review of our website structure, functionality, content and home page to significantly improve user experience.	Year 2 (2024-25) Year 3 (2025-2026)
	3.11	Upskill staff at front facing locations to help address general customer enquires outside standard business hours.	Year 3 (2025-26)

**FOCUS AREA 4****Our goal**

Elevate the voice of the customer to deliver continuous improvements.

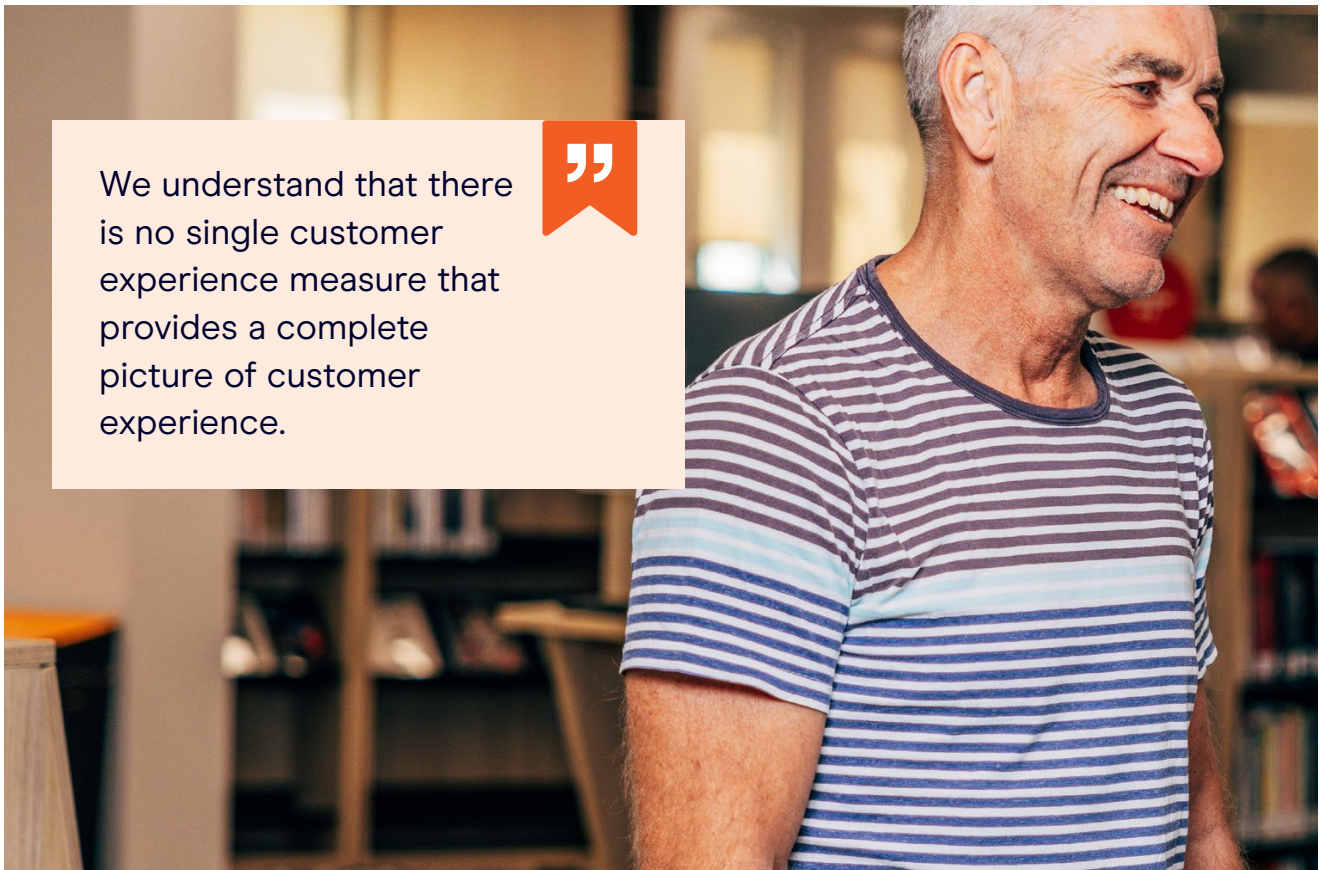
Our responsiveness

It is important that we continue to listen to the feedback of our customers to drive ongoing improvements and build responsive service delivery. We have heard that customers want us to improve how we acknowledge their requests, keep them informed and report back on the outcome of their matter to 'close the loop.'

The following actions will ensure we utilise data to understand customer behaviour, improve their experience and resolve customer challenges. This will also involve implementing innovative ways for the community to provide ongoing feedback and extend Council's reach. We will also continue to measure our customer experience performance to track our progress through multiple measures, ensuring we are making steps towards achieving our customer experience vision.



Strategy	#	Action	Timeframe
Utilise data and feedback to drive customer experience improvements	4.1	Monitor and report on customer feedback to track real-time customer satisfaction.	Ongoing
	4.2	Expand the Customer Feedback Program to capture telephone and webchat feedback, including compliments and complaints.	Year 2 (2024-25)
	4.3	Conduct annual Mystery shopping program to monitor and improve staff performance.	Ongoing
	4.4	Conduct monthly reporting on Council's Customer Request Management and Electronic Document Management systems to monitor and improve responsiveness of staff.	Ongoing
	4.5	Conduct bi-annual Customer Experience Survey to ensure customer expectations are attended to in line with service standards.	Year 2 (2024-25) Year 4 (2026-27)
	4.6	Participate annually in the National Local Government Customer Service Network Benchmarking Program.	Ongoing
Create and implement a resolution focused framework	4.7	Develop and implement first contact resolution initiatives across the organisation.	Year 3 (2025-26)
	4.8	Develop and implement automated acknowledgement letters to improve responsiveness across the organisation. For more complex matters, implement status update standards to report back to the customer on the outcome of their service request and 'close the loop'.	Year 2 (2024-25)
Implement innovative ways for the community to provide ongoing feedback and extend Council's reach	4.9	Deliver pop up customer service stalls to reach customers who do not ordinarily interact with Council and increase knowledge of Council services.	Year 2 (2024-25) Year 3 (2025-26) Year 4 (2026-27)
	4.10	Continuously monitor existing and emerging services that generate the greatest levels of dissatisfaction, take action to address the key issues and communicate back to the community on the progress of improving customer experience.	Year 4 (2026-27)



Monitoring our progress

Council is committed to achieving an improved customer experience for those who live, work, visit and do business in the Burwood Local Government Area.

Council will implement the Customer Experience Strategy over the next four years and keep the community updated on our progress through a range of informal and formal reporting measures to ensure accountability and transparency.

This will include:

- Reporting on progress of implementation of the Customer Experience Strategy actions in annual reports to be made available to the community online and in hard copy at the Burwood Library and Community Hub.
- Promoting the implementation of the Customer Experience Strategy across the organisation and reporting on our progress bi-annually through the Integrated Planning and Reporting process.

We understand that there is no single customer experience measure that provides a complete picture of customer experience. We will utilise a combination of measures and welcome ongoing feedback from our customers to understand how we can improve their experience when interacting with Council.

This will include:

- Undertaking the Community Satisfaction Survey and Customer Experience Survey every two years.
- Utilising additional customer experience data and measures, including tracking our real time CX Score and comments, Mystery Shopping results and National Benchmarking results.
- Assessing incoming complaints and compliments to help us shape our services into the future.



Measures*:

Community Satisfaction Survey

Overall satisfaction with performance of Council
(Baseline: **90%**)

Satisfaction with customer experience
(Baseline: **92%**)

Satisfaction with Council's efforts to inform residents
(Baseline: **86%**)

Satisfaction with Council's efforts to respond to residents
(Baseline: **80%**)

Satisfaction with contact with Council
(Baseline: **77%**)

Customer Experience Survey

Council - overall satisfaction with contact
(Baseline: **74%**)

Library Service - overall satisfaction with the quality of service
(Baseline: **96%**)

Enfield Aquatic Centre - overall satisfaction with the quality of service
(Baseline: **85%**)

Rate It CX Score
(Baseline: **8.0**)

Overall Mystery Shopping Result
(Baseline: **90%**)

Performance Against National Customer Service Benchmarking Standards

80% calls answered within 40 seconds
(Council's performance: **88%**)

Average call handle time of **120 seconds**
(Council's performance: **110 seconds**)

< 5% call abandonment rate
(Council's performance: **3.6%**)

80% of customers served at counter within 5 minutes
(Council's performance: **96%**)

80% of calls are resolved by customer service in the first contact
(Council's performance: **92%**)

*Micromex Community Satisfaction Survey (2023), Micromex Customer Experience Survey (2023) and all other data and scores based on 2022-23 results.





Acknowledgment 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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A message from our young people

Written by Council's Youth Engagement Assistants

As members of Burwood Council's Youth Engagement team, we have worked collaboratively with the Burwood Youth Advisory Group (BYAG) and Council to co-create this Plan.

Why this Plan is important to us

As a group of youth engagement researchers with diverse ages, genders, interests and experiences, we each brought our own expertise and expectations to this project. Something we shared, however, was the understanding that this was a plan for young people, and led by young people.

Our role involved meeting regularly and engaging with our peers and the youth sector in a range of ways to really understand the issues impacting young people. At every opportunity, we went out and met young people where they were. We listened to their concerns, their ideas and their hopes for the future.

The passion with which they spoke, inspired us also to look introspectively. We benefited and learned things about ourselves we would not otherwise have discovered.

We hope that the actions we have developed have a positive impact on the lives of many who live in our community and help secure a strong future for local young people.

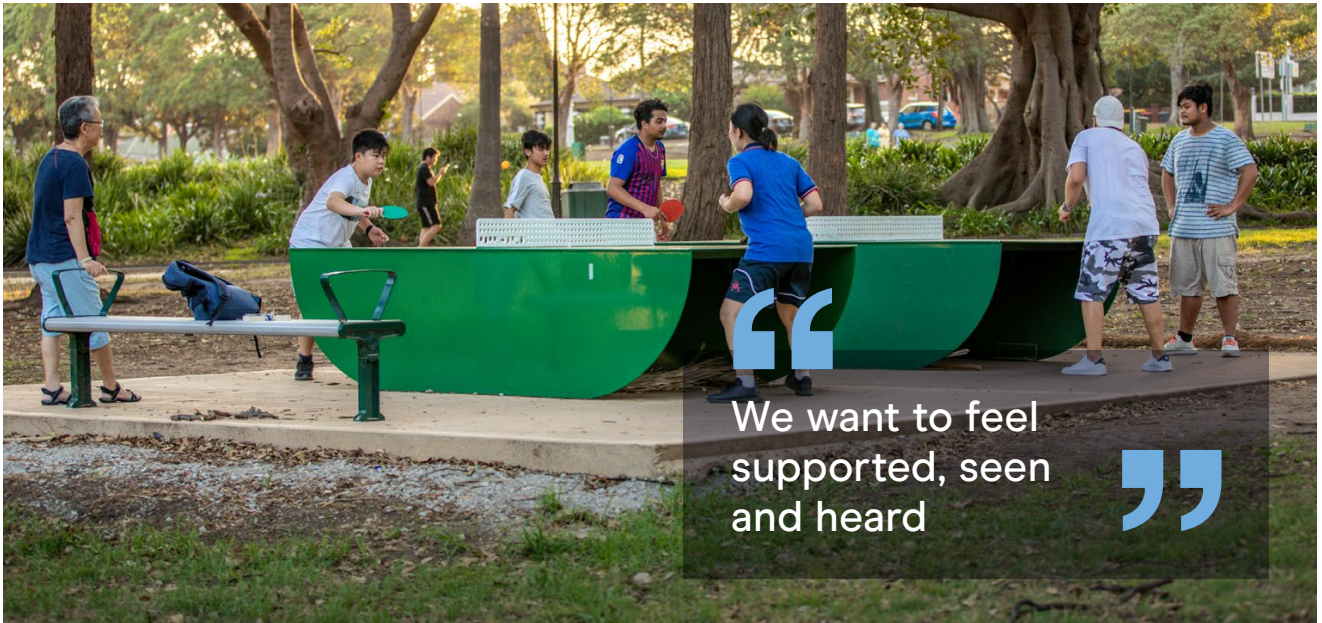
A sincere thanks to our partners, the Burwood Youth Advisory Group and every young person who contributed to the preparation of the Burwood Youth Action Plan.

It has been our honour to listen and speak on behalf of the young people in Burwood, and we hope that their voices remain at the centre of all actions undertaken.



" Whilst working on this project, I underwent a personal shift in my understanding of Community and Youth Development. I began to see young people as not just leaders of tomorrow but also of today. It is a shift I have seen reflected within Council also, and that is heartening to see."

Rob, Youth Engagement Assistant



About this Plan

This Plan focuses on young people aged 12 to 24 years who live, visit, learn and work in the Burwood Local Government Area (LGA).

The Plan has been co created for young people. It defines their key priorities and outlines actions that Burwood Council will take, working together with families, schools, services, young people and other partners, to deliver on these priorities.

The Plan will be implemented over a four-year period, from February 2024 to December 2027. It aims to support better outcomes for young people and make Burwood a place where all young people are supported, seen and heard.

The Plan focuses on: supporting young people in their learning and during the transition from school to work; building better connections and supports; encouraging healthy and safe relationships as well as opportunities to contribute and participate in community life in a way that matters to them.

Funding Acknowledgment

We acknowledge the funding received by Resilience NSW through the COVID19 Community Connection and Wellbeing Program to support the development of this Plan.

We recognise that young people in Burwood have a diverse range of backgrounds, experiences, priorities and needs. These also change over time as young people develop through the life stages of adolescence and into young adulthood and independence.

Recognising and responding to these changing needs and interests, as well as allowing young people to drive and shape what we do in response, is key to ensuring we deliver meaningful programs, services and facilities.

Our priorities

Young people have identified the following four areas for focus over the next four years:

1. Health and wellbeing
2. Informed, connected and supported
3. Places and spaces
4. Pathways to employment





Strategic context

The Youth Action Plan aligns with various Council plans and policies and other government legislation and frameworks.

National Plans & Legislation

- Australia's Youth Policy Framework 2021
- National Action Plan for the Health of Children and Young People 2020–2030
- *Advocate for Children and Young People Act 2014*

State (NSW) Plans & Legislation

- NSW Strategic Plan for Children and Young People 2022–2024
- *NSW Children's Guardian Child Safe Scheme 2021*

Burwood Council Plans & Policies

- Burwood2036 (Community Strategic Plan)
- Delivery Program 2022–2026
- Community Engagement Strategy 2023–2026
- Disability Inclusion Action Plan 2022–2026
- Community Facilities and Open Space Strategy 2019
- Library Strategic Plan 2022–2027
- Burwood After Dark Strategy
- Child Safety and Wellbeing Policy 2022

The Burwood Youth Action Plan also interacts with a range of other policies and plans including:

- Customer Experience Strategy
- Plans of Management for Parks
- Local Employment and Investment Strategy

As well as future plans:


- Place Management Framework
- Multicultural Strategy
- Cultural Plan
- Affordable Housing Contributions Plan and Policy




Young people in Burwood

Young people are a significant and valuable part of our community and contribute in a range of ways as students, workers, volunteers and future leaders.

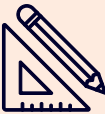
Youth snapshot



1 in 5
people living in Burwood are aged 12–24 years



7,864
young people living in Burwood




2,044
12–17 year olds
(Secondary schoolers)

Less 12–17 year olds
5%
compared to 7% in Greater Sydney

Croydon Park
has highest proportion
(9% of all young people 12–17 years)

<p>17% were born overseas</p> <p>Top 5 countries of birth:</p> <ol style="list-style-type: none"> 1. China 2. Vietnam 3. Hong Kong 4. South Korea 5. India & Philippines 	<p>47% speak a language other than English</p> <p>Top 5 languages:</p> <ol style="list-style-type: none"> 1. English (53%) 2. Mandarin (16%) 3. Cantonese (6%) 4. Arabic (5%) 5. Vietnamese & Korean (3%)
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5,820
18–24 year olds
(Tertiary education & independence)

More 18–24 year olds
14%
compared to 9% in Greater Sydney


Strathfield & Burwood
Burwood has highest proportion (52%) of total population aged 18–24 years.

1 in 4 people in Strathfield are aged 18–24 years.

<p>63% were born overseas</p> <p>Top 5 countries of birth:</p> <ol style="list-style-type: none"> 1. Nepal 2. China 3. Vietnam 4. Malaysia 5. India 	<p>75% speak a language other than English</p> <p>Top 5 languages:</p> <ol style="list-style-type: none"> 1. Nepalese (28%) 2. English (25%) 3. Mandarin (19%) 4. Cantonese (6%) 5. Vietnamese (3%)
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Diverse experience

CULTURAL DIVERSITY




74% of young people 15–24 years are from a culturally and linguistically diverse (CALD) background

53 languages spoken

3 out of 4 young people were born overseas or had at least 1 parent born overseas


51 countries of birth

FIRST NATIONS



39 (<1%) young people identify as Aboriginal


LGBTIQ+



Around 10% of young Australians experience same-sex attraction¹


That means there are likely **786*** young people who identify as LGBTIQ+.

LIVING WITH DISABILITY




84 (1%) young people need assistance with daily activities

LIVING WITH A MENTAL HEALTH CONDITION



337 (4%) young people have a mental health condition (including depression or anxiety)

RELIGIOUS AFFILIATION



Top 5
 No religion (38%)
 Christianity (31%)
 Hindu (22%)
 Buddhist (7%)
 Islam (2%)

YOUTH HOMELESSNESS



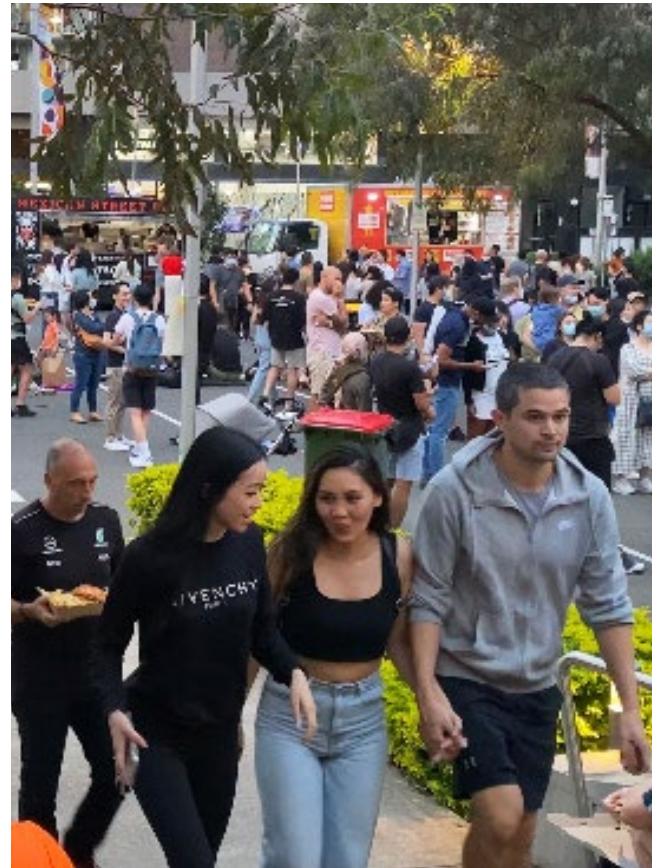
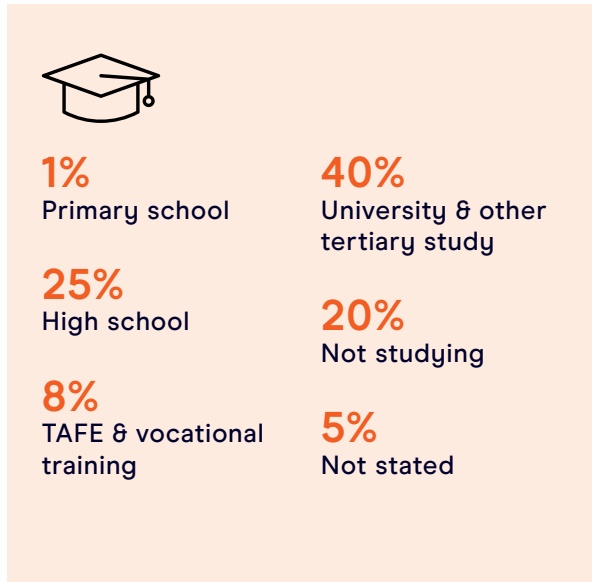
316² young people 12–24 years were classified as homeless in Burwood LGA

Local schools and services report an increase in the number of young people couch surfing, especially in their senior years of schooling.³

“ Over a period of 18 months I was couch surfing and then living in transitional housing. I eventually got a subsidised private rental and am now paying the rent on my own. ”

1 Beyond Blue, Evidence Summary: Working with same sex attracted young people *calculated using 2021 ABS data
 2 ABS, Census of Population and Housing – Estimating Homelessness, 2021, TableBuilder (Homelessness Operational Groups)
 3 Burwood Vulnerable Communities workshop, 2023

Students



Young workers



3 largest industries⁶ employing young people in Burwood are:

1. Retail Trade
2. Accommodation and Food Service
3. Information Media and Telecommunications



⁴ Department of Social Services – JobSeeker and Youth Allowance recipients – monthly profile via data.gov.au, accessed via profile.id.com.au/burwood/job-seeker as at September 2023

⁵ ABS, Census of Population and Housing 2021, accessed via economy.id.com.au/burwood/workers-age-structure

⁶ Ibid

Places & programs to support young people

EDUCATION INSTITUTIONS



5
High Schools
(+7 high schools located in nearby surrounding areas)



8
Primary Schools



6
International Educational Schools

TRANSPORT & RETAIL



3
Train stations servicing LGA
(Burwood, Croydon, Strathfield)



3
major shopping centres
(Burwood Plaza, Westfield, Emerald Square)

COMMUNITY FACILITIES



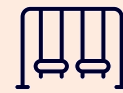
1
Library and Community Hub with meeting rooms, Creative Studios and Learning Labs



29
Parks with sports fields, multi-sports courts and tennis courts



1
Aquatic Centre



23
Playgrounds



6
Community facilities/venues for hire

YOUTH PROGRAMS & ACTIVITIES



1
Youth Drop-in
(outreach program at Burwood, 1 afternoon/week)



Youth programs at Burwood Library and Community Hub



Sport & Recreation Programs at Enfield Aquatic Centre



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Council's support for young people

Council recognises that supporting, empowering and delivering better outcomes for young people in Burwood is a collective responsibility. It takes a whole community to nurture and support a young person in their journey from childhood to adulthood. This includes parents, carers and families, friends, educators, employers, community, faith and cultural groups, youth-focused organisations and support from all levels of government.

Council has many roles in supporting and empowering young people to thrive in our community, such as:

- Planning and delivering recreation and learning facilities such as the Library and Community Hub, the Enfield Aquatic Centre, sports facilities, outdoor gyms, bike paths and parks
- Delivering youth-led events for Youth Week and other events inclusive of young people
- Delivering programs specifically for young people, such as quiet times in our library and Community Hub, the Midnight Hours program and study support during HSC periods
- Leadership development and youth engagement through the BYAG
- Providing work placements, internships, casual jobs and graduate programs within Council
- Promoting information to the community about relevant services, programs and events
- Providing community grants to respond to identified needs in our community
- Working in partnership with other organisations to deliver facilities, programs or services such as schools, community organisations and businesses
- Advocating to government and other organisations to address emerging needs or service gaps.

Burwood Youth Advisory Group (BYAG)

Our Youth Advisory Group is made up of 10 young people living, working or studying in the local community.

BYAG provides an important opportunity for young people to have input into Council planning and decisions on matters that affect them. It offers young people a chance to develop their leadership skills and knowledge, teamwork, public speaking and event management skills.

Members are involved in planning, running and evaluating community events and projects for young people such as Youth Week, or seeking input from young people across the Burwood area.

The BYAG acts as a voice for local young people in their community, providing advice to Council, advocating for emerging needs and helping respond to issues that young people face.



Services & programs

We work closely with a range of stakeholders such as youth services, education and training providers, business and community sector, sports clubs and community groups to address the emerging needs of young people.

In the absence of any funded youth services located in the Burwood LGA, Council partners to deliver a weekly youth drop-in program.



Reaching out (youth drop-in)

Burwood Youth Outreach Program was established in response to an identified need from young people to fill a gap in youth service delivery and youth engagement in the Burwood LGA.

The Program operates from Burwood Park Community Centre one afternoon per week during school terms and provides a safe environment for young people to access youth workers, recreation activities, snacks and active games. Health and wellbeing workshops and targeted sports programs are scheduled from time to time.

The program is run by Fusion Youth Services in partnership with Council

Enfield Aquatic Centre programs

The Enfield Aquatic Centre offers Pre-Teenage/Teenage Learn to Swim Classes and Young Adult/Adult Learn to Swim Classes. Young people who have completed the Learn to Swim Program levels can progress to the Centre's Transitional Squad Program and follow on to the Junior and Senior Squad Program. Currently 147 young people aged 12 to 24 years attend Centre based programs from the local community.

The Enfield Aquatic Centre is home to the Enfield Swim Club, which offers Friday evening swimming races to promote fitness and build self-confidence for young people. The Enfield Lifesaving Club also operates from the Centre and provides opportunities for young people to learn about water safety and develop lifesaving skills in a safe and family friendly environment.

The Centre is also a significant employer of young people with approximately 55% of Learn to Swim Teachers and 50% of Lifeguards aged under 24 years, many opting to work casually at the Centre while undertaking further study (additional training).





2023 Burwood Youth Prize Winner

Open to all Sydney entrants aged 16–20 years

Aryan Sethi

Witnessing time

Printed photograph

"We see through a lens of past occurrences, rituals and the upheld legacies of our ancestors, ultimately shaping our identity today. 'Witnessing Time' was captured in Old Delhi's historic fort Red Fort, which served as the primary residence of the Mughal empire during the 16th and 17th centuries. After much bloodshed and British influence, traditional Mughal architectural styles fused with British styles. The figure in the photograph is looking out into the azure, witnessing a sort of freedom that may have not existed in previous times. Whether that freedom is flourishing is unknown, but is, nevertheless, grounded with ancestral legacy."

Burwood Youth Art Prize

Young people have been a key focus of the Burwood Art Prize since it began in 2017, with entries open for artist aged 16 and older.

Throughout the Prize's five-year history, emerging young artists – from school age students to those in their early 20s – have represented a significant portion of entrants. In recognition of this and to encourage younger artists to enter, the New and Emerging Artist Award was established in 2019. This prize was won in 2019 and 2020 by a local high school student for artworks created as a part of their studies. In 2023, to further foster the development of younger artists, Council redeveloped the prize pool to change the New and Emerging Artist Award to the Burwood Youth Prize for entrants aged 16 to 20 years, receiving a \$1,500 prize.



Places & spaces

Burwood Library and Community Hub

- Active registered Young Adult Library Members (aged 15–17 years old): 1,921
- Active registered Members (aged 18–24 years old): 3,474
- Items in the Young Adult Collection (catering to 13–18 year olds): 4,624 books (includes HSC and life skills collections).

Council has recently completed a diversity audit of the young adult collection, which has found that the collection offers a diverse range of authors, themes/content and characters to promote belonging and connection for young people and ensures the collection is reflective of our diverse youth population.

Council employs two part time Children and Youth Librarians that develop and deliver programming for young people. Council delivers a regular Homework Club program in partnership with Dymocks Tutoring and one off programming such as poetry slam, mindfulness and mental health programs, and drug and alcohol education. In 2022/23, the Burwood Library and Community Hub delivered 65 events targeting young people with 2,454 attendances recorded.

Midnight Hours

Supporting the mental health and wellbeing of young people during the stressful period of Higher School Certificate (HSC) exams was the driving force behind Council's Midnight Hours Program.

In 2022, Burwood Library and Community Hub opened their doors to students until midnight on four evenings each week to enable access to spaces for quiet, private and group study. Add free Wi-Fi, onsite security and free healthy snacks and Midnight Hours proved a very popular study program, especially for those with limited space and privacy at home.

Midnight Hours also focussed on supporting the mental health and wellbeing of students, providing opportunities for them to participate in relaxation exercises, guided meditation and mindfulness sessions, healthy eating habits, sleep advice, art therapy and information and guidance to help young people fulfil their goals without being overwhelmed by the social isolation and pressure of the HSC.

Following the successful pilot of the Program, Council continues to provide the Midnight Hours program, by opening up the Library and Community Hub for three nights a week over four months – between August and November – to enable young students to safely gather, study together and feel supported through their exam periods.

Midnight Hours was initially funded through the NSW Resilience COVID 19 Community Connection and Wellbeing program and Club Burwood through the ClubGRANTS program. It is now funded via Council's Operational budget.



Challenger Obstacle Course

The Challenger Obstacle Course is a free facility for young people located in Henley Park, Enfield. The Course was designed following consultation with local young people to determine the type of facilities and equipment needed.

The Obstacle Course incorporates a variety of physical challenges. The equipment is designed for climbing, balance and upper body strength. It also has a timer so people can put themselves through their paces and have time trials with their friends.

The project was funded by a \$330,000 grant from Sport Australia to increase youth participation in constructive, recreational-based fitness activities.

The equipment course complements the wide range of other free recreation facilities available at Henley Park including a fitness circuit, outdoor chess set, flying fox, futsal field, sports fields, cricket nets and walking track.



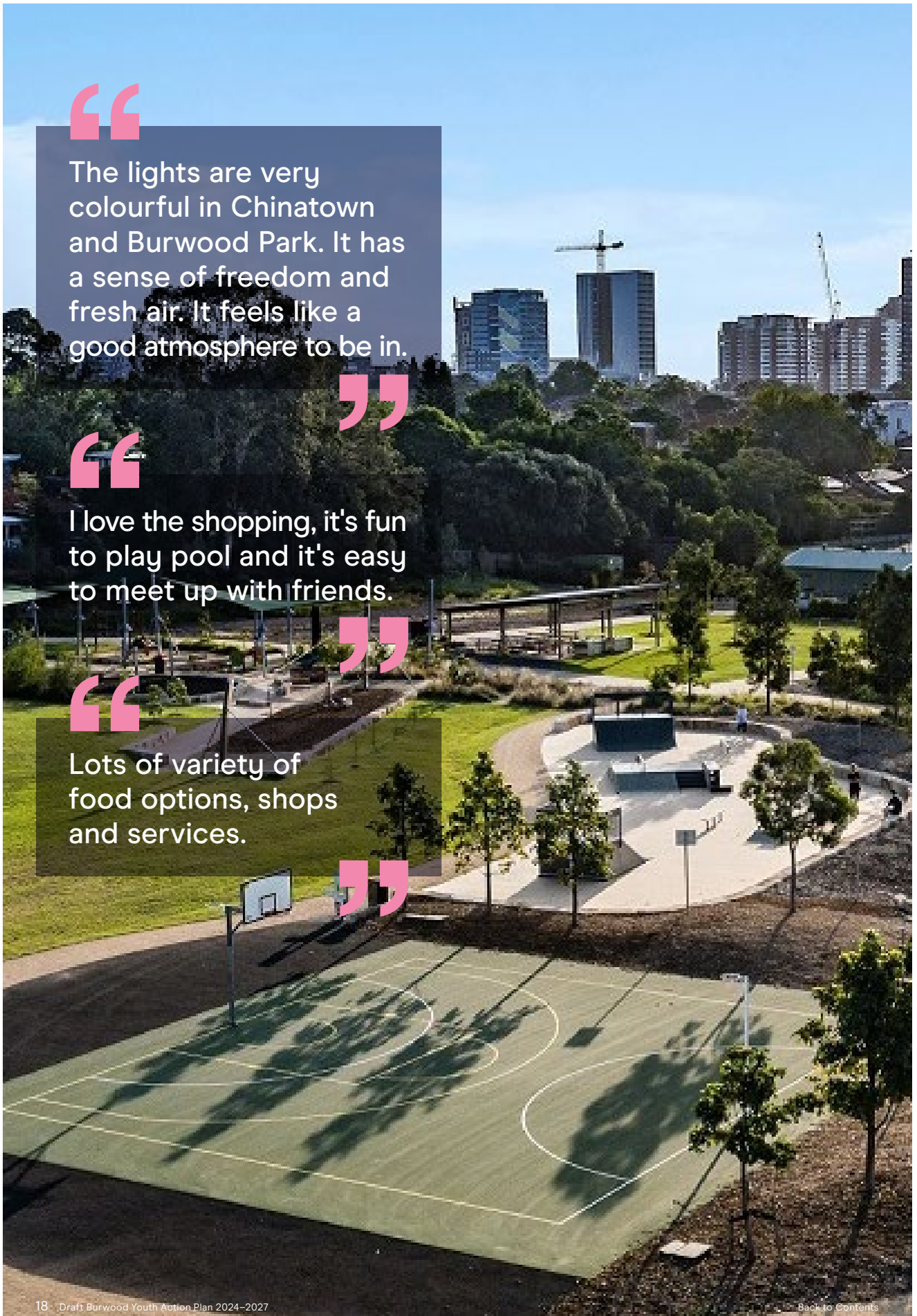
Improving access to recreation facilities for young people

Increasing access for young people to recreation and sporting facilities is an ongoing priority for Council identified in the Community Facilities and Open Space Strategy. The Strategy highlighted the need for up to four additional multipurpose courts back in 2019, which Council has since delivered on through project delivery and alternate means. This has directly benefited local young people who are the most significant users of these new or unlocked community assets.

In December 2021, Council completed two new multipurpose courts at Grant Park, Enfield thanks to funding from the NSW Government's Greater Sydney Sport Facility Fund. The two new multipurpose courts accommodate a range of sports including netball, basketball and volleyball. They are open to the community for free access 7 days per week from 6am–9pm, with high use by local young people.

In December 2022, Council negotiated joint use arrangements with Schools Infrastructure NSW and Burwood Public School to enable community access to the school's multipurpose courts on weekends. The initial trial arrangement has been a success in supporting young people to access these community assets with the trial set to continue.





“
The lights are very colourful in Chinatown and Burwood Park. It has a sense of freedom and fresh air. It feels like a good atmosphere to be in.
”

“
I love the shopping, it's fun to play pool and it's easy to meet up with friends.
”

“
Lots of variety of food options, shops and services.
”

How we developed this Plan

Young people have been at the centre of developing this Plan.

This Plan has been co-created by young people, working collaboratively with Council's Community Development Team over a six-month period.

Four casual Youth Engagement Assistants were employed by Council to undertake research, service mapping and engagement with young people to identify their key priorities and challenges and to develop key actions to respond.

Their role in capturing the diverse perspectives and aspirations impacting young people in Burwood, through different ways and settings, has ensured a wide range of voices, ideas, experiences and interests have been reflected in this Plan.



A youth-led approach to engagement

96 young people applied for four available positions as casual Youth Engagement Assistants to lead research and engagement with young people to inform the Burwood Youth Action Plan.

Each of the Youth Engagement Assistants participated in accredited IAP2⁷ engagement training to build their knowledge and skills in planning and delivering community engagement activities.

They used these skills to develop an online youth survey and promotion to encourage local youth participation. A survey was also distributed to service providers.

The youth survey was promoted through social media and other platforms to schools, youth services, sporting and recreation groups and other community networks. The Youth Engagement Assistants also coordinated seven in-person 'Pop-Ups' across the Burwood area to engage

young people in Burwood Library and Community Hub, local parks and public spaces, Burwood Railway Station, Westfield Shopping Centre as well as attending the Burwood Youth Week event.

The group also conducted focus group sessions with schools and members of the BYAG.

The Youth Engagement team also conducted desktop research, undertook service mapping and analysed the engagement data to identify common issues and priorities. Four key focus areas were identified. They workshopped a series of actions, together with the BYAG, to respond to those focus areas and identified needs. The engagement findings, focus areas and actions they developed underpin this Action Plan.

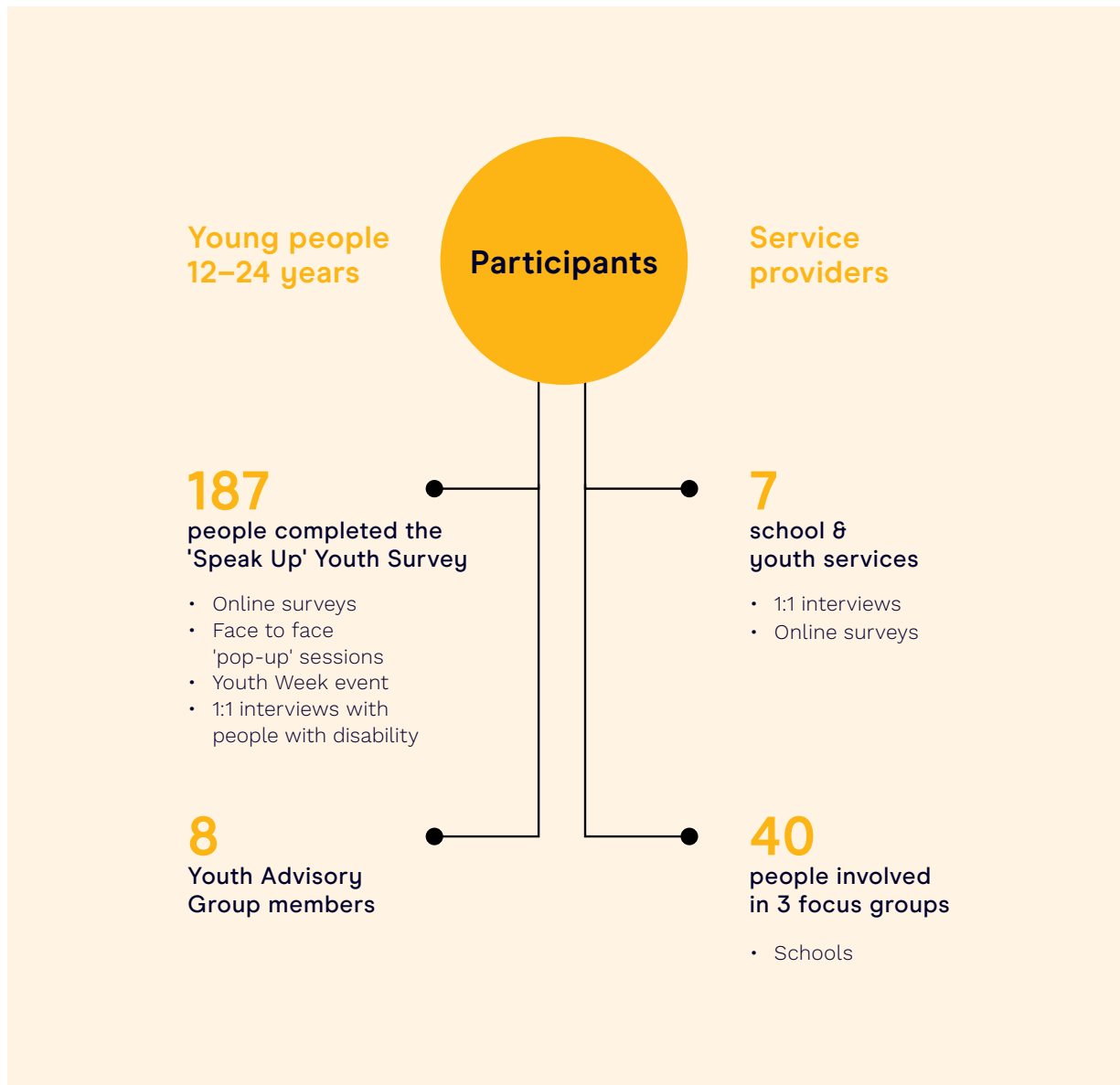
The project was supported by funding from NSW Resilience through the COVID-19 Community Connection and Wellbeing Project. A key focus of the funding was to develop the capacity and skills of young people who had experienced disruptions to study and employment pathways through COVID, or had a keen interest in the community sector.

⁷ The International Association for Public Participation's (IAP2) Public Participation Spectrum is an industry-recognised tool designed to assist in selecting the level of community participation in a community engagement program (iap2.org.au)

Who we heard from

Young people of all abilities and from a range of diverse backgrounds, as well as service providers and schools were consulted through a range of engagement activities including online survey, focus groups and interviews.

Young people were asked what they liked about Burwood, which services and facilities they used, and what they felt were their biggest challenges over the past 12 months and in the coming years.





Bourdo Photography

AGE



33%

Aged 12–14

44%

Aged 15–17

13%

Aged 18–20

10%

Aged 21–24

GENDER



73%

Female

23%

Male

4%

Non-Binary

LIVED EXPERIENCE OF



21%

Mental Health



7%

Disability

DIVERSITY



21%

LGBTQI+

'Speak Up' Youth Survey Participants

What we heard

What young people love about Burwood

Young people told us they enjoyed growing up and spending time in and around Burwood.

RELATIONSHIPS



"Cultural diversity"

"Hanging out with friends"

"A big issue for me is the lack of face to face socialisation so that's why I like meeting friends in person at Burwood Library"

PLACES & SPACES



Activities & facilities most used/attended:

1. Community events (23%)
2. Enfield Aquatic Centre (20%)
3. Midnight Hours space (12%)
4. Challenger Obstacle Course (11%)
5. Community Hub (9%)

- + Retail centres (Westfield, Chinatown, Emerald Square)
- + Local Parks
- + Burwood Library
- + Deane Street

ACTIVITIES



"I love the shopping, it's fun to play pool and it's easy to meet up with friends"

"It is bursting with life"

"I like the space, safety and accessibility but the pedestrian traffic is a lot"

"Outdoor activities"

"Going for a walk in the park"

"The things that attract me to these places are all of the things to do – tennis courts, cricket pitches, playing fields, and of course the playgrounds"

"The lights are very colourful in Chinatown and Burwood Park. It has a sense of freedom and fresh air. It feels like a good atmosphere to be in"

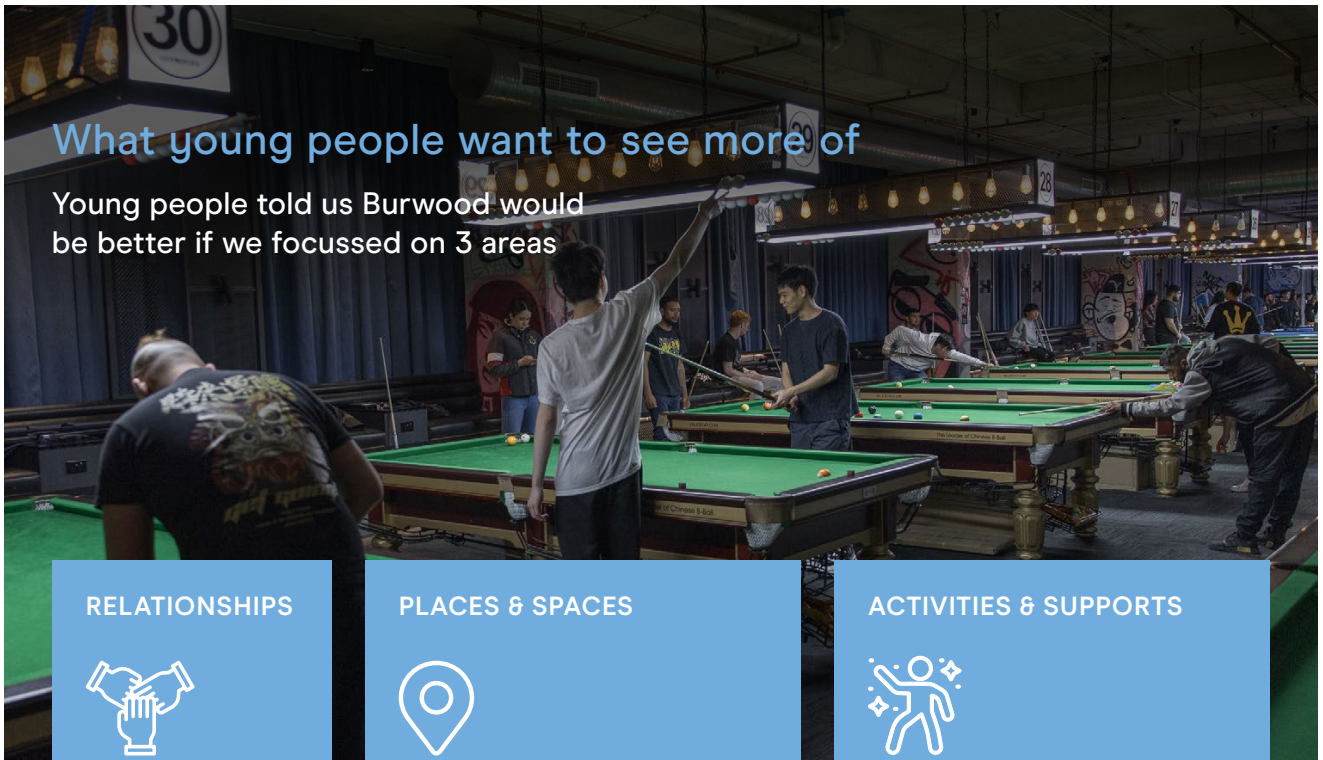
"Feels clean and safe"

"Lots of variety of food options, shops and services"

"Train station is close to shopping centre"

"Places where there is shade and places to enjoy the sun"

"It's really close to school and to a lot of convenient places like. Westfield, schools, parks, libraries"



What young people want to see more of

Young people told us Burwood would be better if we focussed on 3 areas

RELATIONSHIPS



- Opportunities to make strong social connections
- Understanding of real and positive relationships
- Strong social connections
- Real and positive relationships

"Increase the visibility of people with disability in our community"

"It's both a blessing and a curse"
(Healthier social media use)

PLACES & SPACES



Top 5 priorities:

1. Free Wi-Fi (67%)
 2. Public places to hang out (54%)
 3. Sports fields & courts (38%)
 4. Library and Tech (36%)
 5. Youth Centre/Services (33%)
- Spaces that can be activated for music or performance and provide access to free Wi-Fi.

"Make Burwood a destination for young people"

"More spaces to gather"

"Free parking at times that are not busy"

"Use Council facilities better. Open them up so we can use them too."

"More open spaces to sit and eat"

"More green trees on pavements"

ACTIVITIES & SUPPORTS



- Events spread around the local area as an opportunity to showcase suburbs other than Burwood
- Young people's interests to be considered in the planning stages of events
- A locally-based youth service in Burwood, or expansion of existing services to Burwood
- Help with cost of living pressures and housing affordability

"More outdoor fitness in parks"

"Outdoor activities"

"I would love to attend Burwood Festival and other events but I always work weekends"

"More late night activities"

Challenges

Young people and service providers identified a number of emerging issues as well as unique challenges for particular groups of young people.

We heard a number of common themes:

- Young people are concerned about their health, especially their mental health and coping with the pressures of study, work and life
- Young people want to be engaged and connected to others
- Young people want to know where and how to get support when they need it
- Young people need places, spaces and activities that are safe, inclusive and respond to their diverse interests
- Young people are seeking employment and help navigating the transition from school.

Young people also told us they felt the 'COVID world' had affected their ability to connect with the broader community and develop real and positive relationships.

Top 5 challenges & concerns for young people

Over the past 12 months:

- #1 Education (pressures) (47%)
- #2 Mental health (24%)
- #3 Employment + finances (14%)
- #4 Life Balance (8%)
- #5 Relationships (5%)

For the future:

- #1 Mental health (24%)
- #2 Education (20%)
- #3 Employment + finances (13%)
- #4 Social Media (11%)
- #5 Environment/climate change (6%)





12–14 years

There are limited support services available for young people aged 12–14 years, as eligibility for most youth services begins at 14 years and there are long waiting lists for services. Service mapping and advocacy is needed to address the gap and enable early access to supports for this age group.

15–17 years

The impacts of family relationship breakdown on students is emerging with anecdotal reports of increased 'couch surfing' and disengagement of students.

18–24 years

Young people expressed concerns about managing cost of living pressures, housing security in an escalating rental market and trying to accumulate savings. The need to prioritise spending on housing and food has an impact on life balance and mental wellbeing, often leading to isolation. There is also a high level of newly arrived young adult migrants.

Young people with disability

Key concerns included affordability of programs, accessibility of pathways and thoroughfares, availability of parking, interesting things to do, post-school employment opportunities and consideration of their needs and interests when planning events.

Young people want activities, events and programs to be inclusive and available to all abilities, to increase visibility and participation of people with disability.

They wanted:

- Places to socialise
- Accessible places to gather
- Inclusion in events and programs
- Low sensory considerations to promote inclusion (lights, seating, provision of headphones, quiet zones, etc)
- Quiet times in public spaces like the Community Hub and Aquatic Centre
- Information about all youth services, activities and events to increase inclusion
- Low cost activities
- Job support and pathways information
- Accessible thoroughfares and pathways to enable full and independent participation.

International students & temporary visa holders

Burwood has a high number of overseas students on temporary visas living, studying and working in the area.

Burwood Girls High School also has one of the highest intakes of International High school students in NSW while MLC Burwood and PLC Croydon also accept young students from overseas. Secondary students generally live with extended family, family friends or in homestay accommodation.

In many cases, students have no family support in Australia. They are ineligible for access to health and community supports due to visa conditions.

Other challenges including work restrictions, financial pressures, overcrowding or unsafe living conditions, vulnerability to exploitation and social isolation.

Considerations when engaging young people

Young people cover a large age range with very diverse interests, experiences and backgrounds.

Ensuring information is visible, up to date, relatable and available on platforms that young people use and in locations that they visit, is critical to building their capacity to make informed decisions to access support and resources to help increase participation in all areas of community life.

Young people told us:

<p>TRANSLATIONS ARE NEEDED</p>  <p>Translate information especially when targeting parents</p>	<p>EASY TO FIND AND ACCESS INFORMATION</p>  <p>Tailor and target information, depending on the audience for parents or young people</p>	<p>USE PLATFORMS AND PLACES TO REACH YOUNG PEOPLE DIRECTLY</p> 
<p>“Despite the high language diversity in Burwood, information is usually provided in English resulting in parents from culturally diverse backgrounds being either unable to understand the language or the context”</p>	<p>“Give a quick summary of information”</p> <p>“Council website – relevant information is hard to find”</p> <p>“Consider our diverse interests”</p>	<p>“More social media”</p> <p>“Use platforms and networks that young people already use” – Friends, QR codes, Instagram, Tik Tok, website</p> <p>“More info at Burwood Westfield”</p> <p>“Continue sending emails”</p>
<p>GO OUT TO WHERE YOUNG PEOPLE ARE</p> 	<p>SEND INFORMATION DIRECTLY TO YOUNG PEOPLE</p> 	
<p>“Conduct pop up engagement sessions in schools or outside of schools and public spaces”</p> <p>“Go out and speak to people”</p>	<p>“Information is often targeted to young people through schools or directly to parents and carers and, as a result, it often doesn’t reach young people or is not passed on”</p>	



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Our guiding principles

The following principles will guide the way we work with, plan and deliver programs, services and facilities for young people.

1. Respectful

We will treat young people with dignity, equality and respect.

2. Youth-led

We will listen and respond to the needs, priorities and solutions young people identify and ensure ongoing involvement of young people in designing, implementing and evaluating programs, facilities and services for young people.

3. Affordable

We will support and deliver initiatives, services and programs for young people and their families which are free or low cost.

4. Accessible

Programs, services and events will be delivered to be accessible to young people with disability and consider cultural, linguistic and other inclusion needs of young people.

5. Responsive

We will develop tailored or targeted programs, where appropriate, and develop communication, participation and evaluation mechanisms to improve our responsiveness to the needs of young people.

6. Collaborative

We will work in collaboration with families, schools, community groups, service providers, businesses and other levels of government to ensure sustainable and effective outcomes for young people.

7. Safe

Our staff will be qualified and skilled to work with young people; volunteers will be trained and closely supervised; and we will provide youth-friendly and safe spaces for young people.



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Our Action Plan

This Plan outlines how we will work with young people, the community and other stakeholders to improve the engagement, connection, wellbeing and participation of young people in Burwood over the next four years.

Focus areas

FOCUS AREA 1.

Health & Wellbeing



FOCUS AREA 2.

Information, connection & support



FOCUS AREA 3.

Places & spaces



FOCUS AREA 4.

Pathways to employment





FOCUS AREA 1.

Health & wellbeing

Health and wellbeing was the most important issue identified by young people in Burwood. More than 55% of young people surveyed identified mental health as a significant issue facing young people. High levels of stress and anxiety caused by educational or life pressures were also common experiences.

“ Mental health issues, and the lack of support for those who suffer.”

“ Dealing with my workload and stress”

“ Social media and having healthy relationships with everyone around you. Feeling pressured to fit in and find a place where you fit in the world.”

“ The school system is putting too much pressure on young people. They say school is a safe place but it’s really the cause/contributor to the mental health issues teens face today.”

Outcomes

Young peoples’ physical, social and mental wellbeing are recognised through initiatives that make them feel seen, supported and understood. Young people are empowered and able to access education, resources and information that supports their personal care and builds resilience and confidence.

What we heard from young people

Mental health was the number one issue facing young people. Key issues included stress and anxiety related to:

- Education pressures, workloads and academic expectations
- Anxiety, depression and other mental illnesses
- Stress at work or finding a job
- The future/career direction.

Other health and wellbeing issues include:

- Body image issues
- Gender identity
- Managing emotions
- Study, recreational and social life balance
- Loneliness or isolation
- Bullying
- Vaping.

#	Action	Council's role	Timeframe
1.1	Work with young people, schools and community partners to design and deliver targeted programs for parents and carers on the mental health and wellbeing challenges experienced by young people	Partner	Year 1
1.2	Work in partnership with service providers and stakeholders to deliver community education programs promoting positive health, life skills and wellbeing for young people	Partner	Ongoing
1.3	Deliver wellbeing activities within homework and study support programs at the Library and/or through community programs	Lead	Ongoing
1.4	Promote and facilitate access to mental health first aid programs for young people to build their capacity to support their peers	Partner	Year 2
1.5	Consult with young males to inform the delivery of targeted programs that support their health and wellbeing	Lead	Year 3
1.6	Work with young people and community stakeholders to plan and deliver targeted programs that raise awareness about safe, healthy and respectful behaviour and relationships	Partner	Year 2
1.7	Partner with key stakeholders to establish a 'Domestic Violence Hub' in Burwood and involve young people in the consultation and promotion of programs to ensure the hub is accessible to young people	Partner	Year 4
1.8	Collaborate with schools, young people and families to develop initiatives which foster positive social media use and bullying prevention	Partner	Year 3

We will also continue to:

- Provide health and wellbeing programs at Enfield Aquatic Centre, Burwood Library and Community Hub and other Community Programs
- Update Council's Youth webpage with links to health and wellbeing resources and support services
- Consider the needs of young people in the implementation of the *Safer Burwood Plan*.

“ I feel that my biggest personal challenge over the past 12 months has been pushing myself and opening myself up to new and different things such as talking to new people.”





FOCUS AREA 2.

Information, connection & support

Young people want opportunities to develop meaningful relationships outside of school and work through engaging and participating in sport, work, community programs, social activities and other areas of interest.

Many young people reported difficulty finding information about relevant services or resources or navigating access. Despite the central location and accessibility of Burwood, there are no youth-specific funded services located within Burwood. Being able to access youth services located in the LGA would provide young people with an identified space to access resources and information, and to talk to someone without being turned away.

Targeted information for young people may not necessarily filter down to them via parents and schools. When information is provided only in English many parents are unable to understand the language and context and therefore do not forward this information on to their child. Ensuring information is relevant, relatable and distributed where young people go and on platforms that they use will help young people to make informed decisions, access services and increase participation.



Outcomes

Young people feel connected, included and confident. Young people are engaged and participate in programs and activities that meet their diverse interests. Young people are able to find information and access local support services and resources that address their needs.

What we heard from young people

Young people told us they want:

- To know what services are available and how to access them
- To know where to go for information and support
- Information to be distributed on youth friendly platforms and in community languages when targeted to parents
- Inclusive events and activated spaces featuring young people
- Activities catering for the broad interests of young people
- More youth activities, drop-in and services based in Burwood.

#	Action	Council's role	Timeframe
2.1	Promote and maintain up-to-date information about youth services, resources and programs through Council's website, communication channels, in key locations and other relevant channels	Lead	Year 1
2.2	Work with young people to develop a youth-led social media or peer education campaign to promote and raise awareness of support services and programs available to local young people	Lead	Year 3
2.3	Work with local schools and partners to improve the referral and connection of young people and families to appropriate services and support and respond to emerging needs/gaps in services	Partner	Year 2
2.4	Establish networks and consult with international students living in Burwood to better understand their needs and identify opportunities to respond to priority issues	Lead	Year 2
2.5	Partner with schools and community partners to conduct orientation to Burwood programs with international students and promote available resources, programs and support	Partner	Year 4
2.6	Undertake targeted engagement with young people 18 to 24 years to identify and respond to key priorities and strengthen communication	Lead	Year 3
2.7	Collaborate with young people to plan and deliver inclusive Youth Week activities which respond to the diverse interests, cultures and abilities of local young people	Lead	Ongoing
2.8	Map current support services and programs available to 12 to 14 year olds and identify gaps in support	Lead	Year 2
2.9	Provide a range of methods and opportunities for young people to engage with and influence decision-making on matters and projects affecting them, including through the BYAG, other Council Committees and co-research opportunities	Lead	Ongoing
2.10	Raise the profile of young people through the Burwood Young Citizen and Young Volunteer of the Year Awards	Lead	Ongoing
2.11	Partner with service providers to outreach or establish youth services located in Burwood and undertake advocacy to increase the provision and accessibility of supports and activities for young people in the Burwood LGA	Partner	Ongoing
2.12	Seek partnerships to deliver targeted programs that respond to the emerging needs of local young people including marginalised, vulnerable, disengaged or special interest groups	Partner	Year 4
2.13	Develop a framework for capturing feedback and monitoring outcomes for young people 12 to 24 years	Lead	Year 4

We will also continue to:

- Actively participate in the Inner West Youth Alliance Interagency to advocate, partner with service providers and monitor issues impacting young people
- Facilitate the Child and Family Interagency with local service providers and stakeholders to advocate for better outcomes for young people and families
- Deliver a diverse range of Community Programs and activities in Council facilities and parks
- Deliver Library Services and programs that are accessible to young people
- Develop and implement the *Multicultural Burwood Strategy*.

“ Young people are unaware of services available and sensing a lack of support networks”

“ Communicating the right pathway to young people [about] which services are available such as life skills” (school worker)

It can be hard for “young people... to be in a social place without feeling disconnected and wanting to be on their devices (phone/laptop) instead...”

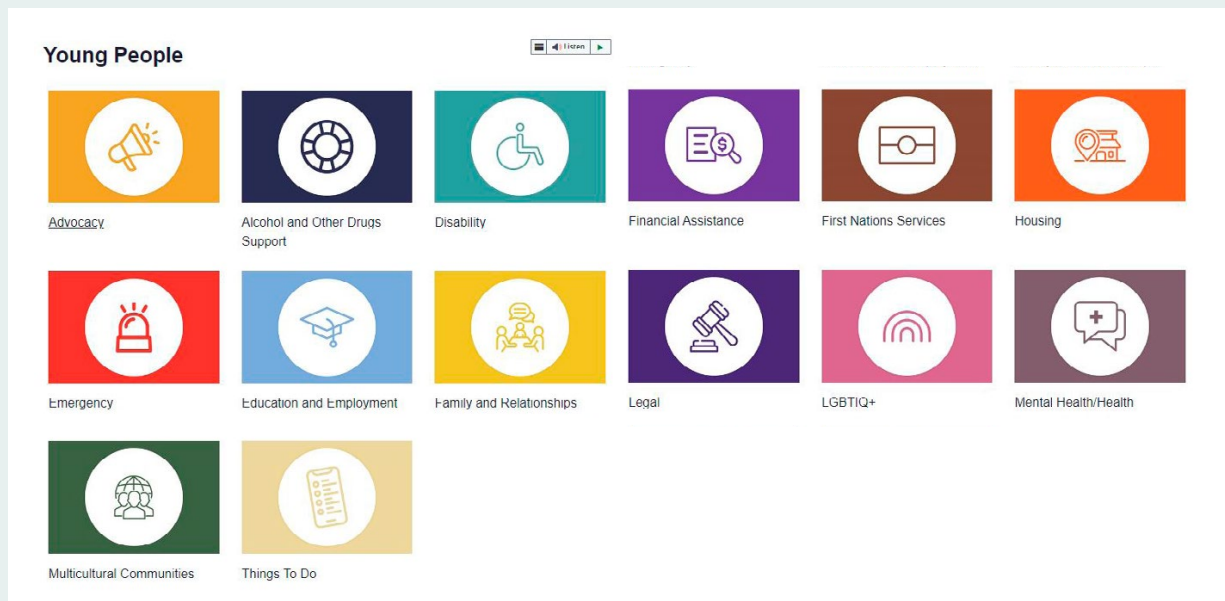
Get Connected

Youth Engagement Assistants worked together to identify and collate a range of services and resources available for young people.

A centralised web page resource was developed with information on 12 key topics relatable to young people.

These include, mental health, drug and alcohol, LGBTQI+, overseas students, local programs and events, and several others.

The Youth Engagement Team worked with the BYAG to identify the best methods to share the information. A QR coded resource was produced to be promoted online, on social media platforms and on posters for distribution in spaces where young people gather. The page can be easily updated by Council staff to promote local activities, events, new services and programs to ensure relevance.





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FOCUS AREA 3.

Places & spaces

Burwood is a very transient place with many young people travelling into the area for school, study and shopping. Young people enjoy spending time in, and around, Burwood. They love the multicultural community, its busy-ness, proximity to transport, variety of food choices and shopping options.

Young people want Burwood to become a destination where they come to enjoy events and can access locally-based community services and activities. Places and spaces that are safe places for young people and can accommodate the diverse interests and needs of young people are a key priority.



Outcomes

Young people feel welcome and seen in their community and access facilities, spaces and events that are accessible, inclusive, engaging and activated. They are able to meet with friends and participate in a diverse range of activities, programs and events that consider their needs and interests.

What we heard from young people

Young people want to see:

- More free public Wi-Fi
- More youth-drop in programs and spaces to gather and hangout
- Quiet times in the Library and Community Hub
- More outdoor fitness facilities in parks
- Inclusive and activated spaces featuring young people
- Creative, music and performance spaces
- Activities catering for the broad interests of young people
- Safe, stable and affordable housing.

#	Action	Council's role	Timeframe
3.1	Explore opportunities to increase the provision of free Wi-Fi in Council facilities and public spaces	Lead	Ongoing
3.2	Identify opportunities to expand the seating and activate the public spaces outside Burwood Library and Community Hub to enable young people to gather and meet	Lead	Year 3
3.3	Engage with young people to co-create inclusive spaces and events that cater for the diverse needs of young people with disabilities and promote greater inclusion	Lead	Ongoing
3.4	Expand and promote the availability of free quiet study times and spaces in the Library and Community Hub for students of all abilities, particularly during exam times	Lead	Year 1
3.5	Introduce quiet times in Enfield Aquatic Centre to improve access and inclusion for people with disability	Lead	Year 2
3.6	Identify and promote opportunities to provide safe and welcoming indoor and outdoor places and spaces that are designed for, and by, young people and address diverse interests	Lead	Ongoing
3.7	Identify opportunities to involve young people in the Licence to Play Policy trial	Partner	Year 4
3.8	Involve young people in the consultative process for major developments and refurbishments for the public domain to ensure they consider how young people use space	Lead	Year 1
3.9	Engage with young people in the planning and review of Plans of Management, improvements and upgrades of parks and sporting fields to increase access and usage	Lead	Ongoing
3.10	Increase the provision of free outdoor fitness and recreation facilities in parks and open spaces	Lead	Year 2

We will also continue to:

- Implement actions in the Safer Burwood Plan and Burwood After Dark Strategy to improve the design, usage and activation of public spaces and promote inclusiveness, welcoming and belonging
- Consult with young people on the design and experience of public spaces and community facilities through our youth, disability and multicultural advisory committees
- Consider the needs of young people in the implementation of the Burwood Disability Inclusion Action Plan, including developing accessible events guidelines
- Continue to maintain and upgrade sporting fields to provide opportunities for sport and recreation.

“
We want Burwood to be a destination for young people.
 ”



FOCUS AREA 4.

Pathways to employment

Young people feel uncertain about their futures and want support navigating further study pathways and career options. They feel pressure from family or community expectations in terms of educational attainment or traditional career pathways. They want to explore opportunities that align with their interests, to develop skills and experience to gain employment, or support with the transition from school or study to work.

" Feeling of isolation, especially those in uni or just starting work"

" Graduating uni and working my first real job, daunting to be an adult"

" The expectation of young people to know what they want to work as or do in the future... Pressure!"

" Identifying a career direction"

" Stress and anxiety over future plans for [our] lives"

" Identifying their direction for career and to restrain themselves from believing all the messages bombarded in social media"

" Inability to save despite working as much as I can whilst completing a degree"

" I feel that the most important issue is the difficulty of spending money wisely and finding a good job"

Outcomes

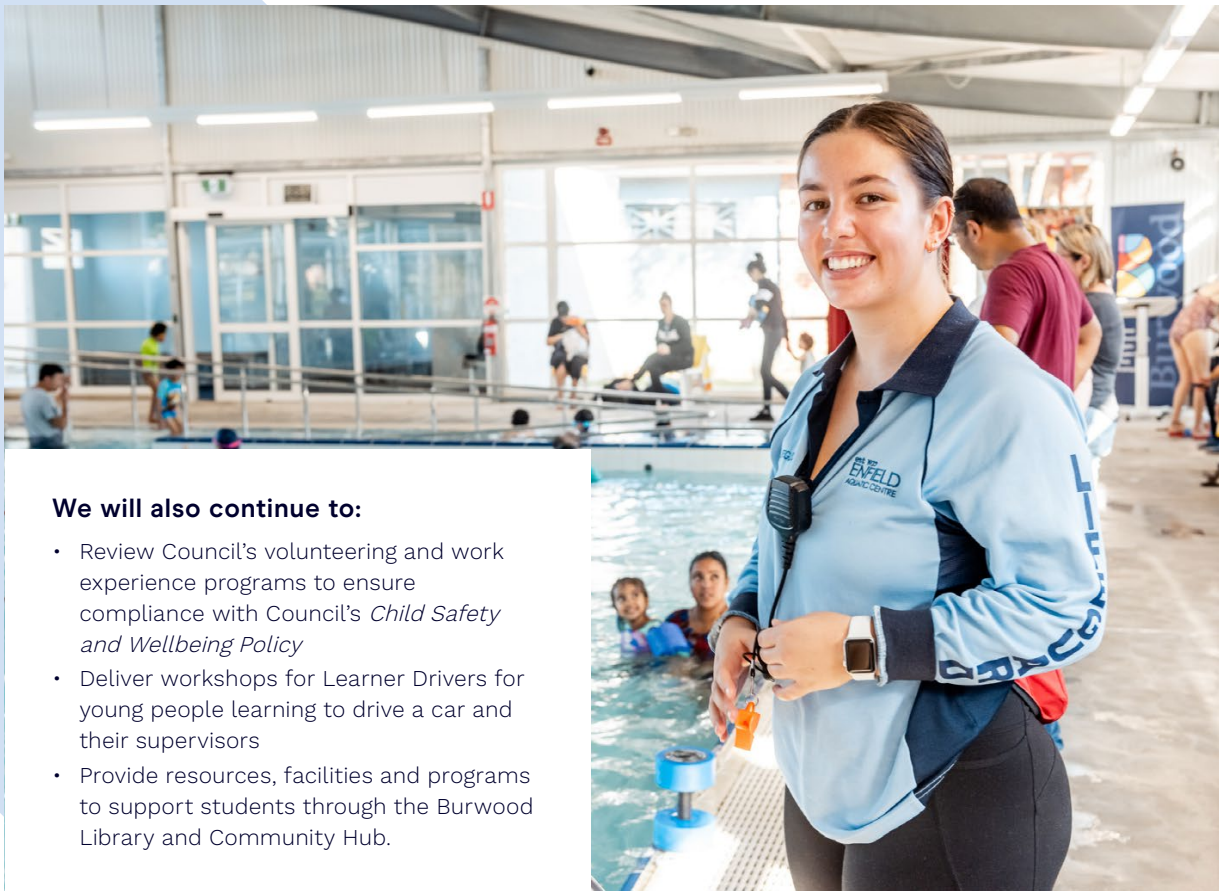
Young people are prepared for the future and have the tools to make choices about training, further study, career and employment pathways that best suit their interests, skills and abilities. They actively participate in initiatives that develop their capacity to make decisions about their future and develop skills that help them to achieve their goals. They have access to employment opportunities within their areas of interest.

What we heard from young people

Young people told us they want:

- Support identifying career options aligned to their interests and abilities
- Support in exploring non-traditional or academic career and study paths
- Opportunities to build skills & experience
- Support to find and gain employment
- Support during the transition into study or work
- Support with managing finances and saving money.

#	Action	Council's role	Timeframe
4.1	Undertake research and consultation with schools and young people to identify priority industries of interest to young people and related training and employment support needs	Lead	Year 2
4.2	Investigate opportunities to support the delivery of information about post school options for young people of all abilities, including pathways into non-traditional careers	Partner	Year 3
4.3	Develop an education program presented by young students, interns and employees about real life experiences on education and career pathways	Lead	Year 3
4.4	Deliver a subsidised program of short skills courses in partnership with local training providers and the business sector	Partner	Year 4
4.5	Identify and promote volunteer, work experience, internships and other paid employment pathway opportunities within Council for local young people	Lead	Year 1
4.6	Collaborate with the business, education providers and the community sector to develop and promote opportunities for work experience, internships and volunteering for young people to develop vocational or professional industry skills and increase employability	Partner	Year 4
4.7	Promote job readiness programs to build confidence in young people to secure casual, part time and permanent employment	Lead	Year 2
4.8	Promote and deliver capacity building workshops for young people that focus on saving and spending habits and positive future focused behaviours to foster financial security	Partner	Year 3



We will also continue to:

- Review Council’s volunteering and work experience programs to ensure compliance with Council’s *Child Safety and Wellbeing Policy*
- Deliver workshops for Learner Drivers for young people learning to drive a car and their supervisors
- Provide resources, facilities and programs to support students through the Burwood Library and Community Hub.

Monitoring our progress

Council will work together with local young people, schools, youth service providers and our community to implement, monitor and evaluate this Plan.

An implementation plan will be developed for each year of the four years of this Plan (February 2024 to December 2027). Key actions will be incorporated into Council's operational plans.

We will regularly review and measure the outcomes of our activities through our corporate reporting and regular review by our BYAG.

To ensure that this Plan remains responsive to changing needs, we will undertake targeted and ongoing consultation with young people across the community to ensure that new and emerging trends are identified that are impacting on young people.

We will continue to monitor and review:

- Changes in youth wellbeing and the impact of programs, services and facilities delivered as part of the Plan through:
 - Community priority and satisfaction survey results
 - Customer experience survey results for Burwood Library and Enfield Aquatic Centre
 - Feedback from program participants on changes in health and wellbeing, community connectedness, inclusion, and employment outcomes.

- Levels of youth engagement in Council's planning and decision-making
- Levels of participation and satisfaction in youth activities, events and programs
- Levels of access to youth services and programs and local provision in the Burwood LGA
- Levels of collaboration with project partners
- Indicators of youth development aligned to the Australian Youth Development Index (AYDI)⁸
- We will also develop a framework for capturing feedback and monitoring outcomes for young people 12 to 24 years and incorporate in engagement and data collection processes.



⁸ The AYDI analyses the state of youth development using a range of indicators and data sources across six domains: Health and Wellbeing, Education and Skills, Employment and Opportunity, Civic and Political Participation, Safety and Security, and Community and Culture (<https://www.ayac.org.au/australian-youth-development-index>)





Scan to learn more



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Annual Report

2022-2023



Burwood
Inc.1874

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

Acknowledgement of Country

Burwood Council acknowledges the Wangal Clan of the Eora Nation, the traditional custodians of the lands in which the Burwood Local Government Area is located.

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





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CRC	Community recycling centre
DA	Development application
DIAP	Disability inclusion action plan
EAC	Enfield Aquatic Centre
EPA	Environmental Protection Authority
ERP	Enterprise resource plan
LEP	Local Environmental Plan
LGA	Local government area
LSPS	Local Strategic Planning Statement
NSW	New South Wales
SMS	Short message service
VPA	Voluntary Planning Agreement

From the Mayor

Cr John Faker



I am honoured to present Burwood Council's Annual Report for the financial year 2022–2023, an incredible summary of achievement that underscores our commitment to sustainability, innovation, and enhancing the quality of life for our residents.

Sustainability remains a clear focus area, and our Food Organics and Garden Organics (FOGO) trial demonstrates our dedication to fostering a sustainable future for our community. By December 2022 we had already diverted 40 trucks of organic waste from landfills, setting the bar high for environmental responsibility.

We are showing leadership by being one of 12 councils in Sydney to take part in the Reusing Rubber Project, using recycled rubber from end-of-life vehicle tyres to enhance bitumen polymers, improving our infrastructure while establishing a blueprint for a greener future. The successful rollout of this project in Park Avenue Burwood exemplifies the power of collective action and forward-thinking environmental stewardship.

Over the past 12 months Council has also delivered six public art projects, enriching our cultural landscape and celebrating our community's heritage and artistic talent.

Our commitment to nurturing strong partnerships with the Burwood business sector remains steadfast. Collaborating with the Burwood Asian Business Partnership, supporting the reactivation of a strong Chamber of Commerce, and delivering small business month events, along with the Mayor's Commendation Awards, exemplify our dedication to the support and prosperity of our local businesses.

Council continues to invest millions in our community through the delivery of major infrastructure projects. After a huge cross-departmental effort, our Deane Street Transformation Project, realised in collaboration with Transport for NSW, has transformed a key public space in our community. The increased foot traffic, higher revenue for local businesses, and boost in the overall appeal of the area are indicators of our commitment to the vitality of our community.

Other key milestones include the finalisation of the Grant Park All-Inclusive Play Space, delivery of the Enfield Village Revitalisation Project and upgrade of Martin Reserve. In addition to the continuation of the Mayoral 500 street tree planting program, last financial year Council also committed to furthering these efforts, planting an additional 100 street trees in Wangal Park. This is on top of the 1,500 trees already planted over the past three years.

Council continues to work tirelessly to ensure our community's needs are met, securing \$96 million for a range of ambitious projects as part of the WestInvest program, a once in a generation opportunity. This includes an impressive \$52.4 million earmarked for the revitalisation of the Enfield Aquatic Centre, a \$20.3 million allocation towards the development of the Burwood Arts and Cultural Centre, and \$3.9 million dedicated to the Paisley Road Beautification Project. I look forward to providing more updates on these exciting projects as we commence preliminary works in the coming year.

As we look to the future, we maintain a strong focus on communication, community satisfaction and engagement. Our commitment to providing the best quality services to the community is unwavering and our residents have been more involved than ever in decisions that shape our community.

These achievements would not have been possible without the dedication of our General Manager and Council staff, the invaluable collaboration of our community, and the commitment of my fellow Councillors. Together, we are charting a path to a more sustainable, vibrant, and prosperous Burwood.

Cr John Faker
Mayor of Burwood

From the General Manager
Tommaso Briscese



Over the past year, Burwood Council has once again demonstrated a remarkable commitment to excellence and relentless dedication to our community.

Despite the challenges we are still experiencing following COVID-19, including skill shortages, supply disruptions and increased costs, I am pleased to report that resident satisfaction with Council's performance has remained strong, consistently exceeding the Sydney Metro benchmark for Councils, further solidifying our reputation as a proactive and supportive organisation.

Our ongoing commitment to providing the best possible services to our residents remains unwavering. We've engaged in unprecedented efforts to connect with our community, actively seeking and addressing their feedback. The results are clear, with satisfaction levels on the rise. Nevertheless, we recognise that there is more work to be done as we keep our gaze firmly fixed on the future.

I am thrilled to share some of our recent accomplishments. The Grant Park Inclusive Play Space was awarded the prestigious Local Government Excellence Award in the Asset and Infrastructure category, highlighting our ongoing commitment to creating spaces that can be enjoyed by everyone. We continue to enhance our infrastructure to improve performance, lifecycle, and accessibility, ensuring that our community thrives.

We were also recognised as finalists for several notable projects, including the Library Midnight Hours, the Deane Street Precinct Transformation Project and the Enfield Village Revitalisation Project. These projects underscore our commitment to enhancing the cultural and infrastructure landscape of our community.

The accolades didn't stop there though with our Last Lion mural in Burwood Chinatown also receiving the National Street Art Award in the Best Entrance Art category, further contributing to the cultural vibrancy of our community.

In a remarkable development, we secured significant funding for several ambitious projects, including \$52.4 million for the redevelopment of the Enfield Aquatic Centre, a \$20.3 million contribution towards the Burwood Arts and Cultural Centre, and \$3.9 million for the Paisley Road Beautification Project, in addition to the \$21 million already received through the WestInvest Local Government Allocation Round. This substantial funding infusion, totalling almost \$100 million, will leave a lasting legacy of world-class spaces for generations to come.

Over the past 12 months, we have focused on strategic place-making activities that have invigorated our community. Initiatives such as the Clarendon Place Night Markets and the trial of two new Parklet activations have added to the liveliness and diversity of our community. We have also undertaken the preparation of an Economic Development Discussion Paper and Night Time Economy Strategy to promote Burwood's unique qualities and opportunities, further enhancing our reputation as a vibrant and active late-night destination.

As we reflect on the past year, I extend my sincere appreciation to the Mayor and Councillors for their unwavering support, as well as to the dedicated Council staff for their tireless efforts. I am eager to witness Council's ongoing commitment to ambitious and innovative projects, ensuring that Burwood remains a remarkable community in which to live, work, study and play.

Tommaso Briscese
 General Manager

Our Councillors

The current Council was elected in December 2021. The Councillors have been elected to represent the local community and deliver its long-term vision for Burwood.



Cr John Faker
Mayor of Burwood



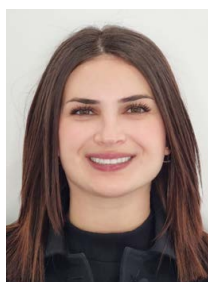
Cr George Mannah
Deputy Mayor



Cr Heather Crichton
Councillor



Cr Ned Cutcher
Councillor



Cr Pascale Esber
Councillor



Cr David Hull
Councillor



Cr Hugo Robinson
Councillor

Burwood 2036: The framework

Local councils in NSW are required by legislation to work with their communities to develop a long-term plan for the social, environmental and economic health, sustainability and prosperity of their areas.

Three layers of plans are required under this Integrated Planning model—the Community Strategic Plan, the four-year Delivery Program and annual Operational Plan. The Annual Report is a key reporting mechanism for these plans. This Report is the first Annual Report of the Delivery Program 2022 to 2026 and details the milestones and highlights achieved by Council over the previous 12 months in implementing the Community Strategic Plan.



How to read the Annual Report

The Annual Report outlines Council’s key achievements and statutory responsibilities from 1 July 2022 to 30 June 2023. It is divided into two sections:

Section 1. Our achievements

This section highlights Council’s achievements against objectives in the Operational Plan and Budget 2022–2023. It also provides a summary of Council’s financial performance throughout the financial year.

Section 2. Statutory reporting & information

This section includes reporting requirements prescribed by the *Local Government (General) Regulation 2021*. This includes a summary of Council’s legal proceedings, details of contracts awarded by Council, financial assistance contributions to the community and information relating to the *Government Information (Public Access) Act 2009 (NSW)*.

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Our 2036 vision

Burwood is a welcoming and inclusive community that is defined by our diversity of people, liveable places and progressive ideas. We acknowledge and celebrate our history and place, protect our heritage and environment and share a quality of life that is equitable, sustainable and supports each other to thrive and prosper.

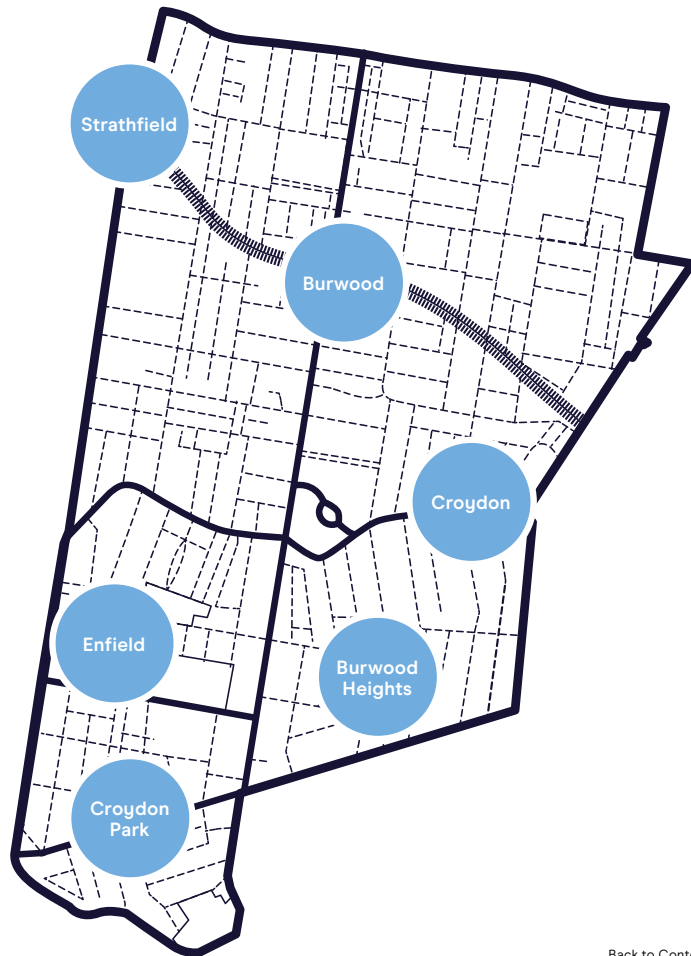
Our Burwood

Burwood is a cultural melting pot of inclusive and diverse communities with a thriving business and retail centre surrounded by historic villages, each with their own distinct character and charm. The Local Government Area (LGA) includes Burwood, Burwood Heights, Croydon Park and Enfield and parts of Croydon and Strathfield.

The quality of life residents enjoy, the central location, local schools and excellent transport infrastructure has made the Burwood LGA an attractive destination for people to live, work and visit.

As the first strategic centre west of the Sydney CBD, Burwood will strengthen its role in Sydney over the next 10 years, attracting new business sectors, higher skilled jobs and a diverse mix of housing.

By 2036 the population of the Burwood LGA is anticipated to nearly double to 73,500.



Burwood Council community snapshot



Total population:

40,217

Total households:

16,160

If our community was 100 people...*

**51**are female
(51.1%)**49**are male
(48.9%)**37**were born in
Australia (37.0%)**71**speak a language
other than English
at home (71.2%)**< 1**is Aboriginal
and/or Torres Strait
Islander (0.4%)**63**(15 year olds+) have
completed Year 12 or
equivalent (63.3%)**47**rent their home
(47.0%)**23**live in a single
person household
(22.7%)**33**people have
Chinese ancestry
(32.8%)**44**are married
(43.7%)**-20 17**are under 20
years old (16.5%)**60+ 20**are over 60 years
old (20.2%)

* Reference: All statistics are from the Australian Bureau of Statistics 2021 Census of Population and Housing (accessed on the 15/07/2022)
<https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA11300>

**Please note that all statistics have been rounded to the nearest whole number, unless otherwise specified.

Burwood Council community snapshot

cont'd

Housing

- **45.2%** of housing is an apartment or flat in a three storey or higher block, compared to **27.1%** in Greater Sydney.
- **69.1%** of households are families. The average household size is 2.7 persons.
- **91.5%** of private dwellings are occupied.

Household expenses

- In 2020/21, household expenditure on utilities was **\$3,214**.
- Median weekly household income is **\$1,867**.
- **\$500** is the weekly median rent.
- Median monthly mortgage repayments are **\$2,500**.

Education

- There are **8** primary schools and **10** high schools in the Burwood LGA.
- In Burwood **34.6%** of people were attending an educational institution at the time of the 2021 Census. Of these, 15.1% were in primary school, **14.6%** in secondary school and **41.7%** in a tertiary or technical institution.
- In the Burwood Council area, **63.3%** of people aged over 15 years had completed Year 12 schooling (or equivalent) as of 2021. This percentage is higher than across Greater Sydney.

Languages

The top 5 languages spoken at home (other than English) by suburb.

Suburb	Population	Top 5 languages (other than English)
Burwood	18,224	Mandarin, Cantonese, Nepali, Vietnamese, Korean
Burwood Heights	1,134	Mandarin, Arabic, Cantonese, Italian, Greek
Croydon	10,755	Mandarin, Cantonese, Italian, Arabic, Greek
Croydon Park	10,929	Italian, Arabic, Mandarin, Cantonese, Greek
Enfield	2,992	Mandarin, Arabic, Cantonese, Italian, Korean
Strathfield	25,915	Nepali, Mandarin, Cantonese, Korean, Arabic

Cultural diversity

63% of residents are born overseas. Top responses for country of birth include China (excluding SARs and Taiwan; 18.1%), Nepal (7.6%), India (3.1%), Vietnam (2.7%), and Republic of (South) Korea (2.4%).

Ancestry, top responses	Burwood %	NSW %	Australia %
Chinese	32.8	7.2	5.5
English	10.7	29.8	33.0
Australian	9.6	28.6	29.9
Nepalese	7.4	0.9	0.5
Italian	7.3	3.7	4.4



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Overseas arrivals

Year of arrival in Australia	Number	Burwood %	Greater Sydney %
2011 to 10 August 2021	10,636	45.8	32.8
2001 to 2010	3,710	16.0	21.3
1991 to 2000	2,413	10.4	14.3
1981 to 1990	2,387	10.3	12.8
1971 to 1980	1,432	6.2	7.5
1970 or earlier	2,038	8.8%	9.0

Religion

Top 5 religions (ranked by size):*

1. Catholic (22%)
2. Hinduism (10%)
3. Buddhism (7.8%)
4. Eastern Orthodox (3.8%)
5. Anglican (3.5%)

* 34.6% of respondents indicated no religion

Age structure

The median age of the Burwood LGA on Census night 2021 was 34 years old.

Age group (years)	Number	Burwood %	Greater Sydney %
Babies and pre-schoolers (0–4)	1,532	3.8	6.0
Primary schoolers (5–11)	2,238	5.6	8.8
Secondary schoolers (12–17)	2,044	5.1	7.1
Tertiary education & independence (18–24)	5,820	14.5	8.8
Young workforce (25–34)	8,805	21.9	15.5
Parents and homebuilders (35–49)	7,262	18.1	21.5
Older workers and pre-retirees (50–59)	4,380	10.9	12.0
Empty nesters and retirees (60–69)	3,578	8.9	9.8
Seniors (70–84)	3,387	8.4	8.7
Elderly aged (85 and over)	1,177	2.9	2.0

Population change

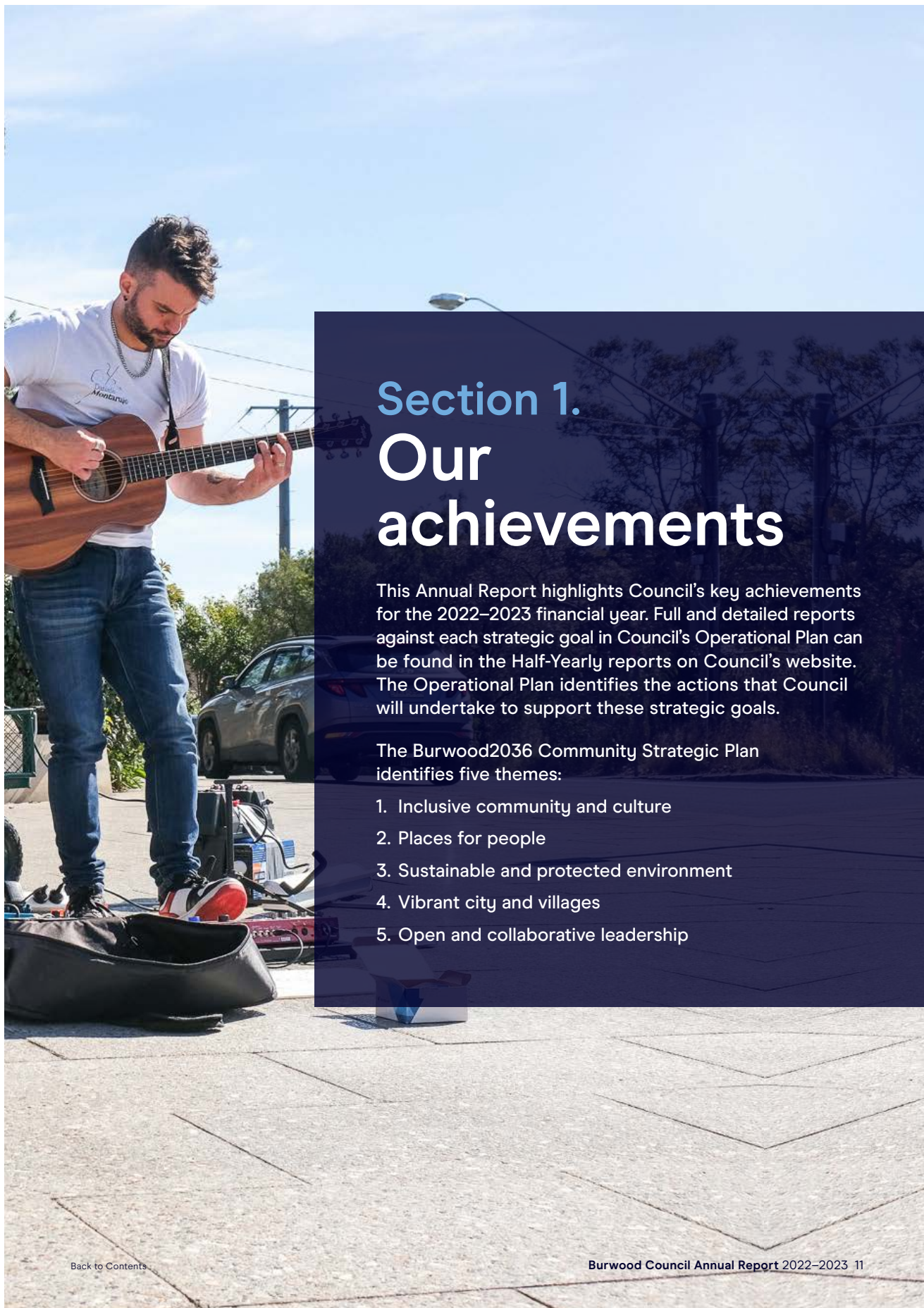
- Burwood LGA is projected to grow by **41%** (or 1.7% per year) from 2021–2041; the fastest annual growth rate within Eastern Harbour City.
- The population of Burwood LGA in 2001 was 30,393 and is projected to reach 58,178 by 2041. This is a growth of 91.4% in a space of forty years; almost double!

Source: NSW Department of Planning and Environment



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Section 1.

Our achievements

This Annual Report highlights Council's key achievements for the 2022–2023 financial year. Full and detailed reports against each strategic goal in Council's Operational Plan can be found in the Half-Yearly reports on Council's website. The Operational Plan identifies the actions that Council will undertake to support these strategic goals.

The Burwood2036 Community Strategic Plan identifies five themes:

1. Inclusive community and culture
2. Places for people
3. Sustainable and protected environment
4. Vibrant city and villages
5. Open and collaborative leadership

1. Inclusive community & culture

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

Community strategic plan outcomes

- 1.1 A welcoming community that cares and looks after each other
- 1.2 A healthy and active lifestyle where people experience a sense of connection and wellbeing



1. Inclusive community & culture



1,921

families attended the **Mobile Play Van**



275,529

visitors to the **Burwood Library and Community Hub**



13

Mayor's Commendation Awards across 5 categories



133,959

visitors to the **Enfield Aquatic Centre**

1,459

Learn to Swim student bookings



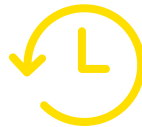
167

volunteers referred to external organisations



7.6/10

customer experience rating



1,873

customers served at **Council's Customer Service Counter** with 94.8% served within 5 minutes



90%

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



2,600+

bookings for **Midnight Hours Study Program**



OUR LIBRARY

95%

satisfaction rating with **Council's library programs and services**

96% increase in membership

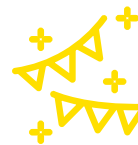
94% increase in program numbers

128% increase in attendance



\$55,000

allocated to 22 organisations as part of the **Community Grants Program**



22

events held with 23,000 attendees

152

events with 2,684 participants delivered in Council's Community Hub

1. Inclusive community & culture

Milestones



Encouraging active community participation

A comprehensive community engagement program was undertaken to support the preparation of Council's first Library Strategic Plan.

Additionally, 156 participants shared their views through various formats including surveys, focus groups, workshops and interviews in preparation of the draft Disability Inclusion Action Plan.

Engagement of the draft Disability Inclusion Action Plan included people with a disability, carers and service providers. Council has also formed a Disability Inclusion Advisory Panel to ensure ongoing participation of people with a disability in Council projects.



Welcoming our new citizens

During 2022/2023, Council held four Citizenship Ceremonies welcoming 282 residents as new Australian Citizens.

The Australia Day Citizenship Ceremony saw 100 residents receive their citizenship and we also celebrated Burwood's 2023 Citizen and Young Citizen of the Year Awards.

Burwood's Citizen of the Year (aged 26+) for 2023 was Daniel Chieng and Young Citizen of the Year (aged 16 to 25) was Anna Xu.



Celebrating the diversity of our community

Council has undertaken a range of actions in the 2022/2023 financial year that celebrates the diversity of our community including:

- In August 2022 the Disability Inclusion Action Plan was adopted by Council
- International Day of People with Disability was celebrated with inclusive events including the opening of the Grant Park Inclusive Play Space
- Four Youth Engagement Officers have been engaged to research and consult on the development of a Youth Action Plan

In addition, Council prepared the 'Culturally Diverse Communities of Burwood' Research Paper to inform Council's understanding of the culturally diverse communities that make up the Burwood community. The research and community engagement process involved:

- 466 online and face-to-face surveys
- 48 in-depth interviews with representatives from a cross-section of Burwood's CALD communities (including Chinese, Korean, Nepalese, Vietnamese, Greek, Arabic/Lebanese, Uyghur, Thai and Spanish speaking) and key stakeholders (service providers, faith-based organisations, government agencies)
- 24 Committee and staff workshops
- Nine engagement stalls or visits involving 120 people

The Research Paper was finalised in February 2023 and the Multicultural Strategy Action Plan has been drafted in consultation with staff and the Multicultural Advisory Committee over a series of workshops.

The draft Multicultural Strategy will be presented to Council before the end of 2023 and will be presented to the community at a large scale forum during the public exhibition period.

1. Inclusive community & culture



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 through the exhibition period.

This year's winners were:

- **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*



Recognising our volunteers

Burwood Council recognises the hard work, dedication and support of our amazing volunteers.

The Volunteer of the Year Awards were held on Friday, 19 May 2023 and are an opportunity to say thank you for the endless work that all our volunteers dedicate to the Burwood community.

For each Award Category the winners for 2023 were as follows:

- **Young Volunteer** – Aditi Kamath, Burwood Youth Advisory Committee and Burwood Multicultural Advisory Committee
- **Adult Volunteer** – Christian Young, NSW State Emergency Services Burwood Unit, Unit Commander
- **Senior Volunteer** – Spyros Sioutas, St Nectaros Burwood, Volunteer Assistant
- **Volunteer Team** – Youth in Action, St Nectaros Burwood



Delivering and Supporting Events in the Burwood Community

Council delivered a range of events for the Burwood Community during the 2022/2023 financial year including:

- NAIDOC Week Celebrations in Wangal Park with activities also held at the Burwood Library
- Deane Street Activations
- Lunar New Year (in partnership with New Impressions Media)
- Seniors Week Lunch
- International Day of People with Disability and Grant Park Inclusive Play Space opening
- Christmas in the Park
- Christmas musical offerings at The Strand, Croydon
- Easter Event and Open Air Cinema at Enfield Aquatic Centre
- National Servicemen's Day Memorial Service
- Australia Day Citizenship Ceremony
- Volunteer Recognition Awards
- ANZAC Day Dawn Service including recognition of the 100-year anniversary of the Memorial Arch
- Connect Youth Week

In addition, Council provided support in the delivery of a number of community events including:

- Annual Greek Street Fair
- Moon Festival in Burwood Park
- World Cup event coordinated by Enfield Rovers
- Fuse Fest
- Greek Independence Day
- Multicultural Street Meet in Unity Place celebrating Harmony Day
- Youth activation event in partnership with the youth organisation, Fusion
- St Joseph's Christmas Event
- Cedars of Lebanon

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1. Inclusive community & culture

Highlights



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.

The Burwood Urban Park, Arts and Cultural Centre will deliver a new vibrant and dynamic civic and cultural precinct for our growing community.



Success of the Mobile Play Van continues

The community's love of the Mobile Play Van continued to grow throughout the 2022/2023 financial year with 1,921 families visiting the service and a record 140 families visiting on one day.

The Mobile Play Van also supported the following events:

- Australia Day Citizenship Ceremony
- NAIDOC Week Celebrations
- The Henley Park Fun Day
- Grant Park Inclusive Play Space opening
- Christmas in the Park

The Mobile Play Van was also featured in Channel 7's Sydney Weekender Program.



The Community Grants Program 2022–2023

Council's Community Grants Program provided \$55,000 to assist local community organisations and not-for-profit services to work with the community to assist the ongoing work continually carried out by these services.

1. Inclusive community & culture

Keeping our community water safe

The Enfield Aquatic Centre was rated as "Exceeded Targets" by the Royal Life Saving Aquatic Facility Safety Assessment in February 2023.

Council's Learn to Swim program continued to grow with 1,459 student bookings with a total capacity of 90%.

Additionally, Council launched a new School Intensive Program which engaged schools within the Burwood LGA catchment area and provided essential learn to swim programs for approximately 800 students over a six-week period.



Activating our Community Hub

Council introduced a number of new programs and events to activate the Community Hub during 2022/2023. These programs included:

- STEAM Clubs for children and seniors
- Plant Doctors
- Playtime for Grown Ups
- Bubble Tea Tour
- Burwood Art Prize
- Creative Programs

Midnight Hours was run for an extended period to support Higher School Certificate students in the lead up to exams.

Overall, Council delivered 152 events with 2,684 participants significantly higher than our target of 40 events and 1,000 participants.

Supporting the health & wellbeing of the Burwood community

Throughout 2022/2023, Council partnered with local groups and organisations to provide a wide range of community programs across the Burwood LGA including:

- | | |
|---------------------------------|--|
| • Fitter & Stronger | • Speakers Corner |
| • Line Dancing | • Junior Multi-Sport Program |
| • Chinese Art Classes | • Earthbeats Music Early Childhood Program |
| • Chinese Line Dancing | • Sewing Bee Club |
| • Zumba Classes | • Photography Club |
| • Community Soccer | • Youth Recreation & Life Skills Programs |
| • Kids Art Workshops | • Youth Art Workshops |
| • Women & Girls Self Defence | • Skate Classes |
| • Dance Reciters | • Native Gardening Workshops |
| • Living Longer Living Stronger | |
| • Smartphone Photography | |



2. Places for people

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

Community strategic plan goals

- 2.1 An urban environment that maintains and enhances our sense of identity and place
- 2.2 Sustainable, integrated transport, infrastructure and networks support population growth and improve liveability and productivity
- 2.3 Public and open spaces are high quality, welcoming, accessible, shaded, enjoyable places seamlessly connected with their surroundings



2. Places for people



\$96M

in funding secured for **11 WestInvest projects**



91%

of Burwood LGA residents rate their **quality of life as good to excellent**



95%

satisfaction rating for the **maintenance of local parks and playgrounds**



138

development applications received

111 development applications determined

72 = Average net turnover days



5,901

venue bookings



2,544

park bookings



92%

of residents agree or strongly agree that the **Burwood LGA is a great place to live**



96%

satisfaction with the quality of **Burwood's public and open spaces**



95%

satisfaction rating of availability and maintenance of Council's **sporting ovals and grounds**

2. Places for people

Milestones



New colourful Exeloo at Martin Reserve

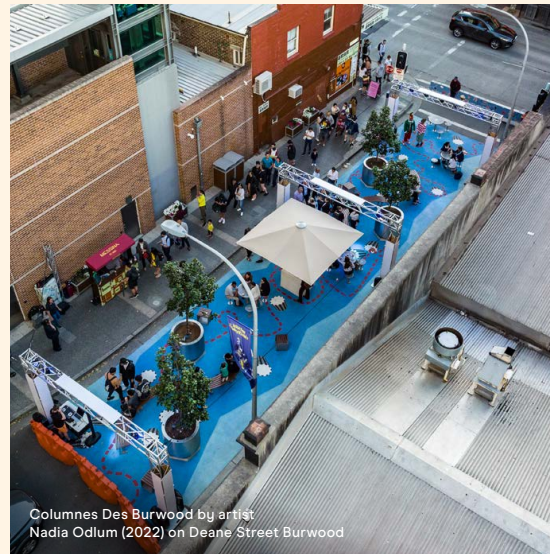
Improving our playgrounds and green spaces

- Martin Reserve – \$400K upgrade was completed with an upgraded playground, picnic facilities, public toilets, new accessible pathways and wayfinding signs
- The Grant Park Inclusive Play Space was completed and opened on 30 November 2022
- Work continues on the Burwood Park Nature Playground, Sensory Garden and Pond Upgrade



Improving public transport infrastructure

All 125 bus stops across the Burwood LGA were upgraded to ensure compliance with the *Disability Discrimination Act 1992*.



Columns Des Burwood by artist Nadia Odium (2022) on Deane Street Burwood

Managing and activating our places

Over the past 12 months Council has introduced a new multi-disciplinary 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.

To further support this work into the future, Council has prioritised the preparation of a Place Management Framework 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 recently completed draft framework.

Now that a foundation for successful place-making has been laid, further work will be undertaken in 2023–2024 to peer review the draft framework and use this information to inform an Open Space Vision and Action Plan and Place Activation Policy (Licence to Play) which will also consider laneways and small spaces in the Burwood Town Centre.

Additionally, Council has been delivering a range of strategic place-making activities throughout the 2022/2023 financial year including:

- Deane Street Precinct Transformation Project
- Clarendon Place Night Markets Road Closure activation
- Trial of two new Parklet activations
- Preparation of an Economic Development Discussion Paper and Night Time Economy Strategy to guide future activations after dark
- Commissioning of a full 21-minute episode on the Sydney Weekender to promote Burwood's destination qualities

2. Places for people

Highlights



Focusing on city excellence

With a focus on City Excellence, Council has undertaken a number of actions in the 2022/2023 financial year including:

- August 2022 saw the introduction of the Burwood Design and Review Panel which has been implemented to improve the design quality of buildings and provide advice in relation to Planning Proposals
- Council has commenced investigations into the establishment of a Design Competition process (this work is tied into the planning framework for the Burwood North Precinct)
- Discussions have continued with the Greater Cities Commission, as part of the review of the Eastern City District Plan with respect to Burwood's place as a Strategic Centre within the Eastern Harbour City and opportunities for the expansion of the Eastern Economic Corridor to take in the Burwood Town Centre and Burwood North Precinct
- The review of the Development Control Plan (DCP) has commenced
- The controls for Boarding House/Co-Living Housing have been reviewed and updated and an information session was delivered in relation to the review findings
- Ongoing Shopfront Improvement Program for Burwood Road and the Burwood Town Centre is being delivered

WestInvest

Council secured funding for 11 transformational projects across the Burwood LGA including:

- \$52.4M Enfield Aquatic Centre redevelopment
- \$20.3M towards Burwood Cultural Arts Centre and Urban Park
- \$3.9M Paisley Road beautification works
- \$6.6M for Burwood Main Street Transformation Project
- \$3.9M Deane Street Precinct Transformation
- \$2.2M for the Strathfield Place Making Project
- \$2.7M for the upgrade of the Henley Park Sports Field
- \$2.5M Burwood Park Inclusive Play Space
- \$1.2M Woodstock Sensory Garden Project
- \$876,150 for the Burwood Library Pod
- \$814,641 for Henley Park and Russell Reserve Expansion



Enfield Aquatic Centre redevelopment



Henley Park sports field upgrade

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 previous year.

The use of community facilities soared by more than six times from 448 bookings to 2,906.

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2. Places for people

Major infrastructure projects

LGA-wide projects	Completed	Current
Stormwater Investigations – CCTV – 2022/23	✓	
Bus Stop Tactile Indicators – installation of rubber and stainless steel tactile indicators	✓	
New line marking for roads and parking	✓	
Tree planting – 500+ new trees planted LGA wide	✓	
Burwood	Completed	Current
Kerb and gutter, footpath and/or resurfacing work		
Eurella Street – road resurfacing	✓	
Grantham Street – road resurfacing	✓	
Riley Lane – road resurfacing	✓	
Bold Street – road resurfacing and kerb and gutter	✓	
Clarendon Place – road resurfacing	✓	
Deane Street – road resurfacing	✓	
Park Avenue – road resurfacing and kerb and gutter	✓	
Nicoll Lane – road resurfacing	✓	
Ethel Street – road resurfacing	✓	
Wyatt Avenue – road resurfacing	✓	
Wentworth Road – road resurfacing	✓	
Ilfracombe Street – kerb and gutter and footpaths	✓	
Sym Lane – kerb and gutter	✓	
Selborne Street – kerb and gutter	✓	
Esher Street – footpaths	✓	
Orontes Lane – footpaths	✓	
Conder Street – footpaths	✓	
Woodstock Park – footpaths	✓	
Clifton Ave – footpaths	✓	
Stormwater drainage		
No.25 Victoria Avenue	✓	
11A Ethel Street	✓	
Traffic facilities		
Nicholson Street – new concrete threshold	✓	
Railway Parade – new fencing with gate	✓	
Park improvements		
Woodstock Park – new fencing	✓	
Sanders Reserve – new dog bubbler and seating	✓	

2. Places for people

Playground improvements

Wyatt Avenue Reserve – playground upgrade and fencing ✓

Tree planting

Wangal Park – 111 trees planted ✓

Burwood Park – 7 trees planted for Queen's Jubilee ✓

Precinct transformation

Deane Street – new tables, seating, shade umbrellas, trees, floor mural ✓

Croydon Completed Current

Road resurfacing work

Young Street ✓

Arthur Street ✓

Webb Street ✓

Stormwater drainage

Young Street ✓

Croydon Park Completed Current

Kerb and gutter, footpath and/or resurfacing work

Tullimbar Street – road resurfacing ✓

Beresford Avenue – road resurfacing ✓

Queen Street – road resurfacing ✓

Boyle Street – road resurfacing ✓

Kingsbury Street – kerb and gutter ✓

Walsh Avenue Reserve – footpaths ✓

Tangarra Street – footpaths ✓

Stormwater drainage

Tangarra Street ✓

Traffic facilities

Weil Avenue – 5 parking bays ✓

Walsh Avenue – 7 parking bays ✓

Lily Street – new concrete threshold with planter beds ✓

Park improvements

Jackson Park – new fencing/gates and bubbler ✓

Cooks River Shared Path – new solar lighting ✓

Martin Reserve – upgrade of the junior playground, new automated toilet, new picnic shelters and new bubbler ✓

2. Places for people

Major infrastructure projects *cont'd*

Enfield	Completed	Current
Kerb and gutter, footpath and/or resurfacing work		
Trevena Lane – road resurfacing	✓	
Grant Park Inclusive Play Space Car Park off Shelley Street – road resurfacing	✓	
Portland/Mitchell Street roundabout – road resurfacing	✓	
Heydon Street – kerb and gutter	✓	
31 Carlyle Street – footpaths	✓	
Beaumaris Street – footpaths	✓	
Henley Park – footpaths	✓	
Park improvements		
Henley Park, Grant Park and Enfield Aquatic Centre – park signage and wayfinding	✓	
Playground improvements		
Willee Street Landscaped Verge – playground upgrade and fencing	✓	
Grant Park Inclusive Play Space – new All Inclusive playground and automated toilet	✓	
Streetscape upgrades		
Enfield Village – Liverpool Road and Coronation Parade – footpath upgrade, landscaping, seating and new planter boxes with trees	✓	
Strathfield		
Kerb and gutter, footpath and/or resurfacing work		
Everton Lane – road resurfacing, kerb and gutter and footpaths	✓	
Henry Street – road resurfacing	✓	
Willee Street – road resurfacing and footpaths	✓	
Wonga Street – road resurfacing	✓	
Cowdery Lane – road resurfacing	✓	
Railway Avenue – road resurfacing	✓	
Parnell Street – footpaths	✓	
Emu Street – footpaths	✓	
Russell Street – footpaths	✓	



2. Places for people

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3. 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.

Community strategic plan goals

- 3.1 The urban forest and natural environment are maintained, enhanced and connected
- 3.2 People and infrastructure contribute positively to the environment and respond to climate change



3. Sustainable & protected environment



100%

of Council's facilities powered by **renewable energy**



Safe and Clean team removed:

- **7,699** litres of rubbish
- **672** advertising posters
- **450** spills
- **570** trolleys from pedestrian walkways



405

building related complaints received and actioned



27,000

residential bins collected each week

100

litter bins emptied each week

1.4M

household bins collected



60+

scheduled bulk household collections provided every week



12

bin sensors installed in the Town Centre



4,000

shrubs and plants planted

600+

trees planted



400

illegal dumping events investigated

3. Sustainable & protected environment

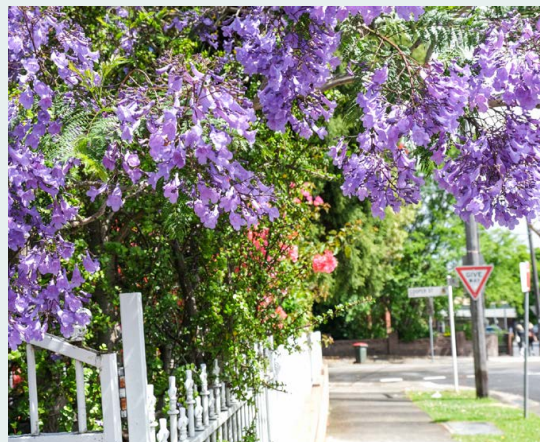
Milestones



FOGOing our way to a sustainable future

The initial 12-month Food Organics and Garden Organics (FOGO) trial was completed in December 2022 with 40 trucks of FOGO diverted from landfill.

During January 2023, an audit of the trial was undertaken and in June 2023, Council extended the FOGO trial for a further six months. In addition to the trial being extended, Council endorsed the engagement strategy for the FOGO trial extension and the success of the extended trial will again be reviewed by Council in early 2024.



A greener Burwood

This year Council has assessed how green Burwood is through:

- A tree canopy review undertaken in May 2023 which was conducted by an independent assessor. This review also involved mapping of the tree canopy cover in the LGA
- A tree audit was completed in June 2023.

Council continues to add more trees to the Burwood LGA through initiatives such as the Mayor's 500 Street Tree Program which was completed in March 2023.



The Sustainability and Environment Advisory Committee

Council's new Sustainability and Environment Advisory Committee held its first meeting in September 2022.

Council works in partnership with the Committee who provides input and participates in the delivery of sustainability and environmental initiatives to deliver on the vision of the Sustainable Burwood Strategy.



Power through Renewable Energy

On 1 January 2023, all power to Burwood Council's facilities is powered by 100% renewable energy. The agreement will run from 1 January 2023 to 2026 with an option to extend to 2030.

This initiative means Burwood Council is one of 25 Councils who entered into an Electricity Supply Agreement with ZEN Energy Retail Pty Ltd for its small and large market sites as part of the Southern Sydney Regional Organisation of Councils (SSROC).

3. Sustainable & protected environment



Paving the Way – Re-using Rubber Project

A new program involving 12 Sydney councils has achieved significant environmental and economic benefits through recycling tyre rubber to create new roads.

The Re-using Rubber project, which was rolled out in Park Avenue Burwood on 21 June 2023, involved using recycled rubber from end-of-life car and truck tyres processed in Sydney to modify the polymers in bitumen.

The project was organised by the Southern Sydney Regional Organisation of Councils (SSROC) and supported by Tyre Stewardship Australia (TSA) in partnership with the Australian Flexible Pavement Association (AFPA).

The program initially used about 3,600 equivalent standard passenger car tyres, or 2,400 car and 490 truck tyres.



Electrifying our plant & fleet

Council has reviewed the Light Vehicle Fleet Management Corporate Practice with a focus on encouraging the transition to hybrid or all electric vehicles. Additionally, Council has purchased an electric forklift which is operating at Council's Operations Centre.

Work has also commenced on the development of an Electric Vehicle Strategy for Council with the aim of setting a long-term vision and framework ensuring consistent deployment of electric vehicle charging infrastructure across the LGA by private enterprise, residents and Council. Council is also a member of the Electric Vehicle Working Group established by SSROC.



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3. Sustainable & protected environment

Highlights



Reducing single-use plastics

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 a social media campaign, information seminars and direct contact with businesses.



Smart Recycling

During the reporting period Burwood residents had just under 5,000kg of recyclable items (not accepted in the residential kerbside yellow lid bin) collected via the RecycleSmart program.

RecycleSmart pickup hard-to-recycle items from Burwood Council residents' doorsteps and drop them off to be recycled.

RecycleSmart collect soft plastics, clothes, shoes, e-waste, batteries and more. The service allows Burwood Council residents to receive two bags of recyclables to be collected monthly at no cost to them.

Speaking 4 the Planet – World Environment Day

Council partnered with Canada Bay and Strathfield Councils along with Climate Action Burwood Canada Bay (CABCB) and Speaking 4 the Planet organisation to organise and deliver an event for high schools from the three Council areas on World Environment Day, 5 June 2023.

Students from the high schools nominated to participate in writing, speaking and producing art pieces.

The theme for the event for 2023 was 'One Planet, Our Future: Consume with Care'.

The event involved eight schools, 26 student participants, 76 students and nine teachers in attendance along with Council staff and Federal, State and Local Government representatives.



3. Sustainable & protected environment

The Cities Power Partnership Program

Burwood Council has resolved to work towards net zero emissions for the Community by 2050 and net zero emissions for Council operations by 2030.

To complement the initiatives and programs Council is planning and implementing, the Cities Power Partnership program gives Council access to experts and resources to achieve the net zero targets.

Council resolved to focus on the following five pledges:

- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles (EV) – Council has purchased a number of electric vehicles as part of Council’s fleet
- Provide fast-charging infrastructure throughout the city at key locations for electric vehicles – Council has approved five fast charging kerbside EV charging points across the Burwood Council area for the community to have greater access to charge their EVs
- Develop education and behaviour change programs to support local residents and businesses to tackle climate change through clean energy, energy efficiency and sustainable transport
- Lobby state and federal governments to increase sustainable transport options – Burwood Council has been liaising with the State Government and associated agencies to advocate for the Metro located on the northern boundary of the Burwood Council LGA
- Develop procurement policy to ensure that the practices of contractors and financiers align with council’s renewable energy, energy efficiency and sustainable transport goals – Council is exploring opportunities to include sustainability considerations into our procurement matrix

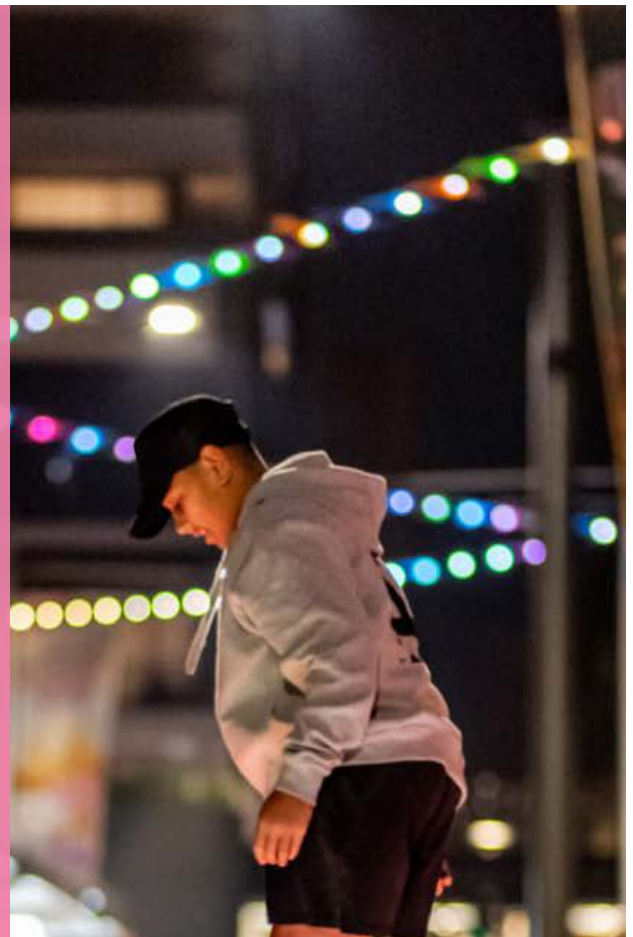


4. Vibrant city & villages

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.

Community strategic plan goals

- 4.1 A thriving city and centrally located, strategic business and employment hub within Sydney
- 4.2 Safe, clean and activated streets, centres and public places are enjoyed by people day and night



4. Vibrant city & villages



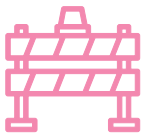
532
new street name
signs installed



90%
of capital works
program delivered



33,000
square metres of
road re-sheeted



2,000
metres of kerb
and gutter renewed



66
development applications
referred to Council's
Heritage Advisor



400
annual inspections for
Environmental Health
Program



6
public art projects
delivered



3,700
square metres of
footpath rehabilitated



30
building sites
patrolled per day



23
environmental health
education programs
delivered

4. Vibrant city & villages

Milestones



Transforming public spaces

The \$500K Deane Street Transformation Project was successfully completed in partnership with Transport for NSW in November 2022.

The project involved the installation of new seating and shade covers, plants and trees, two public art murals and a new bike repair kiosk.

The transformation has resulted in:

- 60% increase in foot traffic during the day
- 90% increase in foot traffic during the night
- 35% increase in revenue for businesses

The permanent re-imagining of this space will take place through funding secured via WestInvest.



Upgrading our infrastructure to improve performance, lifecycle and accessibility

In the 2022/2023 financial year, Council's capital works program achieved the following:

- Kerb and Gutter, Footpath and Streetscape Programs – 100% completed
- Traffic Facilities Program – 100% completed
- Installation of Tactile Indicators at bus stops – 100% completed
- Parks Improvement Program – 100% completed
- Council-wide street tree planting – 100% completed
- DPIE Grant Funded Projects (Enfield Village and Grant Park Inclusive Play Space) – 100% completed
- Streets as Shared Spaces Grant – Deane Street precinct transformation – 100% completed
- Solar lighting upgrades along Cooks River path – 100% completed
- Fifth Avenue Bridge works (TfNSW project) – 95% completed
- Road Resurfacing Program – 95% completed



Omer, owner of Sahara By the Park on Burwood Road



Mayors Commendation Award recipient Logans Pianos

Partnering with the Burwood business sector

A number of initiatives were held during the year to promote and assist the Burwood business sector. These initiatives included:

- A NSW Small Business Month networking event 'Connect for Success' was delivered in November 2022 with over 60 people and key note speakers in attendance
- During NSW Small Business Month, Council subsidised 75% of the cost of facility hire for small business owners in Burwood
- In February 2023, the Chamber of Commerce presentation on City Excellence was held
- The Mayor's Commendation Awards took place in March 2023 with 13 commendations being awarded across five categories
- The Inner West Local Business Awards were supported by Council in May 2023 with 38 Burwood businesses being recognised as finalists and three Burwood businesses winning their respective categories
- A Night Time Economy Business Breakfast was held in June 2023

Another key highlight is Council's collaboration with the Burwood Asian Business Partnership, to support the reactivation of a strong sole Chamber of Commerce promoting and marketing the initiative through Council's:

- Business e-newsletters (1,400 businesses)
- Community e-newsletters (12,000 people)
- WeChat (1,300 people)
- Facebook (7,100 people)

Additionally, Council provided six months of dedicated administrative support to assist with the reactivation to the Chamber of Commerce.

4. Vibrant city & villages



Supporting the business community to improve shopfronts

Council committed \$50,000 to the 2022/2023 Shopfront Improvement Program. Eligible businesses were able to apply for up to \$3,000 to improve the appearance of their shopfront.

This year Council provided \$11,442 in funding to four local businesses and since the program began in 2019 a total of \$48,000 has been provided to 17 local businesses.



Our public art program

Council completed six public art projects in the 2022/2023 financial year including:

- The Enfield Village Revitalisation Project included three significant public art projects that represent the history of Enfield Village
- Deane Street floor and wall murals
- Martin Reserve amenities block
- Lunar New Year banners
- Burwood Art Prize art work banners
- Burwood Park First Nations art work banners



Keeping our community safe

Throughout the 2022/2023 financial year, Council delivered a range of community safety activities for the Burwood community including:

- After extensive community engagement, a draft Community Safety Plan has been developed and Council has worked with key stakeholders such as NSW Police to implement crime prevention strategies in areas such as break and enter, theft and food delivery driver education
- The Community Safety team worked 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
- The inspection program for boarding houses, restricted premises, hair, beauty and cosmetic premises was completed
- Food safety campaigns delivered included a site seminar at Burwood Plaza and the promotion of the "Scores on Doors" program
- A number of Road Safety Programs were held including the Slow Down Campaign, Graduated Licensing Scheme, Safety Around Schools and Child Safety Restraint Check programs
- Three animal awareness programs were delivered focused on owner responsibilities, off-leash and registration requirements
- All inspections on dangerous and restricted dogs were conducted



The Sustainability and Environment Advisory Committee

Council's new Sustainability and Environment Advisory Committee held its first meeting in September 2022.

Council works in partnership with the Committee who provides input and participates in the delivery of sustainability and environmental initiatives to deliver on the vision of the Sustainable Burwood Strategy.



Improving our public spaces

The Enfield Village Revitalisation Project was completed ahead of schedule creating a gateway welcome to visitors and residents of Enfield and the surrounding suburbs.

Works included upgrading existing footpaths to paving, landscaping adding colour and vibrancy, new street furniture, banner arms added to the Burwood banner cycle and three major public artwork pieces.

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4. Vibrant city & villages

Highlights



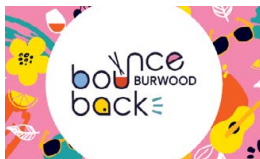
The Sydney Weekender visits Burwood

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.

Burwood Bounce Back Program

Council continued to receive acknowledgement for the work delivered to our community through the Burwood Bounce Back Program including:

- Recognition as a finalist (top 3) in the Business Campaign of the Year category at the 2022 Premier's Multicultural Communications Awards
- Runner-Up in the Disaster Preparedness category at the National Awards for Local Government receiving an Honourable Mention for the positive outcomes achieved across our community



Protecting and recognising Burwood's heritage

In November 2022, Council submitted a Planning Proposal for Gateway Determination to the Department of Planning and Environment to group heritage list properties in the Appian Way Heritage Conservation Area.

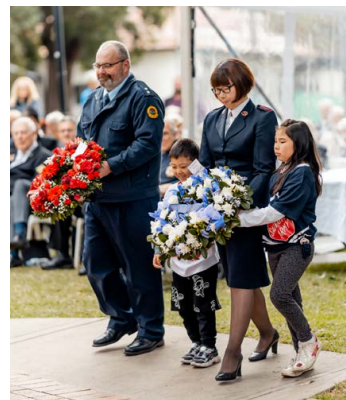
Gateway Determination was received on 23 December 2022.

After extensive feedback from residents and support from Heritage NSW, the planning proposal was endorsed by Council in March 2023. The inclusion of the properties as a group listing will give greater strength to the preservation of the dwellings and integrity of the precinct.

Other heritage related activities during 2022/2023 included:

- Heritage street signs have been designed and will be installed during the 2023/2024 financial year
- The heritage plaques program is being developed and will be reported to Council for consideration
- Two heritage walks were conducted including the Croydon History Walk and St Thomas Cemetery

Council also partnered with NSW Veterans Affairs, to celebrate the 100-year anniversary of the Burwood Memorial Arch. A photo exhibit was held in Council's Community Hub and an exhibition of digital images was displayed at Burwood Park.



Enhancing the 24-hour economy

Specialist consultant JOC Consulting has been engaged to assist Council in the preparation of the Burwood Night Time Acceleration Plan which will include:

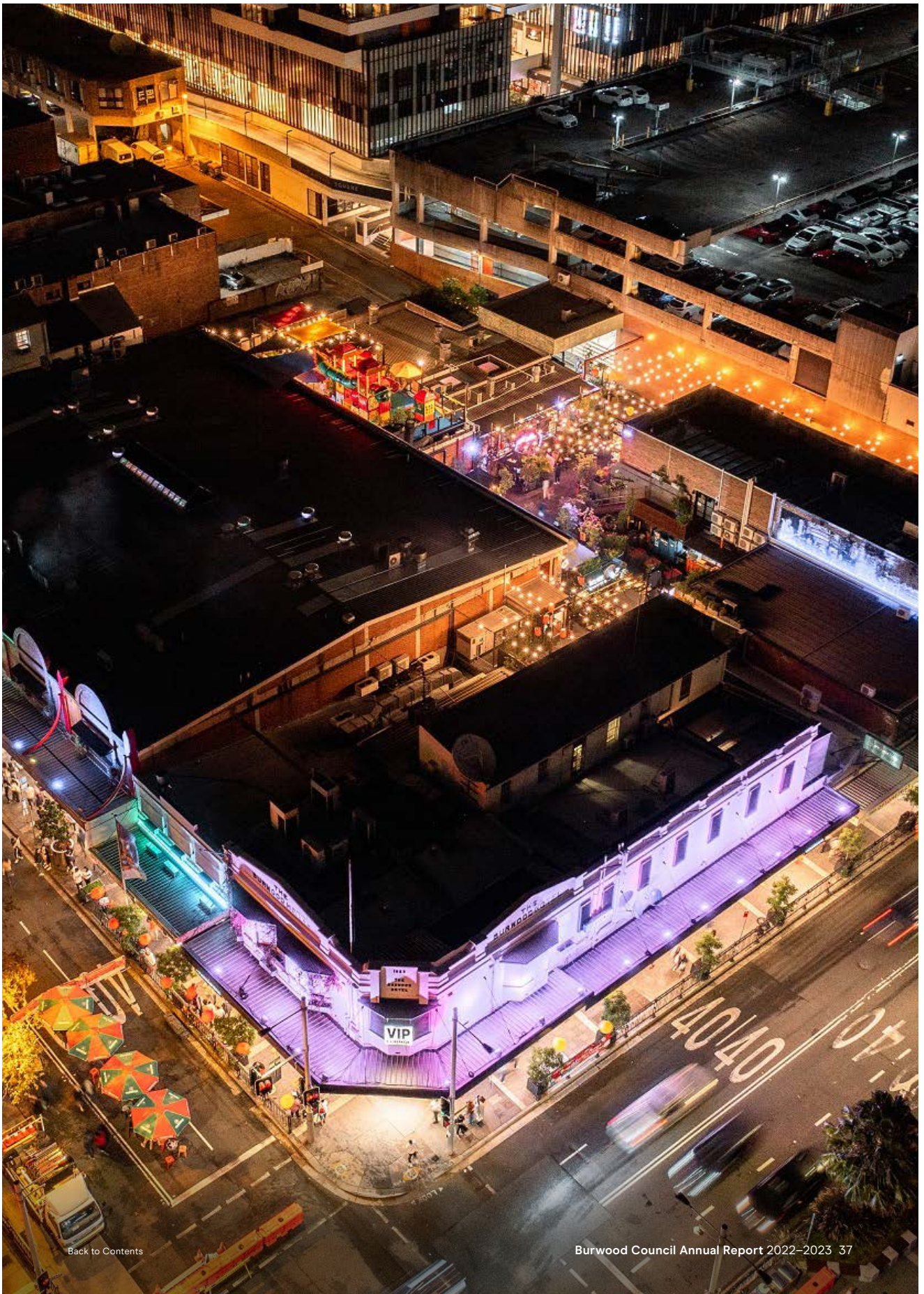
- An Economic Development Discussion Paper
- A Night Time Economy Strategy
- A Visitation and Future Investment Prospectus

Comprehensive research, economic analysis, in-person and online engagement has been undertaken including:

- 28 local businesses in their premises
- Two face-to-face community pop-up stalls
- A targeted business workshop attended by 13 local businesses
- 157 online 'Burwood After Dark' survey responses received

All three strategic documents are due for completion by August 2023.





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5. Open & collaborative leadership

A strong local democracy with an actively engaged community who are listened to, respected and who trust in our leaders.

Community strategic plan goals

- 5.1 A well informed community active in civic life, local planning and decision making
- 5.2 Effective, innovative and collaborative leadership is underpinned by open, transparent and responsible governance



5. Open & collaborative leadership



14
strategies, policies
and plans adopted



26,222
calls received via
the call centre



45,638
views and 5,262
contributions to 105 projects
via Council's community
engagement platform –
Participate Burwood

33,000
views on our community
engagement platform
Participate Burwood



201
webchat users
in the first 30 days



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



100%
reach increase across all
Council social platforms



1,126
parking permit
applications processed



74%
of residents rate
Council's level of
community engagement
as good to excellent



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



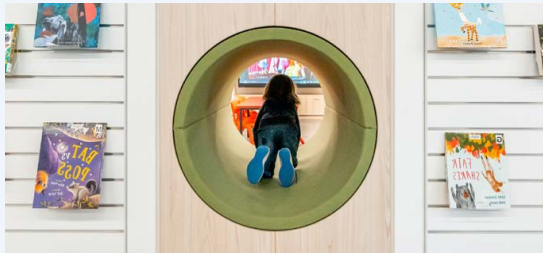
68
e-newsletters emailed to
over 12,000 subscribers



118
formal **GIPA requests**
completed

5. Open & collaborative leadership

Milestones



Measuring customer satisfaction

In December 2022, a comprehensive Mystery Shopping program was conducted across Council and in March 2023, Council engaged Micromex Research to conduct a random telephone survey with 300 Burwood LGA residents and a short survey was conducted with 50 additional residents.

The survey results show that community satisfaction remains strong and above the benchmark for the Sydney Metro area.

The top three drivers of community satisfaction were:

1. Council's planning and policy framework
2. Council provision of information to residents
3. Opportunities to contribute to Council's decision making process

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



Engaging with our community

Extensive consultation with the Burwood community has taken place during 2022/2023 on a range of projects and activities.

In February 2023, following a period of public exhibition, Council endorsed the 2023-2026 Community Engagement Strategy. During the development of the Community Engagement Strategy, Council undertook the following community consultation activities:

- 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
- Council also undertook extensive consultation with the community on a range of other significant projects and via different forums including:
 - Burwood North Masterplan – in person consultation occurred with 100 people contributing their knowledge, views and aspirations for the future of Burwood North
 - The Burwood Disability Inclusion Advisory Panel was established
 - The Multicultural Advisory Committee membership was increased from four to eight members increasing diversity and representation
 - The Burwood Design and Review Panel was established in August 2022



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5. Open & collaborative leadership



Our strategic documents and policies

Throughout 2022/2023 a number of key strategic documents and policies were adopted by Council including:

- Library Strategic Plan 2022 – 2027
- Disability Inclusion Action Plan 2022 – 2026
- Child Safe Policy
- Traffic and Transport Study
- Community Facilities and Park Hire Policy
- Property Strategy 2022 – 2026
- Collection Development Policy
- Burwood Section 7.12 Plan
- Community Engagement Strategy 2023 – 2026
- Audit Risk & Improvement Committee Charter
- Out of Hours Construction Policy
- Hoarding Policy
- Conflict of Interest Policy: Council Related Development Applications
- Parking Permit Scheme Policy



Managing Council's property portfolio

Council has been successful in securing tenants for a number of its Burwood investment properties including:

- Belmore Street
- A portion of Elsie Street
- Railway Parade
- Fitzroy Street
- Burleigh Street
- Brighton Street

Council's Property Strategy was also developed and adopted by Council in the 2022/2023 financial year.



Using technology and reviewing our services to improve the customer experience

Council has implemented a range of new technology aimed at improving the customer experience including:

- Assetic, an asset management software solution to assist in the management of Council's assets facilitating and expediting action on work orders in the field
- A new cloud-based contact centre platform was implemented allowing multiple communication channels including webchat and interactive voice response systems
- The event booking and ticketing module Bookable was implemented in January 2023 to improve customer experience and streamline the event administration process
- A new Enterprise Resource Planning (ERP) system was also sourced to provide Council with a long-term solution consolidating systems, reducing duplication and streamlining processes

Additionally, throughout the 2022/2023 financial year, Council conducted a number of comprehensive reviews of core functions including:

- Operations
- Waste & Cleansing
- City Development
- Finance

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5. Open & collaborative leadership

Highlights



Improving our social media reach

Over the last 12 months, Council has seen a dramatic increase in our social media reach including:

- Facebook – 99.3% increase with 7,465 followers
- Instagram – 153% increase with 3,558 followers and with a reach of 40,142
- Twitter – 58% increase with 3,096 followers and 34,800 impressions

Burwood shines

2022/2023 saw Burwood Council recognised across different areas of Council including:

- The Last Lion mural in Burwood Chinatown won the 2022 Best Entrance Art at the National Street Art Awards
- The Grant Park Inclusive Play Space won the Local Government Excellence Award (Assets and Infrastructure Category)

Council were also finalists in Local Government Excellence Awards for:

- Burwood Library Midnight Hours (Special Project Initiative Category)
- Deane Street Precinct Transformation: A Roadway Re-imagined for People (Partnerships and Collaboration Category)
- The Enfield Village Revitalisation Project: A Creation of a Vibrant Neighbourhood Gateway (Community Partnerships Category)



The Last Lion by artists Sophi Odling and Christina Huynh on Clarendon Place Burwood



Grant Park Inclusive Play Space



Our Customer Experience Strategy

Council is currently drafting a new Customer Experience Strategy that is being informed from internal and external research including the results of the biennial Customer Satisfaction Survey and the Customer Experience Transactional Surveys.

The Customer Experience Transactional Surveys were undertaken in May 2023 across three service units including Customer Service, Burwood Library and the Enfield Aquatic Centre.

Keeping our community informed

Council has continued to keep our community informed through a range of communication mediums including:

- 68 e-newsletters emailed to over 12,000 subscribers
- Three printed newsletters distributed to aged care facilities, churches and 17,000 households
- 50+ communications, marketing and engagement campaigns delivered
- The Burwood Residents Guide was updated and refreshed and launched at the June 2023 Citizenship Ceremony



5. Open & collaborative leadership



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The Disability Inclusion Action Plan

Burwood Council has long been committed to strengthening and maintaining an inclusive and diverse community in which people of all abilities are able to connect, participate and thrive.

The Disability Inclusion Action Plan identifies the work Council will undertake to June 2026 under four Focus Areas to create a more inclusive community for people of all abilities:

- **Focus Area 1:**
Encourage positive community attitudes and behaviours
- **Focus Area 2:**
Create liveable communities
- **Focus Area 3:**
Access to meaningful employment
- **Focus area 4:**
Accessible systems and processes

To achieve this Council continues to work in close partnership with people with disability, the community, the private sector, other levels of government and stakeholders to build capacity and develop sustainable outcomes for all residents.



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Highlights

Award Winning Play Facilities

Grant Park Inclusive Play Space was opened in December 2022 creating an active playground that can be enjoyed by everyone.

People with disability were at the centre of the design with the project team incorporating best practice access standards from the NSW Government 'Everyone Can Play' guidelines to deliver a world class inclusive playground.

Council is extremely proud to have won the Local Government Professionals – 2022 NSW Local Government Excellence Award for Asset and Infrastructure Under \$1.5M for the Grant Park Inclusive Play Space.

Council has made application for funding under WestInvest to build additional inclusive play spaces to ensure our parks are enjoyed by people of all abilities.

Leadership Training

Council's leadership team participated in Disability Awareness training in early 2023 with the Australian Human Rights Commission. The aim of training was to increase the leadership team's understanding of the barriers to full and equal participation facing people with disability. The workshop also provided an understanding of the legislative framework underpinning the rights of people with disability and how to apply this into the workplace.

To ensure all staff have an awareness of the barriers facing people with disability, training for all staff has been identified for action under the Disability Inclusion Action Plan.

Social Enterprise

Job training and employment is vital to help overcome the barriers to employment faced by people with disability. Ebenezer Coffee Cart is a mobile café service that provides opportunities for people with disability to gain confidence and an understanding of the workplace.

Council are proud to have partnered with Ebenezer Mission to engage Ebenezer Coffee Cart at Council events and facilities during Seniors Week, Movie Night at Enfield Park, Grant Park Inclusive Play Space opening and as a weekly service outside the Enfield Aquatic Centre.

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Our financial performance

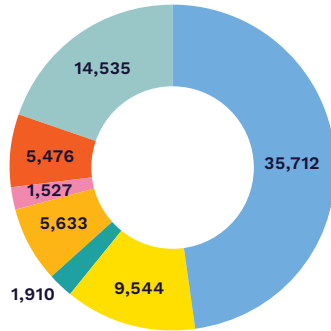
This section outlines Council's year-end financial performance against the adopted budget, including summaries of financial performance across capital works programs and key service areas throughout the financial year.

Major projects considered in the budget:

- Enfield Village Revitalisation Project
- Deane Street Precinct Transformation
- 500 Trees Program
- Martin Reserve Upgrade
- Grant Park Inclusive Play Space

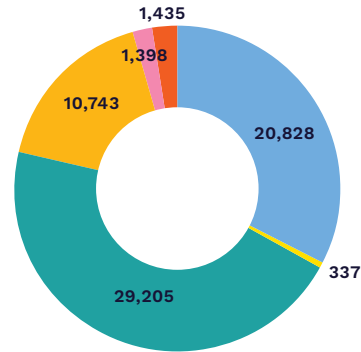
Financial performance

2022-2023 total income
\$74.337 million



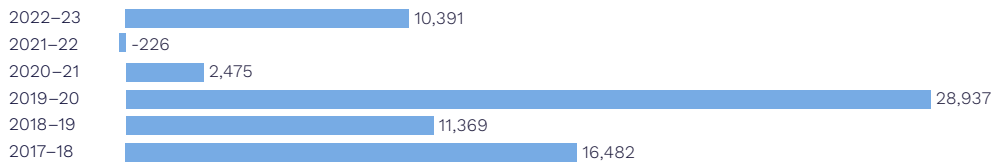
Category	2022-23 \$'000s
Rates & Annual Charges	35,712
User Charges & Fees	9,544
Interest & Investment Income	1,910
Other Revenues	5,633
Rental Income	1,527
Grants & Contributions Provided for Operating Purposes	5,476
Grants & Contributions Provided for Capital Purposes	14,535
Total operating revenue	74,337

2022 - 2023 total operating expenses
\$63.946 million

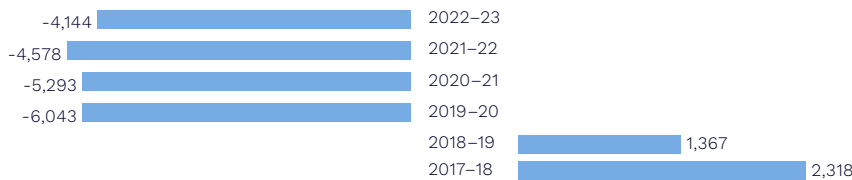


Category	2022-23 \$'000s
Employee Benefits & Oncosts	20,828
Borrowing Costs	337
Materials & Contractors	29,205
Depreciation & Amortisation	10,743
Net Losses from the Disposal of Assets	1,398
Other Expenses	1,435
Total operating expenses	63,946

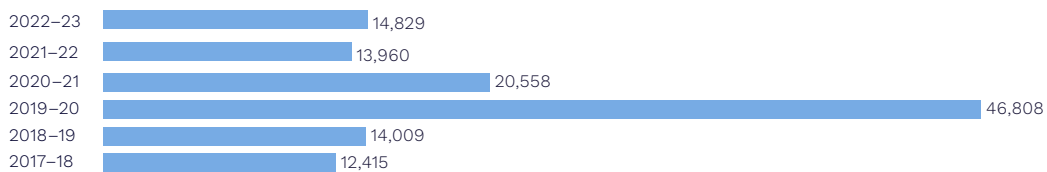
Operating results '000s



Operating result before capital '000s



Capital expenditure '000s



Financial performance

Grant income brought to account during 2022–2023 Financial Year

Grant	Amount \$
Financial Assistance Grants	1,785,068
Anzac Community Grants	1,200
Australia Day	30,000
Bus Route Subsidy	17,457
Carbon Emission Rebate	6,611
Children & Families	73,687
Emergency Services Levy Subsidy	179,734
Environment Management – Education	25,844
Family Leave Subsidy	8,125
Greener Neighbourhoods Program	39,350
Library Capital Resources Grant	52,910
Library Midnight Hours	21,868
Library Per Capita Grant	115,955
LIRS Interest Subsidies	3,935
Local Roads Community Improvement – Phase 3	13,712
NAIDOC Week	2,830
Open Space Activation – Martin Reserve	370,698
Parking Sensors	25,263
Parramatta Road Urban Amenity Improvement Program	1,489,287
Public Spaces Legacy Programs Funding	2,456,456
Recreational – 500 Magnificent Trees	66,341
Recreational – Grant Park, Burwood Park, Wangal Park	887,113
Roads to Recovery	176,207
Shared Spaces – Deane Street	491,082
Small Business Program	5,000
Strategic Planning Grants	467,837
Street Lighting Subsidy	80,000
Stronger Together Events and Festivals	7,100
TfNSW Block and Traffic Grants	21,000
TfNSW Cooks River Shared Path Lighting	165,000
TfNSW Road Safety Projects	67,041
TfNSW Traffic Facilities	11,536
WestInvest Preliminaries	658,469
Youth Services & Projects	25,919
Total	9,849,635

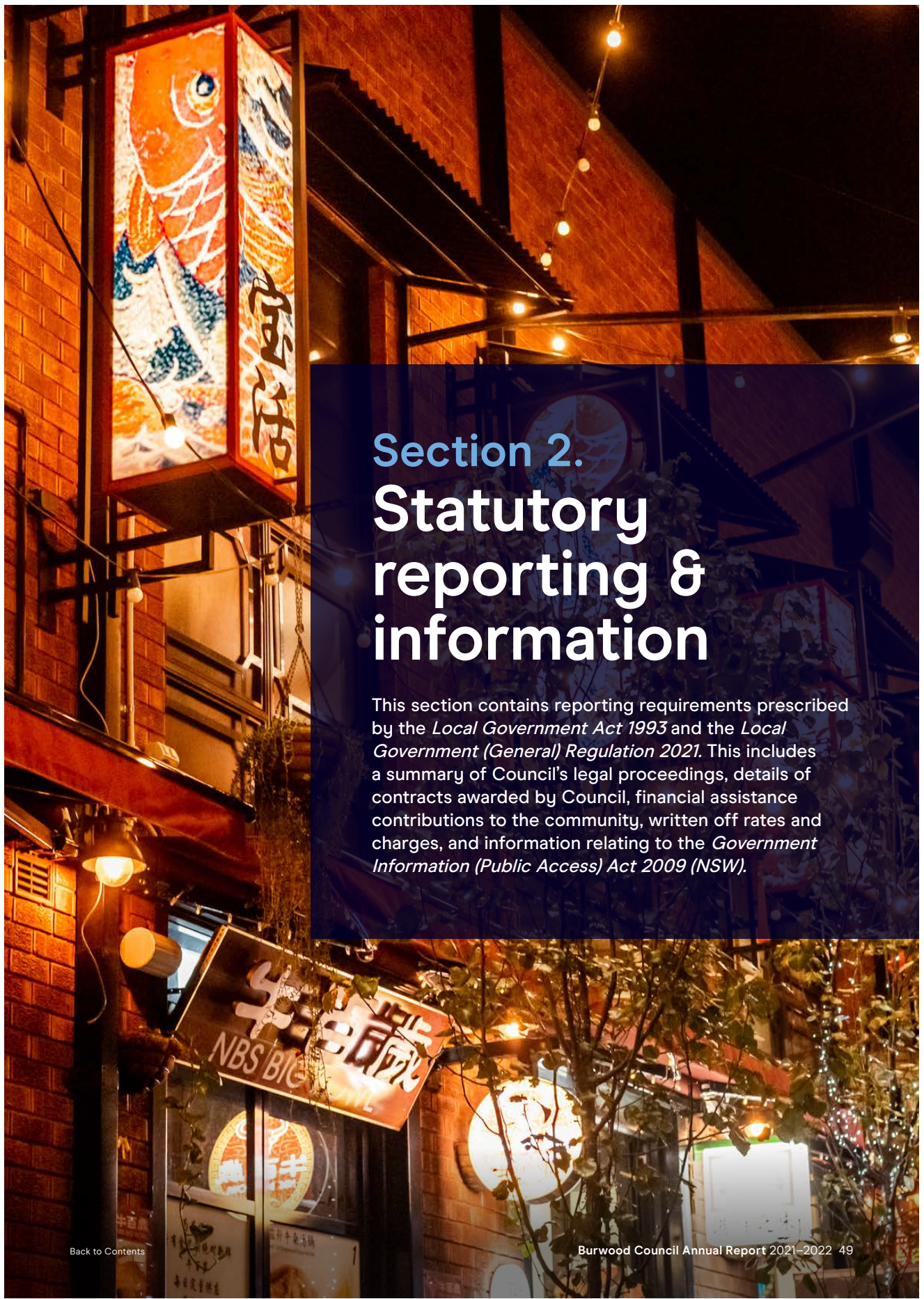
Financial performance

Key Financial Performance Measures

In 2022–2023, Council exceeded six of the eight benchmarks for the NSW Office of Local Government's key financial performance indicators. The indicators that were not exceeded had improved post the COVID-19 pandemic however had not yet fully recovered.

Measure	What this means	Benchmark	2022–2023 result
Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Zero	-4.26%
Own source operating revenue ratio	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	>=60%	73.02%
Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	>1.5x	1.91x
Debt service cover ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	>2x	6.51x
Rates, annual charges, interest and extra charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	<5%	6.19%
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	>3 months	4.01 months
Buildings and infrastructure renewals ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	>=100%	101.17%
Asset maintenance ratio	Compares actual vs. required annual asset maintenance. A ratio above 100 indicates Council is investing enough funds to stop the infrastructure backlog growing.	>100	125.55%

*Source for benchmarks: Code of Accounting Practice and Financial Reporting #26



Section 2. Statutory reporting & information

This section contains reporting requirements prescribed by the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. This includes a summary of Council's legal proceedings, details of contracts awarded by Council, financial assistance contributions to the community, written off rates and charges, and information relating to the *Government Information (Public Access) Act 2009 (NSW)*.

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Statutory reporting & information

Councillor payments and facilities

During 2022–2023, \$322,953 was spent on fees, expenses and the provision of facilities for Councillors. These were provided in accordance with Council's Councillors' Expenses and Facilities Policy.

Mayor & Councillors' fees		\$
Mayoral Fee		46,010
Councillors' Fees		147,700
Total fees		193,710
Expenses & provision of facilities for Mayor & Councillors		
Travelling Expense (Mayoral Vehicle)		18,000
Professional and Skill Development		12,810
Conferences & Seminars		20,667
Travel Expenses		2,016
Mayoral Publications (Advertising)		8,233
Mayoral Receptions/Civic Functions		23,347
Grants, Donations		6,339
Telecommunication Expenses		6,748
Printing, Stationery & Postage		28,337
Subscriptions		2,745
Total expenses		129,243
Total (Mayoral & Councillors' expenses, provision of facilities and council meetings)		322,953

Statutory reporting & information

Councillors' Professional Development Program activities conducted for the 2022–2023 period

Councillor professional development program 2022–2023	Crichton	Cutcher	Esber	Faker	Hull	Mannah	Robinson
Conference: Australian Local Government Women's Association Conference (July 2022)			X				
Briefing: Burwood Place (July 2022)	X	X	X	X	X	X	
Briefing: WestInvest (July 2022)	X	X	X	X	X	X	
Confidential Briefing: Property Strategic Plan (July 2022)	X	X	X	X	X	X	X
Confidential Briefing: Panel Membership (July 2022)	X	X	X	X	X	X	X
Briefing: 2021 Census (August 2022)	X	X	X	X	X	X	
Course: Planning for Non-Planners (September 2022)	X						
Seminar: Reducing Australia's Transport Emissions Seminar (September 2022)		X					
Briefing: E-Scooter Trial (September 2022)	X	X	X	X	X	X	X
Briefing: Heritage Review (September 2022)	X	X	X	X	X	X	X
Briefing: WestInvest (October 2022)	X	X	X	X	X	X	X
Briefing: Burwood RSL Development (October 2022)	X	X	X	X	X	X	X
Course: Company Directors Course (October – November 2022)				X			
Briefing: Affordable Housing (November 2022)	X	X		X		X	
Confidential Briefing: Concept Masterplan (November 2022)	X	X				X	
Briefing: Burwood North Precinct Masterplan (December 2022)	X	X	X			X	
Briefing: Community Engagement Strategy (December 2022)	X	X	X	X	X	X	
Confidential Briefing: Concept Masterplan (December 2022)	X	X	X	X	X	X	
Briefing: Section 7.12 Contributions Plan (February 2023)	X	X	X	X	X	X	
Briefing: Revised Funding Strategy – Urban Park and Cultural Centre Project (February 2023)	X	X	X	X	X	X	
Local Government NSW – International Women's Day Lunch (March 2023)			X				
Briefing: FOGO Trial (March 2023)	X	X	X	X	X	X	X
Briefing: Burwood Park Update (March 2023)	X	X	X	X	X	X	X
Workshop: Getting the Most out of Meetings – Code of Meeting Practice (April 2023)	X	X		X	X	X	X
Briefing: Community Satisfaction Survey Results (May 2023)		X	X	X	X	X	X
Workshop: Parking Permit Scheme Policy (May 2023)	X	X	X	X	X	X	X
Briefing: Cooks River Naturalisation (May 2023)	X	X	X	X	X	X	X
Briefing: Legal Assistance for Councillors (May 2023)		X	X	X	X	X	X
Briefing: Burwood North LEP – Briefing 1 (May 2023)		X	X		X	X	X
Briefing: Burwood North LEP – Briefing 2 (June 2023)		X	X		X	X	
National General Assembly of Local Government (June 2023)				X		X	

Statutory reporting & information

Total remuneration of the General Manager and executive staff

	Salary Component	Employer Super / Salary Sacrifice	Non Cash Benefit (Car)	Reportable FBT	Non Cash Benefit (Leave)	Total Package
General Manager	\$340,054	\$26,724	\$6,880	\$13,977	\$-	\$387,635
Executive Staff	\$1,095,375	\$113,948	\$-	\$22,133	\$-	\$1,231,456
	\$1,435,429	\$140,672	\$6,880	\$36,110	\$-	\$1,619,091

Statement of number of persons who performed paid work on Wednesday, 23 November 2022

Type of Employment	Number
Permanent full-time	145
Permanent part-time	23
Casual	54
Fixed-term contract	5
Senior staff	1
Persons engaged under a contract or other arrangement	28
Apprentice/trainee	0

Statutory reporting & information

Contracts over \$150,000 signed in 2022–2023

Contract Name	Name of Supplier	Total contract \$ (excluding GST)
Waste Disposal – Red Bin	Veolia Environmental Services Pty Ltd	\$2,600,000
Waste Disposal – Domestic	J.J. Richards & Sons Pty Ltd	\$2,939,311
Waste Disposal – Mattress Collection & Recycling	Renewable Energycorp Australia Pty Ltd	\$167,700
Waste Disposal – Bulk Clean-Up	Bingo Waste Services Pty Ltd	\$237,132
Household Garden Waste Processing	Veolia Environmental Services Pty Ltd	\$405,236
Supply Fleet	Adtrans	\$194,028
Safe and Clean Service	Quest Effect Pty Ltd	\$185,371
Burwood Park Construction	Civil Constructions Pty Ltd	\$4,360,145
Burwood Park – Soil Remediation	Integrated Environmental Pty Ltd	\$352,955
Burwood Park – Artseat & Sculpture	UAP Australia Pty Ltd	\$730,000
Martin Reserve Upgrade – Design & Construct	CRS Creative Recreation Solutions Pty Ltd	\$361,926
Operations Centre – Upgrade and Refurbishment Works	Black Diamond Modular Buildings	\$364,797
Victoria Street Emergency Road Closure Works	Ebcon Pty Ltd	\$174,830
Asbestos Removal & Demolition Works	Integrated Environmental Pty Ltd	\$205,450
Burwood LGA Wide Flood Risk Management Study and Plan	WMA Water Pty Ltd	\$223,000
Fire Services/Fire Engineer Consultancy Service	Engineering Lab NSW Pty Ltd	\$185,500
Sustainability/Section J Design Consultancy	JHA Consulting Engineers (NSW) Pty Ltd	\$150,000
Architecture/Landscape Detailed Design and Construction Services	The Trustee for Choi Ropiha Figuera Unit	\$1,571,050
SSROC Crumb Rubber Demonstration Project – road re-sheet (Park Avenue)	Boral Construction Materials Group Ltd	\$524,260
Electrical, BMS, Audio/Visual, Security and Access Design Consultancy	Lucid Consulting Engineers (NSW) Pty Ltd	\$151,385
Parking Meter Fleet – Licensing, Hosting and Communications	Australian Parking and Revenue Control Pty Ltd	\$263,671
Burwood North Masterplan – Burwood Council Affordable Housing Policy and Contribution Scheme	The Trustee for the Phillip Cox & Partner	\$732,070
Capital Road, Footpath, Drainage, Kerb & Gutter Works Program 2022 – 2023	KJ Civil & Paving Pty Ltd	\$184,199
	One Asphalt (NSW) Pty Ltd	\$279,898
	Planet Civil Pty Ltd	\$2,569,003

External bodies that exercised functions delegated by Council

Council did not delegate any functions to external bodies during 2022/2023.

Partnerships, co-operatives, joint ventures in which Council participated

Council has not participated in any corporations, co-operatives or trusts. However, we are part of CivicRisk Mutual, which is a joint venture supporting shared access to insurance products and risk management support services tailored to local government needs. Council does not have a controlling interest in CivicRisk Mutual.

Works carried out on private land

There were no resolutions to carry out works on private land during 2022–2023.

Statutory reporting & information

Public interest disclosures

Council has a public interest disclosures policy in place. The policy is available on Council's website and is included in the suite of policies to be read and signed-off by new employees. Work has commenced on the implementation of requirements under the new *Public Interests Disclosures Act 2022*, which will commence in late 2023.

Public interest disclosures made by public officials	
Number of public officials who have made a public interest disclosure	0
Public interest disclosures received in total	0
Public interest disclosures relating to corrupt conduct	0
Public interest disclosures relating to maladministration	0
Public interest disclosures relating to serious and substantial waste of local government money	0
Public interest disclosures relating to government information contraventions	0
Public interest disclosures relating to local government pecuniary interest contraventions	0
Public interest disclosures finalised by Council	0

Government Information (Public Access) (GIPA) Act

Clause 8(a): Details of the review carried out by the agency under section 7(3) of the GIPA Act of its program for the proactive release of information it holds, and details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Review completed June 2023	No additional information made available in 2022–2023 but the new Proactive Release Program identifies additional information to be released in 2023–2024

Clause 8(b): The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	92
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In addition, Council handled 116 informal requests for information under the GIPA Act.

Clause 8(c): The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of Applications Refused	Number	% of Total
Wholly	0	0
Partly	0	0
Total	0	0

Statutory reporting & information

Table A: Number of applications by type of applicant and outcome*

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with applicant	Refuse to confirm / deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	35	0	0	0	0	0	0	0
Not for profit organisations or community groups	2	0	0	0	0	0	0	0
Members of the public (by legal representative)	7	0	0	0	0	0	0	0
Members of the public (other)	42	1	0	4	0	0	0	0
Total	87	1	0	4	0	0	0	0
% of Total	94.6	1.1	0	4.3	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

Table B: Number of applications by type of application and outcome*

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with applicant	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information application*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	87	1	0	4	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	87	1	0	4	0	0	0	0
% of Total	94.6	1.1	0	4.3	0	0	0	0

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	49
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	49
Invalid application that subsequently became a valid application	0

Statutory reporting & information

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

Matters listed in Schedule 1 of the Act	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial Code of Conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transactions under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Matters listed in table to Section 14 of the Act	Number of times consideration used*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timelines

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	92
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	92

Statutory reporting & information

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld
Internal review	0	0
Review by Information Commissioner*	0	0
Internal review following recommendation under section 93 of Act	0	0
Review by NCAT	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0

Table I: Applications transferred to other agencies

	Number of applications for review
Agency-initiated transfers	2
Applicant-initiated transfers	0

Anti-Slavery Statement

During 2022/2023, no issues were raised by the Anti-Slavery Commissioner concerning the operations of Council.

Compliance with the *Modern Slavery Act 2018*

Council is committed to combating modern slavery within its operations and supply chains. This commitment is reflected in our efforts to identify, prevent and mitigate the risks associated with modern slavery, in strict accordance with the *Modern Slavery Act 2018*. We recognise our responsibility to safeguard and uphold the fundamental human rights of all individuals and are unwavering in our dedication to minimising the potential for our procurement activities to result in, or contribute to, human rights violations.

To uphold these principles, we have established comprehensive policies and procedures. Our robust procurement process, for instance, mandates that all tenderers provide the Council with evidence demonstrating their compliance with the *Modern Slavery Act 2018*. These meticulous policies and procedures underscore our steadfast commitment to conducting all our business relationships with the highest standards of ethics and integrity.

Statutory reporting & information

Development contributions and levies

s7.12 Contributions Plan – Burwood Town Centre

Contributions Plan (CP)	Project ID (as identified in the CP)	Project description	The kind of public amenity or service	Monetary amount expended from development contributions	Value of land dedication	Value of material public benefit provided	Contributions expended to date	Amounts expended temporarily borrowed	Project status	% of cost funded by contributions
Burwood Town Centre	420	Town Planner	Town planning	\$75,000	\$0	\$0	\$75,000	\$0	Ongoing	100%
Burwood Town Centre	200170	Deane Street Burwood (Marmaduke Street to Burwood Road)	Transport roads	\$232,381	\$0	\$0	\$232,381	\$0	Completed	100%
Burwood Town Centre	200173	Park Avenue Burwood (Burwood Road to Park Road)	Transport roads	\$563,826	\$0	\$0	\$563,826	\$0	Completed	100%
Burwood Town Centre	200185	Clarendon Place Burwood (Railway Pde to end)	Transport roads	\$294,857	\$0	\$0	\$294,857	\$0	Completed	100%
Burwood Town Centre	450140	23-27 George Street Burwood	Transport footpaths	\$7,436	\$0	\$0	\$7,436	\$0	Completed	12%
Burwood Town Centre	500040	Railway Parade Burwood pedestrian fencing	Pedestrian safety	\$42,280	\$0	\$0	\$42,280	\$0	Completed	100%
Burwood Town Centre	550012	Burwood Road Burwood tree lighting	Vibrant city & villages	\$41,581	\$0	\$0	\$41,581	\$0	Completed	100%
Burwood Town Centre	550026	Deane Street Burwood precinct trans-formation	Vibrant city & villages	\$22,024	\$0	\$0	\$22,024	\$0	Completed	4%
Burwood Town Centre	600045	Railway Parade Burwood tree planting/removal	Streetscape	\$26,744	\$0	\$0	\$26,744	\$0	Completed	100%
Burwood Town Centre	800115	Burwood Park Burwood sensory garden	Parks & gardens	\$457,728	\$0	\$0	\$457,728	\$0	In progress	79%
Total contributions expended										\$1,763,857
Total contributions received										\$3,191,629

Statutory reporting & information

s7.12 Contributions Plan – Burwood Town Centre

Contributions Plan (CP)	Project ID (as identified in the CP)	Project description	The kind of public amenity or service	Monetary amount expended from development contributions	Value of land dedication	Value of material public benefit provided	Contributions expended to date	Amounts expended temporarily borrowed	Project status	% of cost funded by contributions
Burwood LGA	450138	36 Lily Street Burwood Heights	Transport roads	\$46,794	\$0	\$0	\$46,794	\$0	Completed	71%
Burwood LGA	450141	16 Wyatt Avenue Burwood	Drainage & stormwater	\$2,070	\$0	\$0	\$2,070	\$0	Completed	19%
Burwood LGA	450148	27 Lyons Street Strathfield	Drainage & stormwater	\$3,581	\$0	\$0	\$3,581	\$0	Completed	11%
Burwood LGA	550027	The Strand Croydon tree lighting	Vibrant city & villages	\$20,055	\$0	\$0	\$20,055	\$0	Completed	100%
Burwood LGA	600018	Sanders Reserve Burwood park furniture	Parks & gardens	\$38,485	\$0	\$0	\$38,485	\$0	Completed	100%
Burwood LGA	800031	Wangal Park Croydon environmental remediation	Parks & gardens	\$150,972	\$0	\$0	\$150,972	\$0	Completed	79%
Burwood LGA	800127	Henley Park Enfield upgrade to turf, irrigation and drainage	Sporting grounds & venues	\$27,395	\$0	\$0	\$27,395	\$0	Completed	3%
Burwood LGA	850011	Wyatt Avenue Park Burwood playground	Parks & gardens – recreation	\$3,500	\$0	\$0	\$3,500	\$0	Completed	5%
Burwood LGA	850024	Willee Street Reserve Strathfield playground	Parks & gardens – recreation	\$16,630	\$0	\$0	\$16,630	\$0	Completed	16%
Total contributions expended										\$309,481
Total contributions received										\$1,681,213

Statutory reporting & information

Compliance with, and effect of, Planning Agreements in force

Address	Applicant	Status	Benefits to Council under the voluntary planning agreement	In addition to contributions made under section 7.12 of the EP&A Act
127-133 Burwood Road, Burwood	Blairgrove Pty Ltd	Executed	Monetary contributions to the value of \$432,960 for recoupment of the cost to provide and/or upgrade public parking in the Burwood Town Centre	Yes
2 George Street, Burwood	Burwood RSL Club Ltd	Executed	Works in kind including dedication of land, construction of roads, installation of infrastructure and public domain works to the value of \$15,397,172	Yes
28-34 Victoria Street, Burwood	VSD Investments Pty Ltd	Executed	Monetary contributions to the value of \$3,337,775 to fund open space and community facilities provision or improvement	Yes
17 George Street, Burwood	The George 17 Pty Ltd	Executed	Monetary contributions to the value of \$1,024,625 to fund open space and community facilities provision or improvement	Yes

Stormwater Management 2022–2023

Report on activity funded by special rate variation (SRV)	
SRV Drainage Levy	\$298,000
Expenditure	\$149,000

During 2022–23 an amount of \$149,000 was expended for stormwater services and included works in the following areas:

- Stormwater investigations towards the 2022–23 works program and works at Tangarra Street/Portland Street

Balance of funds are to be carried over to 2023/2024 financial year works.

Rates and Charges Written Off During the Year

No rates and charges were written off during the 2022/2023 financial year.

Statutory reporting & information

Financial assistance

Council's Community Grants Program provided \$55,000 to assist local community organisations and not-for-profit services to work with the community to assist the ongoing work continually carried out by these services.

Recipient	Amount \$
Wrap With Love Inc.	500
Climate Action Burwood Canada Bay	700
Sydney Chinese Drum Art Troupe	1,000
Eurella Community Service	1,500
Inner West Neighbour Aid Inc.	2,000
The Shepherd Centre	2,000
Sunnyfield Disability Services	2,000
Greek Orthodox Parish	2,000
Metro Assist	2,000
Women's And Girl's Emergency Centre	2,325
Fusion Australia	2,500
Special Children Services Centre Inc.	2,500
Carers Community Support Group	2,500
Dancing Hearts Services Inc.	2,500
Sporting Libraries	2,500
Ebenezer Mission Ltd	2,600
Asian Women At Work Inc.	3,000
Dae Hahn Culture School	3,000
Community Action For Better Living Inc.	3,375
CASS Care Limited	4,500
St Merkorious Charity Association Inc.	5,000
St Pauls Church	5,000
Total	55,000

Private swimming pool inspections

During 2022–2023, the following certificates were issued:

- Compliance Certificates issued under section 22D of the *Swimming Pools Act 1992*: **101**
- Non-compliance Certificates issued under clause 21 of the *Swimming Pools Regulation 2018*: **74**

Council must also report on the number of inspections of private swimming pools that were in tourist visitor accommodation or in premises with more than two dwellings.

In 2022–2023, the following inspections of that type occurred:

- Tourist and visitor accommodation: **NIL**
- Premises with more than two dwellings: **5**

Statutory reporting & information

Equal Employment Opportunity (EEO) Statement

Burwood Council is committed to fostering a workplace that is fair, inclusive and equitable. Our goal is to make sure that everyone has the same access to opportunities for employment, growth and learning. We are dedicated to creating a safe and respectful environment, where no one has to endure any kind of harassment or discrimination.

We are also resolute in our belief that all current and prospective employees should enjoy equal access to the benefits associated with employment, such as health and wellbeing support and training opportunities.

Our EEO objectives include:

1. Create a working environment that is free from discrimination, where employees are treated fairly with respect and dignity
2. Boost morale and motivation by instilling confidence in our work practices among employees, ensuring everyone has equal access to employment opportunities within our workplace
3. Continuously review employment practices to remain flexible in accommodating the evolving needs of our employees and the workplace
4. Maintain all policies and procedures in alignment with legislative requirements
5. Ensure equal opportunities for all employees, based on merit
6. Provide a safe and productive working environment for all employees
7. Ensure all employees consider EEO and diversity principles in undertaking their duties

Compliance with Carer's Recognition Act

Councils considered to be 'human services agencies' under the *Carers Recognition Act 2010 (CR Act)* (provide services directed to carers and/or people being cared for by carers) must report on compliance with the *CR Act* for the reporting period.

Burwood Council recognises the vital role that carers play in supporting family members, friends and neighbours to live at home and remain connected to their communities. Council's People & Culture policies ensure that the carers who work within the organisation receive the necessary support they need to carry out their responsibilities.

Companion Animal Statement

As part of the Office of Local Government (OLG) reporting requirements on Companion Animals, below is a list of activities conducted by Burwood Council in 2022–2023 addressing their responsibilities:

- Lodgement of pound data – Burwood Council completes this task on an annual basis and submits the completed form to the OLG on the required date.
- Lodgement of data relating to dog attacks with the OLG – Burwood Council completes this task when an

event occurs. Council has also completed procedures to ensure that officers know of their responsibility and the proper process for completion.

- Amount of funding spent relating to companion animal management and activities – Burwood Council has adopted to have a 'no kill policy' at its pound. This no kill policy ensures that all animals (excluding feral or dangerous animals) are re-homed. This policy places huge financial strains upon Council's operating costs. However, registration money and donations from the public help support and continue the management activity. Council also runs two animal registration programs per year (January and August) and four animal responsible ownership programs per year (March, June, September and December).
- Strategies Council has in place to promote and assist the desexing of dogs and cats – Burwood Council, through its no kill policy, ensures that all animals are desexed before they are re-homed. Council also has regular media releases to the public on companion animal issues.
- Strategies in place to comply with the requirement under section 64 to seek alternatives to euthanasia for unclaimed animals – Burwood Council has a no kill policy that ensures that no companion animal is euthanised, other than for medical reasons.
- Off leash areas provided in the Council area – Burwood Council has five off leash areas located within the municipality. The off leash areas are:
 - Burwood Park 6am – 8am
 - Henley Park (no time restrictions)
 - Blair Park 3pm – 10am and on leash at other times
 - Grant Park 6am – 9pm
 - Sanders Reserve (no time restrictions)
- Detailed financial information on the use of Companion Animals Fund money for the management and control of companion animals in the area – Burwood Council spends all the funds raised by registrations and public donations to support its no kill policy. This policy ensures that animals are re-homed and not euthanised. The costs for operating such a policy is extremely high. However, the benefits far outweigh the costs.
- Dangerous/Restricted Dog Inspections – Council conducts these inspections annually to ensure compliance and a review of Council's system indicates that there have been no issues reported relating to a breach of the dangerous dog provisions.

Statutory reporting & information

Legal costs – proceedings and services

During 2022–23, Council incurred expenses in the amount of \$559,783 in proceedings taken by, or against it, in accordance with Section 428(e) of the *Local Government Act 1993*. Details of all legal matters dealt with during 2022–23 are as follows:

Subject/ Legal Proceedings	Proceedings by Burwood Council	Proceedings against Burwood Council	Results	Costs \$	Costs Awarded / Recovered / Fines \$
Local Court – 14 Stanley Street Croydon Park		X	Finalised	1,870	
Local Court – 20A Angelo Street Burwood		X	Finalised		420
Local Court – 23 Beaufort Street Croydon Park		X	Finalised	3,003	3,100
Local Court – 23 Victoria Street Burwood		X	Finalised	695	6,000
Local Court – 26 Parnell Street Strathfield		X	Finalised	4,011	4,251
Local Court – 333 Liverpool Road Strathfield		X	Finalised	1,290	1,000
Local Court – 2 King Street Burwood		X	Finalised	2,240	2,350
Local Court – dog attack matter – 19A Cheltenham Road Croydon	X		Ongoing	1,833	
Local Court – dog attack matter – 9 Badminton Road Croydon	X		Finalised		200
Local Court – dog attack matter – 67-69 Wentworth Road Strathfield	X		Ongoing	10,142	
Local Court – parking matter		X	Finalised		2,100
District Court – appeal of parking matter		X	Finalised		616
Land and Environment Court – 1 Ilfracombe Avenue Burwood	X		Ongoing	2,495	
Land and Environment Court – 1 Lea Street Croydon		X	Consent issued for amended plans	6,943	
Land and Environment Court – 11 Elm Street Burwood Heights	X		Finalised	1,236	
Land and Environment Court – 17 Milton Street Burwood	X		Ongoing	1,794	
Land and Environment Court – 18 Appian Way Burwood		X	Consent issued for amended plans	70,795	35,000
Land and Environment Court – 2 Culdees Road Burwood Heights	X		Ongoing	22,629	
Land and Environment Court – 20 Seymour Street Croydon Park	X		Finalised	3,577	
Land and Environment Court – 20 Seymour Street Croydon Park		X	Consent issued for amended plans	4,589	
Land and Environment Court – 21 Appian Way Burwood	X		Finalised	1,076	
Land and Environment Court – 23 Victoria Street Burwood		X	Finalised	9,089	
Land and Environment Court – 2-4 Cooper Street Strathfield		X	Consent issued for amended plans	14,485	
Land and Environment Court – 254-256 Liverpool Road Enfield		X	Consent issued for amended plans	52,656	8,500

Statutory reporting & information

Subject/ Legal Proceedings	Proceedings by Burwood Council	Proceedings against Burwood Council	Results	Costs \$	Costs Awarded / Recovered / Fines \$
Land and Environment Court – 319-321 and 325-329 Liverpool Road Strathfield		X	Appeal denied	231	
Land and Environment Court – 319-321 and 325-329 Liverpool Road Strathfield	X		Finalised		9,850
Land and Environment Court – 33 Beresford Avenue Croydon Park	X		Finalised	13,559	
Land and Environment Court – 36 Oxford Street Burwood	X		Ongoing	23,234	
Land and Environment Court – 38 Kembla Street Croydon Park	X		Finalised	2,833	20,000
Land and Environment Court – 4 Sherars Avenue Strathfield		X	Consent issued for amended plans	260	
Land and Environment Court – 48 Fitzroy Street Burwood	X		Ongoing	7,656	
Land and Environment Court – 68 Fitzroy Street Burwood		X	Appeal discontinued by applicant	6,154	
Land and Environment Court – 68-72 Railway Parade and 2-10 Oxford Street Burwood		X	Consent issued for amended plans	64,921	
Land and Environment Court – 7 Deane Street Burwood and 1 Marmaduke Street Burwood	X		DA submitted and approved	1,536	
Land and Environment Court – 72 Liverpool Road Burwood Heights		X	Appeal finalised waiting court decision	2,697	
Land and Environment Court – 98-100 Wentworth Street & 9-11 Oxford Street Burwood		X	Hearing 5 & 6 November 2023	51,562	
Land and Environment Court – Burwood Road Burwood – roller shutters	X		Finalised	1,359	
Supreme Court – 13 Appian Way Burwood		X	Court of appeal found in favour of council – action dismissed	12,192	
Sub total				404,643	93,387
Legal Services					
Debt Recovery Actions					152
Environment Enforcement					137,679
Health Orders					40,156
Legal Advice – Council Contractual Obligations				73,927	
Legal Advice – Miscellaneous Matters				74,703	12,751
Voluntary Planning Agreements				6,509	17,443
Sub total				155,139	208,182
Grand total				559,783	301,569





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