



ANNEXURE 1

COMMUNITY STRATEGIC PLAN (CSP)

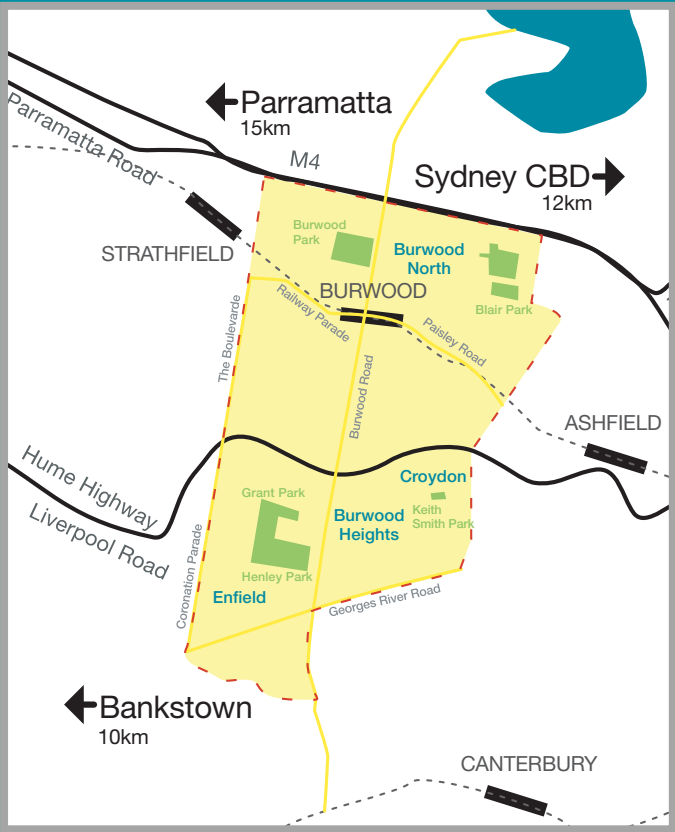
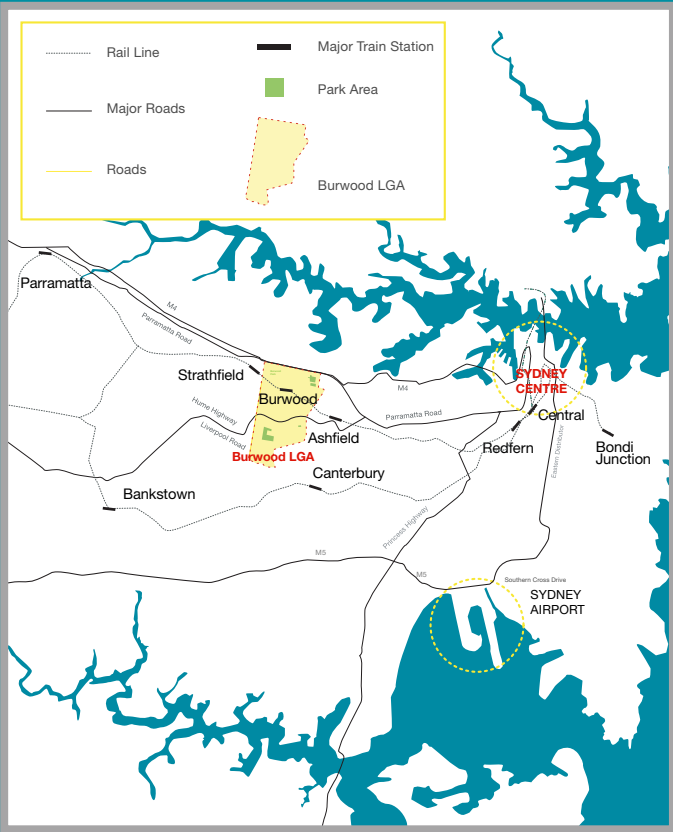


BURWOOD 323

COMMUNITY STRATEGIC PLAN



OUR BURWOOD



The Burwood Local Government Area (LGA) occupies 7.26 sq kms with a population of 32,423 which is expected to increase by 49% over the next 20 years. The Burwood LGA comprises the following suburbs – Burwood Heights, Croydon and parts of Croydon Park, Enfield and Strathfield. Burwood is part of the Inner West region which typically includes Ashfield LGA, Burwood LGA, City of Canada Bay LGA and Strathfield LGA (2011 ABS data).

The original inhabitants of the area were the Wangal clan of the Eora nation. The area was first settled by Europeans in 1790. Burwood derived its name from a grant of 250 acres made by Governor Hunter on 3 August 1799, to Captain Thomas Rowley of the New South Wales Corps, who named the land after the Burwood Farm on which he had lived in his native Cornwell, England.

Burwood’s population is mainly made up of young people and adults. The predominant age range with the highest number of people is 25-29 years followed closely by 20-24 years. However the Burwood LGA has an ageing population with the highest proportional population growth occurring in the 80-100+ age bracket. Burwood’s population is culturally diverse with

about 58% of the population being born overseas (ABS 2011 Census). The five most commonly spoken languages other than English are (in rank order) Mandarin, Cantonese, Italian, Korean and Arabic (ABS 2011 Census). A small proportion (0.4%) of the Burwood LGA is Aboriginal or Torres Strait Islander.

The average household income in the 2011 census for the Burwood LGA was \$1,310 per week which represents an increase of 22.3% since 2006. The majority of people working in Burwood are employed in health care and social assistance (17%), followed by professional services (13.6%), retail (13.3%) and education and training (12.5%).

The proportion of people who own their own home is 34% and that of those who rent is 36% (ABS 2011 Census).

The NSW State Government identified Burwood as a Major Centre in its Metropolitan Strategy and projected that Burwood would have significant employment growth (36.5%) between 2001 and 2031. The Metropolitan Strategy projects the Inner West will have an additional 30,000 homes by 2031 and many of these homes are planned for Burwood.

LOCALITY	
Area	7.26 sq kms
Distance from Sydney CBD	12 km
DEMOGRAPHIC	
Estimated residential population	32,423
Projected population in 2026*	46,500
Proportion of families with children	44.6%
Aboriginal persons	122
Persons born overseas	17,060
Australian citizens	23,185
ENVIRONMENT	
Number of Parks and Reserves	44
ECONOMY	
Residents living and working in Burwood**	2,113
Total in labour force	15,094
Median household income (\$/weekly)	\$1,310
Total businesses	3,789
SOCIETY	
Proportion of population in volunteer work	13%
Separate houses as a proportion of dwellings	51.4%
Public and private schools	12
HEALTH	
People with a disability***	1,683
Carers in the community***	2,975
* Department of Planning’s projections based on ABS past data	
** Transport Data Centre, 2011 data	
*** ABS 2011 CDATA	

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Acknowledgements

Burwood 2030 has been developed through an extensive program of community and stakeholder engagement activities including surveys, “have a say days”, community workshops and workshops with key stakeholders. It is thanks to the people who have directly participated in the consultation activities that it was possible to prepare this document.

The quotes featured in the plan are from people who submitted surveys and who attended workshops.

MESSAGE FROM THE MAYOR



I am pleased to present to you the Community Strategic Plan Burwood2030, the community's 20 year blueprint for the future of Burwood.

It was developed in 2010 based on what the community saw as the vision for the Burwood local government area.

In accordance with the Integrated Planning and Reporting legislation, the Community Strategic Plan has been reviewed over the last few months, to ensure the strategic directions set in the original Plan are still current and valid.

Once again, the community and Council agree in acknowledging the importance of our heritage and lifestyle, while looking ahead at the Burwood of the future, a place that strives to be progressive, innovative and sustainable and a safe place to live and work.

As a community we will be faced with a number of challenges over the coming years as we implement the strategies in this plan including balancing growth with maintaining our lifestyle, preserving our heritage while ensuring progress and innovation and protecting our environment.

I believe as a community we have the ability and commitment to work together to ensure we achieve our shared vision for Burwood.

I look forward to working with you to make Burwood a safe, sustainable and vibrant place to live now and into the future.

A handwritten signature in blue ink that reads "John Faker". The signature is fluid and cursive, with the first name "John" and last name "Faker" clearly distinguishable.

John Faker
Mayor of Burwood

MESSAGE FROM THE GENERAL MANAGER



It is with pleasure that I present to you the new Burwood2030 Plan, our long-term strategic vision for the Burwood Local Government Area.

Developed in conjunction with the community, the Burwood2030 Plan will enable Council to turn community aspirations into reality, ensure Council's priorities are set according to our residents' needs, improve transparency in the decision-making process and promote cooperation between all government levels, community groups and business.

Identified by the State Government in two consecutive Metropolitan Strategies as a Major Centre in the Inner West Region, and with the approval of the Town Centre Local Environment Plan (LEP), Burwood is going to experience substantial growth over the next 15 years.

This will present both great opportunities and challenges for our area, and Council is committed to meeting the challenges ahead by working hard to provide good governance, leadership and financial responsibility, and to ensure Burwood Council becomes a true leader in service delivery.

Our Community Strategic Plan is accompanied by a Resourcing Strategy (Asset Management Plan, Financial Plan and Workforce Plan), a four-year Delivery Program and an annual Operational Plan, and I encourage the community to view these documents and follow our progress toward achieving our targets.

Sincere thanks to every resident, business owner and community leader who contributed to the preparation of this plan. This is your Plan.

I look forward to working with the community, the staff and the Council to turn our aspirations into reality.

A handwritten signature in blue ink, appearing to read 'Michael McMahon', with a stylized flourish at the end.

Michael McMahon
General Manager

INTRODUCTION

Burwood is located in the heart of the Inner West and plays an important local and regional role in the provision of facilities and services. Burwood is identified as a Major Centre by the NSW State Government in the Metropolitan Strategy highlighting its strategic importance within the Sydney metropolitan area.

As a Major Centre, Burwood will strengthen its role in the inner west over the next 20 years providing a mix of higher skilled office jobs, retail and homes encouraging development around Burwood railway station and existing infrastructure. Burwood has a strong economic hub with a range of retail outlets, services and facilities.

Burwood is a mixed residential and commercial area with more than 1,800 businesses across a wide range of sectors, as well as two major shopping centres. Burwood also has significant education services with 12 schools in the LGA and TAFE's Open Training and Education Network.

Burwood has a culturally diverse community with a unique history. Many of the homes in Burwood are fine examples of architecture from the Victorian, Federation and inter-war eras and are protected by heritage controls.

The area also boasts excellent recreational and sporting facilities including a heated pool and 44 parks and reserves which are well used for active and passive recreation activities and events.

Burwood 2030 aims to ensure the diversity and prosperity of Burwood is embraced and celebrated into the future. It is the community's 20 year plan which will provide a blueprint for Council's activities and set clear directions for the future of Burwood. The plan outlines the community's vision and aspirations for the area into the future. The community, council, state and federal governments and other organisations all have responsibilities to implement and deliver on the strategies outlined in this plan and the success of the plan will rely on collaborative partnerships between the community and these organisations.



BURWOOD 2030 COMMUNITY VISION

Throughout the program of consultation activities with the community and stakeholders a vision for the future of Burwood has been developed. The community's long term vision for Burwood is:

**A well connected, sustainable and safe community
that embraces and celebrates its diversity.**

This community vision sets a clear overarching objective for the implementation of the strategic goals in Burwood 2030.

It is noted that the council has a vision, mission and goals. These are separate to the community vision and the strategies which will be outlined in this plan. The Council will apply them in the delivery of the community vision.

Council Vision

To make Burwood vibrant, prosperous and proud of its history and heritage.

Council Mission

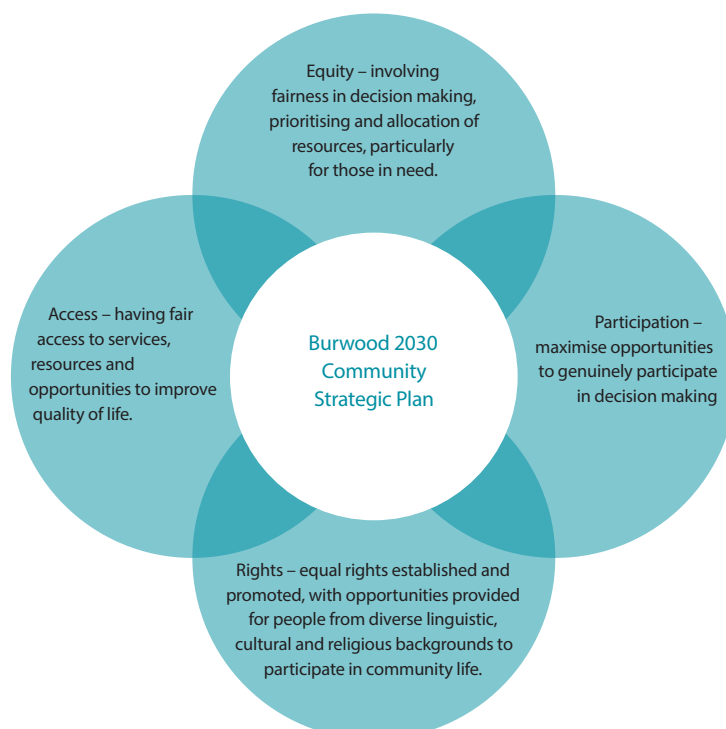
Burwood Council will create a quality lifestyle for its citizens by promoting harmony and excellence in the delivery of Council's service.

Council Goals

1. We will develop a service-focused organisation that will reduce costs and provide for higher standards of service delivery.
2. We will ensure that present and future development contributes to, reinforces and enhances Burwood's identity, character, landscape, economic diversity and environmental sustainability.
3. We will develop an organisation which, whilst fulfilling the Council's obligations to the community, is financially sound in the long-term.
4. We will inform and consult with our external and internal publics regarding Council directions and strategies.
5. We will provide cohesive and stable leadership for the community.
6. We will provide efficient and effective support with continual improvement based on accountability, transparency and good governance.

Burwood 2030 based on Social Justice Principles

Underpinning the implementation of Burwood 2030 are a set of social justice principles outlined below:



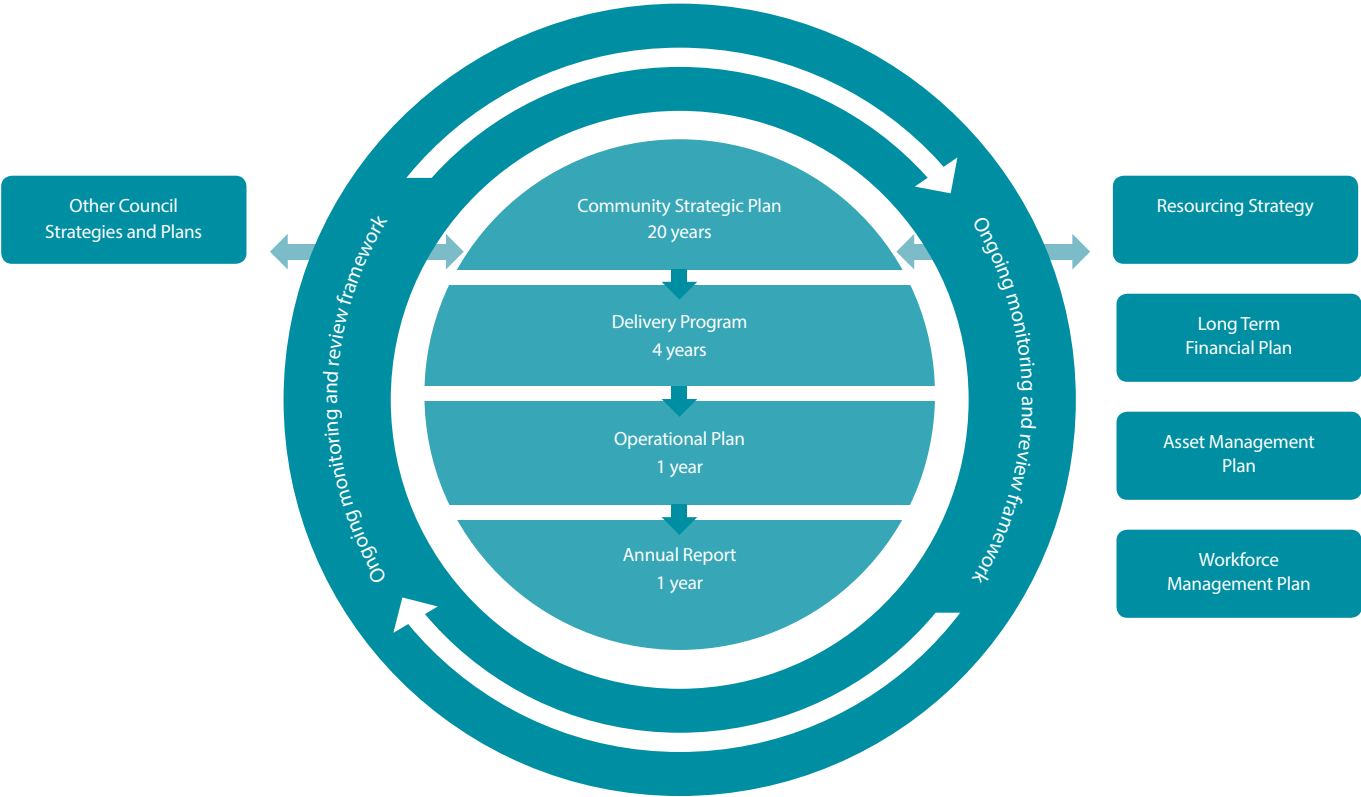
INTEGRATED PLANNING IN BURWOOD

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. The Local Government Amendment (Planning and Reporting) Act 2009 aims to improve the integration of various statutory planning and reporting processes undertaken by councils. The legislation recognises that Council's plans do not exist in isolation but rather they are connected. This new framework for planning and reporting encourages councils to draw their various plans together, to understand how they interact and to ensure the greatest benefits are achieved from planning holistically for the future.

In the past, councils have developed a number of plans and a Management Plan which looked over a three to four year timeframe with an associated annual budget which the community was asked to comment on. Integrated Planning now considers the longer term future of an area and is based around a Community Strategic Plan which has to reflect the community's aspirations and needs for the future. The Integrated Planning model is outlined below and consists of three layers of plans – the Community Strategic Plan, a Delivery Program and an Operational Plan.

The Community Strategic Plan is the guiding document which identifies the community's vision and priorities for the future and

it also outlines the strategies that will achieve these goals. The legislation directs that the plan must have a minimum 10-year timeframe and for Burwood the decision has been made to develop a 20 year plan. The Plan considers social, environmental, economic and civic leadership aspects of the Burwood community.



DEVELOPING THE COMMUNITY STRATEGIC PLAN

This plan is the culmination of a broad program of consultation activities with the community, Council staff, government and other stakeholders undertaken in 2009, 2010 and 2013. A program of consultation activities has been undertaken to identify the aspirations and needs of the community for the future of Burwood and to understand what the community foresees as challenges facing the area over the next 20 years.

The process of community and stakeholder consultation is contained in the following table

Developing Burwood 2030			
Internal staff	Community and stakeholders	Elected officials	Other plans
<ul style="list-style-type: none">• Workshop with internal staff• Workshop with outdoor staff	<ul style="list-style-type: none">• Five open invitation community workshops• Telephone survey with 500 residents (2013)• Two community workshops (2013)• Community survey to 17,000 properties (2010)• Community door knock of 2,000 homes (2010)• Targeted workshops with youth, seniors, Chinese language speakers, business (2010)• Two 'Have a Say Days' in Grant Park and Burwood Park• State and Federal Agency workshop	<ul style="list-style-type: none">• Councillors endorsed a Community Engagement Strategy to guide the consultation process• Two Councillor workshops (2013)	<ul style="list-style-type: none">• Burwood Town Centre Local Environmental Plan (2010)• Burwood Comprehensive Local Environmental Plan (2012)• Community Social Plan (draft 2010-2014)• Green Action Plan• Ageing Strategy 2011-16• Robbery and Steal from a Person Strategy (2009)• Economic Development Statement (2012)• Infrastructure Management Plan• Buildings Management Plan

Community and Stakeholder Workshops

Five community workshops and seven stakeholder workshops were held in 2010, including a workshop with the Chinese community, two youth forums, a business workshop, a senior's workshop, a State and Federal agency workshop and a Community Leadership Forum.

Have a Say Days

Two Have a Say Days were held in 2010 to engage people in the community strategic planning process in a more informal way. A stand was held at the Grant Park Australia Day celebrations and project team members walked around to discuss the process and handed out community surveys.

A second Have a Say Day was held in Burwood Park to coincide with the operation of the Burwood Play Van to ensure young families had an opportunity to have a say in the future of the area. A Chinese language translator was also present to assist with the engagement of Chinese speaking residents. More than 120 people were directly engaged through the two Have a Say Days.

Community Survey and Community Doorknock

In 2010 a Community Survey was letter box dropped to over 17,000 properties and businesses across the Burwood LGA. It was made available online, through the Council's website, as well as in hard copy format at the Council's customer service counter and in Council's library for people without internet access. The survey was also translated into Chinese to assist Chinese speaking residents to participate in the engagement process.

A door to door survey was undertaken in a range of areas within the Burwood LGA which broadly represented the demographics of the area. The surveyors used the community survey and encouraged residents to complete the survey with them. More than 2000 households were visited and around 280 surveys were completed.

More than 860 surveys were completed via the door knock, online and in response to the letterbox drop of the survey.

Community Satisfaction Survey and Focus Groups

In 2013 Council undertook a customer satisfaction telephone survey with 500 residents, followed by two focus groups meetings. The Survey and the focus groups included questions on the overall direction of Council, as well as seeking confirmation on the specific goals identified in the original Community Strategic Plan.

Other community consultation

In addition to the specific community engagement activities undertaken for the preparation of the Community Strategic Plan, Council was also able to draw on a number of community consultation outcomes undertaken in recent years which were focused on the future of the Burwood area. Some of these include:

Youth Survey Program 2010 – 2013

In 2010, a survey of 120 young people between the ages of 12 – 24 years was undertaken by Burwood Council to understand the recreation needs and interests of young people in the Burwood area. The results of the survey indicated that young people were interested in participating in activities which were recreational and combined social participation with skills development, offered through a youth focused space e.g. youth centre. A number of recommendations were achieved within two years from agreement.

Following from the 2010 youth survey, Burwood Council will be consulting with young people through surveys during the period of January to May 2013. The 2013 youth survey has been developed to measure youth activity participation, community engagement and relationships to social issues.

Graffiti Management Strategy 2011 – 2015

In 2011, Council undertook the development of a Graffiti Management Strategy to guide Council's implementation of graffiti removal and prevention practices. Research was undertaken with a wide range of stakeholders including Council staff, community members and service providers. The consultation program featured surveys, interviews and focus groups, resulting in engagement of 170 participants in the consultation process. The Graffiti Management Strategy was adopted by Council on 27 September 2011 and is the first graffiti strategy developed by Council.

Community Safety and Crime Prevention Plan Review 2012

The Burwood Community Safety and Crime Prevention Plan 2007 – 2010 was reviewed in 2012, detailing the key outputs and outcomes that were achieved as a result of the Plan. The review process featured analysis of crime trends and consultation sessions including a combination of interviews and surveys. Through the review consultation activities, 300 participants were consulted on crime prevention planning in the Burwood area.

Disability Discrimination Act (DDA) Action Plan

The Plan is currently under development, through a number of consultation activities, including CALD specific focus groups with Italian, Greek, Arabic, Chinese and Korean communities, representatives of disability organisations and service providers in the area, residents who have a disability or who care for a younger person with a disability and community advocates

Ageing Strategy

Consultation was undertaken in 2009-10, including focus groups, workshops with service providers, surveys and consultation with Council departments. In total around 200 people were canvassed during the development of this strategy.

Burwood Local Environmental Plan (Burwood Town Centre) 2010 and Burwood (Comprehensive) LEP 2012

Considerable consultation was undertaken to seek the community's views on Burwood's Town Centre LEP and Comprehensive LEP in 2007-09 and then in 2012. The key issues raised by the community during the consultation activities included high density development versus the preservation of heritage in the LGA, traffic congestion, building heights and access to public transport. These comments have also been reviewed in the preparation of the Burwood 2030 Community Strategic Plan.



OVERVIEW OF KEY THEMES

Five broad themes were used as the basis of consultation with the community and stakeholders. During the program of consultation activities these themes have evolved and the draft plan includes the following interrelated themes:

- A Sense of Community
- Leadership Through Innovation
- A Sustainable Natural Environment
- Accessible Services and Facilities
- A Vibrant Economic Community

These themes are supported by strategic goals and actions.

A timeframe is proposed for implementing each of the actions identified to achieve the strategic goals. The timeframes are defined as:

Short term:	2013 - 2017
Medium term:	2013 - 2023
Long term:	2013 - 2031

There are also a number of actions which have been identified as ongoing which suggests the action needs to be undertaken on a more regular basis.

SUMMARY OF STRATEGIC GOALS

Theme	Strategic Goals
A Sense of Community	<ul style="list-style-type: none"> 1.1 A safe community for residents, workers and visitors 1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 1.4 A community that celebrates diversity 1.5 A sense of community pride 1.6 Improved interactions between young and older people
Leadership through Innovation	<ul style="list-style-type: none"> 2.1 Community confidence in Council's decision making 2.2 Strong partnerships to benefit the community 2.3 Responsible employer of choice 2.4 Ensure Burwood Council is financially sustainable 2.5 Efficient, effective customer focused services
A Sustainable Natural Environment	<ul style="list-style-type: none"> 3.1 Maintain and enhance open green spaces and streetscapes 3.2 Improve waste management 3.3 Educate the community on sustainable practices 3.4 Leadership in environmental sustainability
Accessible Services and Facilities	<ul style="list-style-type: none"> 4.1 Effective traffic management and adequate parking provision 4.2 Accessible services and facilities that are well utilised 4.3 Safe facilities and services 4.4 Encourage active and healthy lives 4.5 Vibrant and clean streetscape 4.6 Minimise risk and ensure continuity of critical business functions
A Vibrant Economic Community	<ul style="list-style-type: none"> 5.1 Support and manage Burwood's major centre status 5.2 Support small business 5.3 Increase employment and training opportunities 5.4 Economic centre growth and preserved residential areas

A SENSE OF COMMUNITY

About this Theme:

The theme 'A Sense of Community' relates to supporting the community to create a feeling of belonging, inclusiveness and wellbeing amongst Burwood's culturally and linguistically diverse population. A Sense of Community is about people being proud of where they live, feeling safe and engaged in the community and having access to facilities and services that ensure they can lead a healthy and satisfying lifestyle.

Providing activities, facilities and services for all age groups so that people can meet and interact is important in creating a sense of community.

What the Community said:

- Provide services and facilities for the ageing population and formal activities and recreational spaces for young people
- Balance population growth with quality of life

- Upgrade play areas, provide pet friendly areas and ensure more appropriate park structures for people with disabilities
- Provide opportunities to share different cultures and heritage
- Raise awareness of community activities and facilities that are currently available
- Involve young people in activities, facilities and services that are targeted towards them so that the resources are well utilised
- Better monitor antisocial and criminal behaviour such as graffiti and littering
- Encourage community events and 'get to know your neighbour' campaigns
- Maintain a sense of community pride
- Preserve heritage

Actions	Responsibility	Support	Timeframe
1.1 Strategic Goal: A safe community for residents, workers and visitors			
1.1.1 Maintain clean and attractive streets and public spaces	Council	Community	Ongoing
1.1.2 Work with key partners and the community to reduce crime and improve community safety	NSW Police	Council, Community	Ongoing
1.1.3 Support and implement programs that aim to reduce anti-social behaviour such as graffiti and littering	NSW Police	Council, Community	Short term 2013-2017
1.2 Strategic Goal: High quality activities, facilities and services			
1.2.1 Engage the community in decision making processes about activities, facilities and services	Council	Schools and community groups	Short term 2013-2017
1.2.2 Pursue partnerships and opportunities, including with neighbouring councils and organisations, to access additional funding to maintain, upgrade and develop new recreational facilities and meeting places for the community	Council	NSW State Government, Federal Government, business and community organisations	Ongoing
1.2.3 Investigate opportunities for facilities and venues to be time shared (families and seniors to use the facility during the day and young people to use facility after school hours)	Council	Community organisations, schools and NSW State Government	Short term 2013-2017
1.2.4 Support existing sport and recreation groups to provide services and facilities	Council	Community organisations	Short term 2013-2017
1.2.5 Upgrade existing playground areas and park structures to cater for wider community and provide pet friendly facilities	Council	NSW State Government	Short term 2013-2017
1.2.6 Upgrade existing playground areas and park structures to cater for wider community	Council	NSW State Government	Short term 2013-2017
1.2.7 Develop and encourage volunteer opportunities	Council	Community	Short term 2013-2017
1.2.8 Develop appropriate and relevant training in order to build Home and Community Care (HACC) capacity across the Inner West area	Council	Community	Short term 2013-2017
1.2.9 Facilitate access to Podiatry Services	Council	Community	Ongoing
1.2.10 Improve online access to services at Council's key facilities	Council	Council	Short term 2013-2017
1.2.11 Upgrade Enfield Aquatic facilities	Council	Council	Short term 2013-2017
1.2.12 Comply with NSW Health Regulations and Guidelines	Council	Council	Ongoing
1.2.13 Provide new learn-to-swim and life saving programs and encourage community participation	Council	Council	Short term 2013-2017
1.2.14 Implement best practice customer service at Enfield Aquatic Centre	Council	Council	Ongoing
1.2.15 Implement five hectares of new open space facilities in Wangal Park	Council	Council	Short term 2013-2017

“Let’s build a community to be proud of and that provides great nostalgic memories for the next generation.”

1.3 Strategic Goal: A well informed, supported and engaged community			
1.3.1 Maintain up-to-date information on the community profile to support planning and program development	Council	NSW State Government and Federal Government	Ongoing
1.3.2 Provide information to the community on Council’s activities, facilities and services using communications that can be accessed by all people in the community	Council	Community	Ongoing
1.3.3 Preserving information	Council	Council	Ongoing
1.3.4 Provide information to the community on Library services	Council	Council	Ongoing
1.3.5 Promote Library services to the community	Council	Council	Ongoing
1.3.6 Provide improved public access to mapping	Council	Council	Short term 2013-2017
1.3.7 Provide a range of services for children and young people	Council	Council	Ongoing
1.4 Strategic Goal: A community that celebrates diversity			
1.4.1 Celebrate the achievement of community leaders	Council	Community groups	Short term 2013-2017
1.4.2 Improve access to information on government services	Council	NSW State Government	Medium term 2013-2021
1.4.3 Develop strategic relationships with multicultural services providers	Local media	Council, community organisations	Ongoing
1.4.4 Promote healthy and active living	Council	Community	Short term 2013-2017
1.4.5 Promote sporting activities and the arts to bring people together	Council	Community and NSW State Government	Short term 2013-2017
1.4.6 Promote usage of Library by multicultural groups and residents	Council	Local Media	Ongoing
1.4.7 Improve communications between Council and the community by implementing a range of communication tools including face to face, web based, social media channels and alternative formats to communicate with people with a disability	Council	Local media and community	Short term 2013-2017
1.4.8 Continue the publication of Council news in local media including local newspapers	Council	Local media	Ongoing
1.4.9 Promote volunteering opportunities	Council	Local media	Ongoing
1.5 Strategic Goal: A sense of community pride			
1.5.1 Preserve Burwood’s diverse heritage and provide more information on the history of the area	Council	NSW State Government	Ongoing
1.5.2 Provide leadership on community values	Council	Council	Ongoing
1.5.3 Undertake a Local Government wide heritage study to identify buildings of historical significance	Council	Council	Short term 2013-2017
1.5.4 Identify ways to promote heritage and encourage the preservation of Burwood’s historic buildings	Council	Council	Short term 2013-2017
1.5.5 Develop campaigns designed to facilitate community and neighbour interaction	Council	Council	Ongoing
1.5.6 Promote interaction between different groups in the community	Council	Council	Ongoing
1.6 Strategic Goal: Improved interaction between young and older people			
1.6.1 Establish regular interaction between young people and councillors eg. Annual Youth Council, Youth advisory groups	Council	NSW State Government, Community	Ongoing
1.6.2 Provide access to online information services	Council	Community	Ongoing
1.6.3 Explore partnership opportunities to foster improved community connections	Council	NSW State Government	Short term 2013-2017
1.6.4 Develop opportunities that facilitate interaction between young and older people	Council	NSW State Government, Community, Community organisations	Ongoing

Opportunities:

- A strong sense of community pride
- A healthy community with a high quality of life
- Better utilised services and facilities by all community groups

Challenges:

- Funding for community services and social infrastructure
- Ensuring information is accessible to all people in the community
- Need to find a balance between increasing density (residential and commercial) and maintaining our lifestyle

LEADERSHIP THROUGH INNOVATION

About this Theme:

This theme relates to the leadership not only of our elected representatives but also leaders in our business, volunteer, spiritual and environmental community. It is about encouraging greater participation and engagement in decision making processes and involving people in local activities and programs. Leadership through innovation is also about thinking outside the square to resolve some of the challenges facing our community as we strive to be a leading community in economic prosperity, environmental sustainability and social responsibility. We strive for community leadership that fosters our community values and celebrates our culture, diversity and heritage.

What the Community said:

- Utilise schools and events as a way of building linkages between different community groups
- Encourage young people to get involved in decision making
- Ensure accountable and transparent decision making
- Improve communication so that decisions are clearly fed back to the community
- Improve opportunities for public to provide feedback on plans
- Improve communications and interactions between different local governments and between different levels of government
- Improve visibility of leaders
- Provide mentoring for youth

Actions	Responsibility	Support	Timeframe
2.1 Strategic Goal: Community confidence in Council’s decision making			
2.1.1 Report decisions back to the community through open forums	Council	Community	Short term 2013-2017
2.1.2 Develop performance measures and provide status updates to the community on key Council projects and plans	Council	Council	Short term 2013
2.1.3 Audit and evaluate projects and plans when they fail to meet stated performance measures	Council	Council	Short term 2013
2.1.4 Provide community education on Council policies and regulations	Council	Council	Short term 2013
2.1.5 Hold Council Meetings	Council	Community	Ongoing
2.1.6 Develop appropriate programs and services to improve communications between different cultural groups and between cultural groups and Council	Community	Council	Short term 2013-2017
2.1.7 Hold regular open forums for face to face discussions between Council and the community	Council	Community	Short term 2013-2017
2.1.8 Provide language aide services and translate key documents into main community languages	Council	Community	Medium term 2013-2023
2.1.9 Maintain the currency, legislative compliance and clarity of Council’s Policy Manual	Council	Community	Short term 2013-2017
2.1.10 Comply with Local Government reforms promoted by the NSW State Government	Council	NSW State Government	Medium term 2013-2023
2.1.11 Implement best practice governance strategies	Council	Council	Ongoing
2.1.12 Maintain and effective, open complaint handling processes	Council	Council	Ongoing
2.1.13 Monitor and manage personal and private information	Council	Council	Ongoing
2.1.14 Undertake records management in accordance with State Records Act legislative requirements	Council	Council	Ongoing

“We need people who think ahead, not just for the next few years”

2.1.15 Provide an efficient Electronic Document Management System	Council	Council	Ongoing
2.1.16 Undertake efficient and transparent procurement and purchasing	Council	Council	Ongoing
2.1.17 Provide education to Councillors on changes to legislation	Council	Council	Ongoing
2.2 Strategic Goal: Strong partnerships to benefit the community			
2.2.1 Improve dialogue with neighbouring councils to share resources and assets to improve provision of services	Council	Neighbouring councils	Short term 2013-2017
2.2.2 Monitor State and Federal government policies that have the potential to impact Burwood Council	Council	NSW State Government and Federal Government	Medium term 2013-2023
2.3 Strategic Goal: Responsible employer of choice			
2.3.1 Attract, engage, develop and retain the best and most highly skilled staff to strengthen workforce capability	Council	Local Government NSW	Ongoing
2.3.2 Implement best practice Human Resource policies and strategies	Council	Local Government NSW	Ongoing
2.3.3 Provide a safe work environment	Council	Local Government NSW	Ongoing
2.4 Strategic Goal: Ensure Burwood Council is financially sustainable			
2.4.1 Maintain an Investment Strategy and Policy	Council	Council	Ongoing
2.4.2 Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets	Council	Council	Ongoing
2.5 Strategic Goal: Efficient, effective customer focused services			
2.5.1 Monitor and review Council's customer services performance against other councils	Council	Council	Ongoing
2.5.2 Provide 'One Stop Shop' Customer services	Council	Council	Ongoing
2.5.3 e-Enable appropriate and relevant Council services	Council	Council	Ongoing
2.5.4 Conduct a comprehensive biannual customer survey regarding satisfaction with Council's performance and service provision	Council	Council	Ongoing



Opportunities:

- A best practice example of collaborative leadership
- Open communication that promotes resolution of issues
- Greater community benefits through strong partnerships

Challenges:

- Overcoming cultural and language barriers
- Funding to establish a web-enabled community
- Resources to educate the community about online services

A SUSTAINABLE NATURAL ENVIRONMENT

About this Theme:

This theme is focused on maintaining and ensuring we live in a healthy, safe and sustainable natural environment. This theme aims to protect our natural resources and assets including parks, trees, open green spaces and also ensure that our impact on the environment is reduced so that we continue to live in a clean and sustainable environment. The community, council and other governments all have a role to play in protecting our environment and taking responsibility for preserving our natural resources for future generations.

What the Community said:

- Maintain existing open space as a minimum to ensure there are enough open spaces for growing population and increased housing density
- Reduce the amount of hard surfaces (eg. Concrete yards) in residential areas
- Provide a percentage of designated open space in new developments
- Educate the community on sustainable practices in different languages and different accessible formats
- Improve waste management, reduce waste produced and provide incentives to recycle
- Keep waterways clean
- Ensure the whole of the community takes responsibility for the environment and is motivated to make a positive impact
- Protect local wildlife and habitats
- Ensure there is adequate funding to manage and maintain open space

Actions	Responsibility	Support	Timeframe
3.1 Strategic Goal: Maintain and enhance open green spaces and streetscapes			
3.1.1 Implement strong planning controls to protect open green space	Council	Developers, community	Ongoing
3.1.2 Provide adequate funding to maintain open space areas	Council	Developers, NSW State Government	Medium term 2013-2023
3.1.3 Pursue partnerships and opportunities to create new open spaces	Council	NSW State Government	Long term 2013-2031
3.1.4 Ensure all public parks and open spaces are accessible, maintained and well managed to meet the current and future recreation needs of the community	Council	Business, community, NSW State Government	Ongoing
3.2 Strategic Goal: Improve waste management			
3.2.1 Better promote existing recycling services	Council	Community	Short term 2013-2017
3.2.2 Encourage a reduction in waste generation through community education	Council	NSW Department of Education and Training	Ongoing
3.2.3 Implement strategies to increase recycling and reduce waste to landfill	Council	NSW State Government, community	Short term 2013-2017
3.3 Strategic Goal: Educate the community on sustainable practices			
3.3.1 Hold a program of workshops to encourage more sustainable practices around the home and provide these in different languages, as required	Council	Community	Short term 2013-2017
3.3.2 Promote public transport and more active forms of transport, such as cycling and walking	Council	NSW Department of Education and Training	Short term 2013-2017
3.3.3 Encourage residents to reduce the amount of hard surfaces at their properties (eg. concrete yards)	Council	Community	Short term 2013-2017
3.3.4 Focus planning on environmentally sustainable development to reduce impacts on the environment	NSW State Government	Council	Short term 2013-2017

“Offer leadership and incentives for households and businesses to adapt to new green practices.”

3.4 Strategic Goal: Leadership in environmental sustainability			
3.4.1 Provide regular street sweeping to keep rubbish from entering stormwater drainage system	Council	Council	Medium term 2013-2023
3.4.2 Develop programs that encourage the community to take pride in the cleanliness and maintenance of the Local Government Area	Council	NSW State Government, property development industry	Long term 2013-2031
3.4.3 Invest in green technology and seek opportunities to be a leader in this area	Council	Council	Short term 2013-2017
3.4.4 Promote greater use of more efficient green technologies and alternative energy sources	Council	Council	Ongoing
3.4.5 Develop management plans that improve the performance of Council operations to address global warming	Council	NSW State Government, businesses, community	Short term 2013-2017

Opportunities:

- To be leaders in environmental management and conservation
- To find innovative solutions to environmental challenges
- A community that values green credentials

Challenges:

- Finding a balance between the built and natural environments as the population increases
- Working with external agencies who do not share Burwood Council's environmental sustainability priorities
- Financial costs of pursuing sustainability



ACCESSIBLE SERVICES AND FACILITIES

About this Theme:

This theme relates to the services and infrastructure that supports our community including roads, public transport, health facilities and education providers. This theme aims to improve the quality and equitable access to services in our community and also to enhance the visual appearance of our neighbourhoods, streetscapes and town centre.

For families and young people, education and training facilities, recreational spaces and access to other support services are vitally important to the area to attract and support those living in our community. We need to ensure that there are accessible and high quality health care services particularly as our population begins to age. All of these features combine to support the community and attract people to the area.

Transport plays a major role in keeping our community physically connected to work, recreational spaces and services. Being able to move around easily plays a key role in the livability and sustainability of our area. Our community should be able to travel safely, comfortably, economically and efficiently within, leaving and entering Burwood.

What the Community said:

- Ensure infrastructure is provided to support rapid changes in the area including the growing and ageing population
- Cluster services to improve accessibility
- Prevent overdevelopment and improve the visual amenity of the area
- Ensuring accessibility to services and facilities especially for people with a disability
- Revitalise streetscapes so that they are clean and litter free
- Increase pedestrian only spaces particularly in the city centre
- Activate streetscapes and make them more inviting
- Provide more safe cycleways and pedestrian crossings
- Address parking issues in the area
- Encourage the facilities in older housing to be upgraded
- Better access to health services
- Improved signage for community services and facilities
- Increase police presence with projected population increase
- Additional recreational activities for the growing population

Actions	Responsibility	Support	Timeframe
4.1 Strategic Goal: Effective traffic management and adequate parking provision			
4.1.1 Investigate an increase in bus priority lanes along local roads	Council	Transport NSW and STA	Short term 2013
4.1.2 Investigate options for effective traffic management and increased public parking	Council	Transport NSW and STA	Short term 2013
4.1.3 Develop a whole of LGA parking strategy	Council	Transport NSW, RMS, STA	Ongoing
4.1.4 Consult pedestrians as key stakeholders in traffic management planning	Council	Transport NSW	Ongoing
4.1.5 Work with RMS and Transport NSW in the development of integrated transport plans	Council	Transport NSW, RMS	Short term 2013-2017
4.1.6 Expand the Burwood bike plan	Council	Bike Associations	Short term 2013-2017
4.2 Strategic Goal: Accessible services and facilities that are well utilised			
4.2.1 Explore options for funding new spaces and upgrading old facilities	Council	NSW State Government, Federal Government	Long term 2013-2031
4.2.2 Install ramps and lifts to improve accessibility of the town centre for seniors, people with a disability and parents with prams	NSW State Government	Council	Short term 2013-2017
4.2.3 Support the development of increased safe cycleways and collaborate with adjacent councils to improve connections throughout the Inner West	NSW State Government	Council	Short term 2013-2017
4.2.4 Develop and implement road safety programs to achieve Council's road safety objectives	Council	NSW State Government, Federal Government	Medium term 2013-2023
4.2.5 Relocate Library services to former Council Chambers in Conder Street, Burwood	Council	Council	Medium term 2013-2023
4.2.6 Upgrade Woodstock Community Centre	Council	Council	Long term 2013-2031



“Fully functional and efficient public transport”

4.2.7 Deliver programs targeted to families and children aged 0-12 years	Council	Department of Education and Training, other government agencies, businesses	Short term 2013-2017
4.2.8 Improve accessibility of Council owned community facilities	Council	Council	Medium term 2013-2023
4.3 Strategic Goal: Safe facilities and services			
4.3.1 Design footpaths to increase pedestrian only spaces for improved pedestrian access and safety	Council	NSW State Government	Medium term 2013-2023
4.3.2 Improve street lighting and lighting in public places	Council	NSW State Government	Medium term 2013-2023
4.4 Strategic Goal: Encourage active and healthy lives			
4.4.1 Support and implement programs for seniors, people with disabilities and their carers	Council	NSW Health, NSW State Government, Federal Government	Long term 2013-2031
4.5 Strategic Goal: Vibrant and clean streetscape			
4.5.1 Undertake programs that aim to reduce graffiti and littering in local neighbourhoods and the town centre	NSW Police	Council, Community	Short term 2013-2017
4.5.2 Activate streetscapes through local events and markets	Council	Community, businesses	Short term 2013-2017
4.5.3 Encourage architectural integrity and aesthetically appealing buildings	Council	NSW State Government, businesses, community, property development industry	Long term 2013-2031
4.5.4 Invest in upgrading the area south of Burwood railway station	Council	NSW State Government	Medium term 2013-2023
4.5.5 Provide Development Application assessment as per Environment and Planning Assessment Act	Council	NSW State Government	Medium term 2013-2023
4.6 Strategic Goal: Minimise risk and ensure continuity of critical business functions			
4.6.1 Implement best practice records and risk management strategies	Council	Council	Ongoing
4.6.2 Facilitate training and education awareness programs regarding risk management	Council	Council	Ongoing
4.6.3 Maintain an appropriate insurance program	Council	Council	Ongoing
4.6.4 Provide suitable reliable information technology hardware and software across the organisation	Council	Council	Ongoing

Opportunities:

- Reduction in greenhouse gas emissions through improved bicycle and pedestrian access
- Improve relations between community agencies
- More satisfied and engaged community
- Leaders in heritage conservation in a metropolitan environment
- A local centre that attracts people and commerce because it is easily accessible

Challenges:

- Funding constraints for infrastructure from the NSW State Government
- Promote integration between heritage preservation and progress
- Attracting private sector investment in recreational facilities and services in Burwood
- Finding a balance between growth in residential development and appropriate space for community services
- Funding and resource constraints may limit agency involvement in initiatives

A VIBRANT ECONOMIC COMMUNITY

About this Theme:

This theme relates to the businesses and services that contribute to the wider Burwood economy. Burwood is characterised by a vibrant town centre and several business and shopping precincts (including Parramatta Road, The Strand, Croydon Park, Liverpool Road, The Boulevard) This theme aims to ensure an economically sustainable and prosperous future in Burwood with a strong network of services that support existing businesses and institutions, and attract new and diverse organisations.

What the Community said:

- Encourage more community events
- Provide support for small businesses and increase local employment opportunities
- Provide youth employment opportunities
- Support social enterprise initiatives
- Establish Burwood as the commercial hub for the Inner West
- Improve the standard of the shopping precincts so that the retails is high quality
- Have markets on the weekends or in the evenings including arts, crafts and farmers markets
- Encourage and maintain diversity in business, entertainment, development and professional services
- Determine the level and maintain the standard of amenities that the business community expect eg. health, safety, assets such as footpaths etc.
- Encourage and support the Chambers of Commerce
- Provide apprenticeship programs in the area to capture local knowledge

Actions	Responsibility	Support	Timeframe
5.1 Strategic Goal: Support and manage Burwood’s major centre status			
5.1.1 Implement economic development strategies	Council	Business community	Short term 2013-2017
5.1.2 Pursue funding for infrastructure that supports commercial activities such as public transport	Council	NSW State Government, Federal Government	Long term 2013-2031
5.1.3 Encourage mixed use buildings – commercial and residential to maximise use of buildings in the town centre	Council	Community	Short term 2013-2017
5.2 Strategic Goal: Support small business			
5.2.1 Promote local businesses and services to the community	Council	Community	Short term 2013-2017
5.3 Strategic Goal: Increase employment and training opportunities			
5.3.1 Build links and partnerships with educational institutions for the development of diverse local skills to increase local provision of employment and training for the community	Council	TAFE, Department of Education and Training	Long term 2013-2031
5.4 Strategic Goal: Economic centre growth and preserved residential areas			
5.4.1 Preserve local heritage through relevant planning strategies	Council	NSW State Government	Ongoing
5.4.2 Ensure compliance with State Government Planning System reform	Council	Business community	Short term 2013-2017

“Encouraging sustainable business and green business”



Opportunities

- Increase local employment opportunities
- Involvement of the broader culturally diverse community in local commerce

Challenges:

- Finding a balance between demands for residential areas and demands for commercial space
- Availability / access to funding for infrastructure
- Agencies have competing priorities

LINKS TO NSW 2021 STATE PLAN

A number of strategic goals included in Burwood Council's Community Strategic Plan are connected to the NSW State Government's Plan, NSW 2021.

NSW 2021 STATE PLAN	BURWOOD2030 COMMUNITY STRATEGIC PLAN
GOALS	GOALS
1. Improve the performance of the NSW economy	5.1 Support and manage Burwood's major centre status 5.2 Support small business 5.4 Economic centre growth and preserved residential areas
2. Increase the competitiveness of doing business in NSW	5.2 Support small business
3. Strengthen the NSW skill base	5.3 Increase employment and training opportunities
4. Reduce travel times	4.1 Effective traffic management and adequate parking provision 4.2 Accessible services and facilities that are well utilised
5. Grow patronage on public transport by making it a more attractive choice	4.3 Safe facilities and services 4.2 Accessible services and facilities that are well utilised
6. Improve road safety	4.3 Safe facilities and services 4.5 Vibrant and clean streetscape 4.6 Minimise risk and ensure continuity of critical business functions
7. Keep people healthy and out of hospital	4.4 Encourage active and healthy lives 4.3 Safe facilities and services 1.1 A safe community for residents, workers and visitors 3.1 Maintain and enhance open green spaces and streetscapes 4.6 Minimise risk and ensure continuity of critical business functions 1.2 High quality activities, facilities and services
8. Better protect the most vulnerable members of our community and break the cycle of disadvantage	1.1 A safe community for residents, workers and visitors 1.2 A well informed, supported and engaged community 1.6 Improved interactions between young and older people 2.2 Strong partnerships to benefit the community 2.3 Responsible employer of choice 5.3 Increase employment and training opportunities
9. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	1.1 High quality activities, facilities and services 1.2 A well informed, supported and engaged community 1.6 Improved interactions between young and older people 2.2 Strong partnerships to benefit the community 5.3 Increase employment and training opportunities 2.3 Responsible employer of choice 2.5 Efficient, effective customer focused services 4.1 Effective traffic management and adequate parking provision 4.2 Accessible services and facilities that are well utilised 4.3 Safe facilities and services 4.5 Vibrant and clean streetscape 4.6 Minimise risk and ensure continuity of critical business functions



10. Prevent and reduce the level of crime	1.1 A safe community for residents, workers and visitors 1.3 A well informed, supported and engaged community 2.2 Strong partnerships to benefit the community 4.3 Safe facilities and services 4.6 Minimise risk and ensure continuity of critical business functions 5.1 Increase employment and training opportunities
11. Prevent and reduce the level of re-offending	1.3 A well informed, supported and engaged community 2.2 Strong partnerships to benefit the community 5.2 Increase employment and training opportunities
12. Invest in critical infrastructure	1.2 High quality activities, facilities and services 2.2 Strong partnerships to benefit the community 2.4 Ensure Burwood Council is financially sustainable 3.1 Maintain and enhance open green spaces and streetscapes 3.1 Improve waste management 4.1 Effective traffic management and adequate parking provision 4.2 Accessible services and facilities that are well utilised 4.5 Vibrant and clean streetscape
13. Build liveable centres	5.1 Support and manage Burwood's major centre status 5.3 Increase employment and training opportunities 5.4 Economic centre growth and preserved residential areas 4.5 Vibrant and clean streetscape 1.1 A safe community for residents, workers and visitors 1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 1.4 A community that celebrates diversity 1.5 A sense of community pride 1.6 Improved interactions between young and older people 2.2 Strong partnerships to benefit the community 2.5 Efficient, effective customer focused services
14. Protect our natural environment	3.1 Maintain and enhance open green spaces and streetscapes 3.2 Improve waste management 3.3 Educate the community on sustainable practices 3.4 Leadership in environmental sustainability 5.4 Economic centre growth and preserved residential areas
15. Increase opportunities for people to look after their own neighbourhoods and environments	1.3 A well informed, supported and engaged community 1.2 High quality activities, facilities and services 1.5 A sense of community pride 3.2 Improve waste management 3.3 Educate the community on sustainable practices

LINKS TO NSW 2021 STATE PLAN

NSW 2021 STATE PLAN	BURWOOD2030 COMMUNITY STRATEGIC PLAN
GOALS	GOALS
16. Make it easier for people to be involved in their communities	1.1 A safe community for residents, workers and visitors 1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 1.1 A community that celebrates diversity 1.2 A sense of community pride 1.6 Improved interactions between young and older people 2.2 Strong partnerships to benefit the community 2.3 Efficient, effective customer focused services
17. Increase opportunities for seniors in NSW to fully participate in community life	1.1 A safe community for residents, workers and visitors 1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 1.4 A community that celebrates diversity 1.5 A sense of community pride 1.6 Improved interactions between young and older people 2.2 Strong partnerships to benefit the community 2.5 Efficient, effective customer focused services 4.1 Effective traffic management and adequate parking provision 4.2 Accessible services and facilities that are well utilised 4.3 Safe facilities and services 5.3 Increase employment and training opportunities
18. Fostering opportunity and partnership with Aboriginal people	1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 1.4 A community that celebrates diversity 2.3 Responsible employer of choice 5.3 Increase employment and training opportunities
19. Enhance cultural, creative, sporting and recreation opportunities	1.2 High quality activities, facilities and services 1.4 A community that celebrates diversity 2.2 Strong partnerships to benefit the community 3.1 Maintain and enhance open green spaces and streetscapes 4.3 Safe facilities and services 4.4 Encourage active and healthy lives
20. Ensure NSW is ready to deal with major emergencies and natural disasters	1.3 A well informed, supported and engaged community 2.1 Community confidence in Council's decision making 2.2 Strong partnerships to benefit the community 2.4 Ensure Burwood Council is financially sustainable 2.5 Efficient, effective customer focused services 4.1 Effective traffic management and adequate parking provision 4.3 Safe facilities and services 4.6 Minimise risk and ensure continuity of critical business functions



21. Restore confidence and integrity in the planning system	1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 2.2 Strong partnerships to benefit the community
22. Restore trust in State and Local Government as a service provider	1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 2.1 Community confidence in Council's decision making 2.2 Strong partnerships to benefit the community 2.3 Responsible employer of choice 2.4 Ensure Burwood Council is financially sustainable 2.5 Efficient, effective customer focused services
23. Improve government transparency by increasing access to government information	1.2 High quality activities, facilities and services 1.3 A well informed, supported and engaged community 2.2 Strong partnerships to benefit the community 2.5 Efficient, effective customer focused services
24. Involve the community in decision making on government policy, services and projects	1.3 A well informed, supported and engaged community 1.5 A sense of community pride 1.6 Improved interactions between young and older people 2.1 Community confidence in Council's decision making 2.2 Strong partnerships to benefit the community 2.5 Efficient, effective customer focused services



REPORTING ON BURWOOD 2030

Burwood Council has a number of statutory responsibilities to implement the Community Strategic Plan and to report to the community on progress, including:

Development of a four-year Delivery Program
this replaces the Council's three-year Management Plan and details the actions to be taken by Council to deliver on the strategies outlined in the Community Strategic Plan during the four-year period.

The one-year Operational Plan

This Plan identifies the specific strategic initiatives that will be funded each year and it includes the Budget.

Quarterly Council Reviews

the General Manager will report to the Council every three months to outline progress that has been achieved in implementing the Community Strategic Plan strategies identified in the Delivery Program.

Annual Progress Review

Council reports to the community every year on progress in implementing the Burwood 2030 Community Strategic Plan. A comprehensive Annual Report is presented, approved by Council and forwarded to the NSW Division of Local Government each year. The Annual Report is made available to the public on Council's website. In addition, every year Burwood Council develops a summary report in the form of a flyer and delivers it to each household in the Burwood Local Government Area.





MEASURING SUCCESS

Burwood 2030 belongs to all Burwood residents and relies on everyone in the community to achieve the outcomes we seek in the future.

Burwood Council and the community will have an important role to play in advocating for the State and Federal governments to achieve outcomes for the strategies they have responsibility for, such as transport, education, health services and policing.

In order to measure how successful the Council, Federal and State governments and community have been in achieving the Community Vision, two measures are proposed:

Key Performance Measures

Many of the strategies outlined in the plan will need to be pursued over the 20-year life of the plan. In order to gauge whether the strategies have been achieved, a simple reporting format will be used, with quarterly updates and an annual summary. The reports will identify the significant changes made over the period to bring to life the strategic objectives as outlined under each theme.

In addition, at the end of each Council term of four years, the outgoing elected representatives will need to present an End of Term Report to the community, outlining the achievements recorded during that period.

In monitoring progress, Council will rely on its own measurements, as well as data from Census campaigns, Chambers of Commerce, State Government research and health and education institutions.

Community Satisfaction with Progress

A community satisfaction survey will be undertaken every two years to gauge whether the community is satisfied or not with progress and where priorities could or should be assigned to particular areas in the future. The survey will assess customer satisfaction with the level and quality of service delivered by Council, as well as confirming priorities and major aspirations from the community.

BURWOOD2030

The Community Strategic Plan Burwood2030 has been developed following an extensive program of community consultation and an intensive exchange of information with other councils and government agencies.

The aspirations and the goals identified in this Plan will be supported by a Resourcing Strategy, a four-year Delivery Program and an annual Operational Plan to ensure the strategies and objective outlined are delivered.

Council looks forward to working with the community, government departments, businesses and organisations to ensure the future of Burwood is prosperous and healthy and that Burwood is a vibrant place to live, work and visit.

THANK YOU

Burwood Council would like to thank every resident, business owner and community leader who contributed to the preparation and review of this plan. This is your Plan.

For more information on the Community Strategic Plan and on the next steps in the Integrated Planning and Reporting system, please contact Council on 9911 9911.

