

Delivery Program 2018–2022

Council's response to CBCity 2028; a 10-year community strategic plan for the City.

Revised November 2020



City Vision

CBCity 2028 is
Thriving,
Dynamic,
Real

Corporate Vision

to be a leading
organisation that
collaborates and
innovates

Corporate Mission

to provide quality
services to
our community
every day

WE **STICC** TO OUR VALUES

We are
committed
to **safety**



We work as
one **team**



We act with
integrity



We care
about our
customers



We
**continuously
improve**



A close-up photograph of a stone sculpture of a frog, which is part of a trail marker. The frog is carved into a dark, textured stone, with its head at the top and its body extending downwards. The frog's front legs are visible, with distinct fingers. The background is a soft-focus view of a park with many trees and green foliage.

The City of Canterbury
Bankstown acknowledges the
traditional country of the Daruk
(Darag, Dharug, Daruk, Dharuk)
and the Eora People.
We recognise and respect their
cultural heritage, beliefs and
relationship with the land.
We acknowledge they are
of continuing importance to
Aboriginal and Torres Strait
Islander people living today.

*Georges River trail marker at
Deepwater Park, Milperra*

Contents

01. Message from the Mayor and General Manager

What drives the Delivery Program?

It's a big city!

Managing the Council

Delivery through Services

List of Key Services

02. Destination – Safe & Strong

03. Destination – Clean & Green

04. Destination – Prosperous & Innovative

05. Destination – Moving & Integrated

06. Destination – Healthy & Active

07. Destination – Liveable & Distinctive

08. Destination – Leading & Engaged

09. Integrating Planning and Reporting

10. Finding the resources

01 Message from the Mayor

On behalf of my fellow Councillors, the General Manager, Matthew Stewart, and the staff of the City of Canterbury Bankstown, I am pleased to present the revised 2018-22 Delivery Program. This document and the supporting annual Operational Plans represent Council's response to *CBCity 2028*, a 10- year strategic plan for Canterbury-Bankstown.

This updated 2018-2022 Delivery Program examines the important issues facing Council and explains our priorities to ensure that services continue to meet community expectations in terms of quality and value for money.

Council's focus will continue to be on:

- Protecting and conserving our environment, and in particular, reducing litter and illegal dumping;
- Becoming a more healthy, safe and active City;
- Being future focussed and Smart, pursuing opportunities for investment and creativity;
- Being a City that is easy to move around in for cyclists, pedestrians, public transport and cars; providing more options for people to get to where they are going;
- Having well-designed attractive centres, which preserve the identity and character of local villages;
- Being caring and inclusive, celebrating our identity and showing that we are proud of who we are; and
- Being a leading Council, governing responsibly and openly, listening to the community and speaking for them, to achieve better outcomes for the City.



Cllr Khal Asfour
Mayor

Our emerging priorities that have arisen through this planning period include:

- Being a more resilient City, particularly in response to the devastating effects of COVID-19 world pandemic, and climate change events such as bush fires and extreme weather;
- The need to harmonise our rates in a manner that minimises the impact on our community. Council's preference is for this process to occur gradually to minimise impact on ratepayers and I will be strongly advocating with the NSW Government to that end;
- The need to introduce more equity and fairness into the current rating system for business and residential properties; and
- Exploring options with the community to secure additional funding through changes to the rating system to provide the quality of services and facilities expected by our community. Options will include special rate variations and rating category restructures.

I acknowledge that change is ahead but be assured that Council is committed to delivering the best possible services to the community while ensuring our financial sustainability is secured for the future.

I invite you to look at this Delivery Program, and the comprehensive economic paper – A Funded Future – and provide your comments to Council. As always, your input is important and valued



What drives the Delivery Program?

The aim of the NSW Integrated Planning and Reporting Legislation (Local Government Act 1993 S402-406) is to improve the way that Council's long-term planning meets community needs.

The following documents and concepts are important drivers in preparing and implementing this Delivery Program.

The Delivery Program

The Delivery Program identifies the actions that Council must take to ensure that it is playing its role in delivering the Vision for the City and the aspirations of the community detailed in CBCity 2028, the 10-year strategic plan for Canterbury-Bankstown.

Council works by means of 21 services, each contributing in some way to broad City outcomes. This Delivery Program outlines the services that will be delivered to 2022, and the priorities and standards to which we will work.

The Delivery Program will be reviewed at least every six months to ensure that it remains focussed on the Vision, Destinations and Transformations outlined in CBCity 2028.

The Local Government Act 1993

The Act provides the guiding principles on how Council's services must be delivered. It states that councils should:

- provide strong and effective representation, leadership, planning and decision-making;
- provide the best possible value for residents and ratepayers;
- plan strategically and in an integrated manner to meet the diverse needs of the local community and achieve desired outcomes and continuous improvements;
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community;
- manage lands and other assets so that current and future local community needs can be met in an affordable way;
- work with others to secure appropriate services for local community needs;
- act fairly, ethically and without bias in the interests of the local community;
- be responsible employers and provide a consultative and supportive working environment; and actively engage their local communities.

Ethical principles

Council prepares its plans, designs its services and carries out its operations observing ethical principles which consider:

- diverse local community needs and interests;
- social justice principles – access, equity, rights, and participation;
- the long term and cumulative effects of actions on future generations;

- the principles of ecologically sustainable development; and
- how to be more transparent and accountable in decision-making

CBCity 2028

CBCity 2028 is a 10 - year plan to guide Canterbury-Bankstown on its journey to be thriving, dynamic and real. It's based on thousands of conversations with residents, businesses and government agencies, and through seven Destinations and many Transformational projects - provides a 10 -year blueprint for the future.

State and regional plans

A Metropolis of Three Cities – the Greater Sydney Region Plan (GSRP) along with Transport for NSW's Future Transport 2056, Infrastructure NSW's State Infrastructure Strategy 2018-36 and the South District Plan all address the future needs of Sydney and the region.

Demographic profiling

Council uses information gathered by the Census to predict the community's future needs. Council analyses the age, gender, household type, employment type, level of education, cultural background and use of transport to direct our services to areas where they are needed most.

Land use plans

These plans identify land use changes to balance the demands for future growth with the need to protect and enhance environmental values. It will ensure that adequate land, infrastructure, facilities and open space are available and appropriately located to sustainably accommodate future housing and employment needs.

Lead Strategies and supporting Plans

Council has a suite of Resourcing Strategies, Lead Strategies and supporting plans that connect to CBCity 2028 Destinations.

Community input

Council undertakes significant research with the community to gather information on what is considered important and satisfaction with service performance. This helps Council to prioritise works, funding and levels of service, and to ensure that we are on track to meet the outcomes of CBCity 2028. Through regular engagement with our community we know that:

Residents are happiest with:

- Garbage collection
- Library services
- Sporting facilities and amenities
- Provision of parks, playgrounds and reserves
- Programs for older residents

Residents would like to see improved service in:

- Traffic flows throughout the City
- Prevention of illegally dumped rubbish
- Carparking availability in Town Centres
- Condition of local roads and footpaths
- Protected waterways
- Community safety and harmony
- Managing growth and development
- Opportunities to participate in decision making

Among the many tools in Council's Community Engagement Program, is the "Have Your Say" online forum, a Resident Panel and Community Voice Panels to provide valuable input into planning for improved services and facilities. Other mechanisms to engage, involve and empower community and key-stakeholders in decision making include road shows, Council meetings, community meetings, activation events, focus groups and workshops.

Committees

Council also has a suite of Committees who meet regularly to ensure that Council services and facilities align with the City Vision and the Council Mission. They also help to monitor progress to ensure that local outcomes are being achieved. Each committee comprises Council, community and expert representation in the follow areas:

Social Inclusion Committee whose goals are to:

- ensure that its services and facilities promote social justice principles and empower our local communities; and
- advocate, involve, inform and work with community partners to achieve the best local outcomes.

Environmental Sustainability Committee whose goals are to:

- ensure that its services and facilities work towards a resilient City which protects, conserves and enhances its environments and natural resources; and
- advocate, involve, inform and work with environmental partners to achieve the best local outcomes.

Prosperity and Innovation Committee whose goals are to:

- ensure that its services and facilities promote opportunities for investment and drive Smart and creative solutions for employment, celebration and innovation; and
- advocate, involve, inform and work with business partners to achieve the best local outcomes.

Transport Committee whose goals are to:

- ensure that its services and facilities are guided by effective transport planning to deliver a sustainable, accessible, integrated network with better active transport options; and
- advocate, involve, inform and work with transport partners to achieve the best local outcomes.

Health and Recreation Committee whose goals are to:

- ensure that its services and facilities provide a range of opportunities which promote health, fitness and life-long learning; and
- advocate, involve, inform and work with health, education and sporting partners to achieve the best local outcomes.

Liveable City Committee whose goals are to:

- ensure that its services and facilities provide for quality, sustainable growth in while preserving the identity and character of our local areas; and
- advocate, involve, inform and work with planning partners to achieve the best local outcomes.

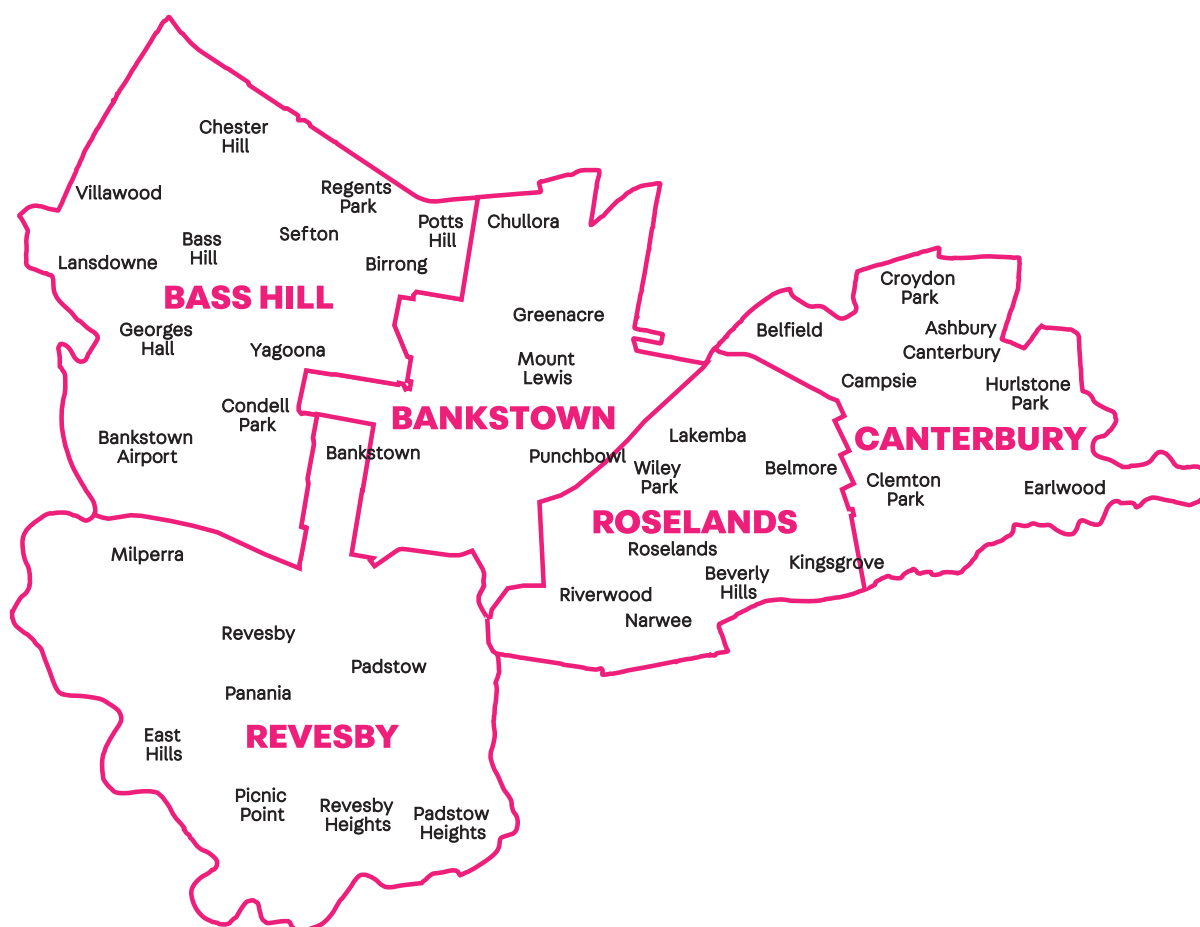
Audit, Risk and Improvement Committee whose goals are to:

- provide independent assurance and assistance on risk management, control, governance, and external accountability responsibilities.

It's a big city!

The City of Canterbury Bankstown was proclaimed on 12 May 2016. With an estimated residential population of 377,917 (ERP 2020), it has the largest local government population in NSW.





Located 23 kilometres southwest of Sydney CBD, the City's 41 suburbs cover just over 110 square kilometres. The City is divided into five wards each with about 70,000 residents. The City has about 121,000 dwellings with 56 per cent being detached houses and the remaining dwellings being medium density housing and high rise apartments.

Canterbury-Bankstown is a highly urbanised metropolitan environment. It occupies a strategic position within Sydney's primary transport and freight corridors, accessible by air, rail, and road and only 30 minutes from Sydney (Kingsford Smith) Airport and Port Botany. The City is a gateway to western and southern Sydney, traversed by major state and regional roads including the M5 Motorway, Hume Highway, King Georges Road, Henry Lawson Drive and Canterbury Road, Roberts Road and Stacey Street.

It contains important freight routes, providing a conduit for mineral and agricultural exports

from regional NSW to Port Botany. The City is also crossed by two metropolitan rail lines – Bankstown and East Hills (Airport line).

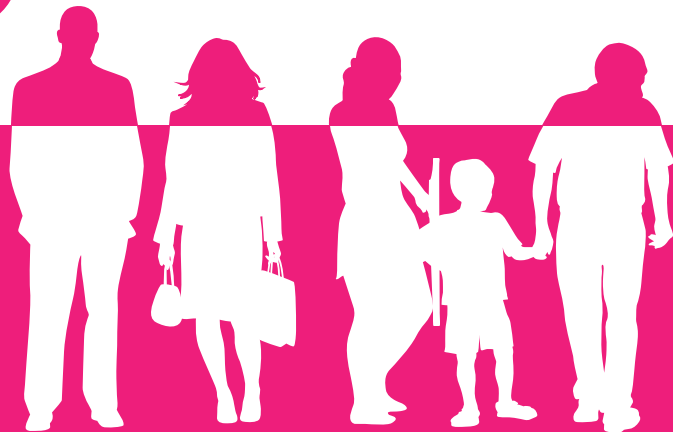
Our local economy is driven by our 30,722 registered local businesses, providing 118,055 local jobs in our City. The largest industry sector supporting our City is in manufacturing. Canterbury-Bankstown produces a gross domestic product of \$14.29 billion.

Sydney Metro Airport Bankstown is one of two leading general aviation airports in NSW. It is a major centre of economic activity operating as the base for NSW Police Air Wing, the NSW National Parks and Wildlife Service, the Royal Flying Doctor Service, NSW Forests, Greater Sydney Area Helicopter Medical Service, and the Aviation Studies program of the University of NSW. Bankstown Airport is a 'trade gateway', connecting Greater Sydney's economy to the world.

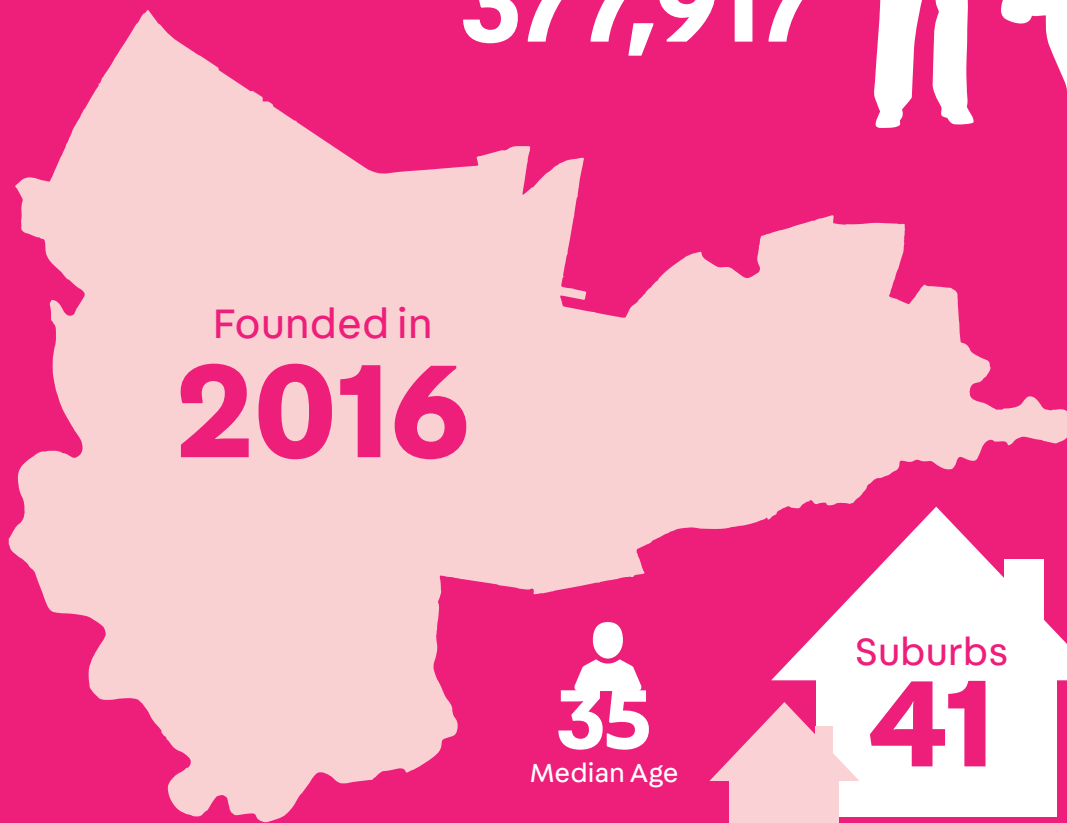
cbc city in 2020

Est population in 2020

377,917



Founded in
2016

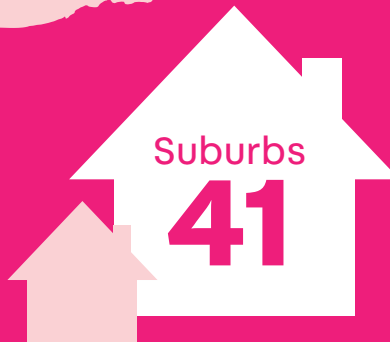


35

Median Age

Suburbs

41



138,197

Employed Residents

**Bankstown
Airport**



Bankstown and Campsie are considered Strategic Centres which enable access to a wide range of goods, services and jobs. Strategic centres accommodate high levels

of private sector investment, enabling them to grow and evolve and will be increasingly important parts of the region's structure.

60%

Speak a
language other
than English

44%

Born overseas



3

River Catchments



9

Libraries



1

University



588

Parks



17

Train Stations



113

Schools



430

Council
Buildings



75

Sporting
Complexes



908

kilometres
Roads



2

Hospitals



1

Arts Centre



3

TAFE
Campuses

Major retail precincts are located in the Bankstown CBD, Revesby, Campsie, Chester Hill, Chullora, Bass Hill, Lakemba and Roselands.

Industrial precincts include Bankstown, Chullora, Kingsgrove North, Milperra, Riverwood and Villawood.

Bankstown is one of 13 health and education strategic centres in the Sydney region which act as drivers of export services and major employment opportunities. The Western Sydney University is a strategic employment site for the City and the cornerstone of four tertiary education precincts. The City also houses two public hospitals in the suburbs of Canterbury and Bankstown.



In terms of amenity, Canterbury-Bankstown offers large expanses of native bushland, quality arts and sporting facilities, numerous recreational parklands and reserves, and access to the Georges and Cooks Rivers. Key sites included are listed below.

- **The Crest** – a range of sporting fields and facilities located near the Dunc Gray Velodrome and Bankstown Skatepark in Bass Hill.
- **Memorial Oval** – the second largest open space in the Bankstown CBD (about seven hectares) and incorporates the Bankstown City Gardens, sportsground and Sporting Hall of Fame.
- **Bankstown Arts Centre** – The City's key cultural facility, where artists and community groups collaborate to explore ideas and learn, create and experience contemporary community based arts. The Arts Centre provides accommodation for professional and amateur arts organisations, as well as a range of flexible spaces to develop arts practice.
- **Georges River National Park** – an important habitat link between the coastal areas and the Greater Western Sydney Region.
- **The Cooks River Open Space Corridor** – a regionally significant parkland corridor, with high quality open spaces that link to Strathfield, Sydney Olympic Park, Campsie, Canterbury, Dulwich Hill, Marrickville and Wolli Creek.
- **The Wolli Creek Regional Park and Bardwell Valley Parkland** – provides open space for recreation, walking and cycling trails, connected patches of ecologically significant vegetation.
- **The Salt Pan Creek Open Space Corridor** – contains important ecological communities, mangroves, wetlands, recreational facilities and walking and cycling trails on both sides of the creek.

The City is large and expected to accommodate another 150,000 people over the next two decades. This places an enormous responsibility on Council to ensure that local interests are served and competing economic, environmental and social outcomes addressed.

If the City were reduced to a village of 100 people their make-up would be:

50	would be female
50	would be male
24	would be babies through to secondary school age residents
25	would be young adults studying, working some living independently
32	would be parents, homebuilders and pre-retiree residents
18	would be empty nesters or elderly and aged residents
55	would live in a 'household with children'
19	would live on their own
34	would live in households with an income of the lowest group
15	would live in households with an income of the highest group
12	would live in households with no motor vehicle
29	would own their own homes outright
56	would live in a freestanding house – 30 in medium or high density
35	are renting their property
50	would be Australian born
44	would be born overseas, including 6 from Lebanon and 5 from Vietnam
60	would speak a language other than English at home
1	would be of Aboriginal descent
79	would be Australian citizens
20	would be of Christian faith
20	would be of Islam faith
8	would be attending a higher education institution right now
92	would be employed
55	would be in the labour force
7	would need assistance in their day to day lives due to disability

Managing the Council

Councillors

Council's powers are detailed in the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979 though many other statutes also confer specific powers and responsibilities upon the Council. All councils in NSW operate under a charter which requires them to provide adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.

Council's services and facilities should consider the environment and the needs of future generations and observe principles of social justice and participation. Council must keep the local community informed about their activities, act consistently and without bias.

In order to provide all this, the City of Canterbury Bankstown is governed by 15 Councillors who are elected every four years, from each of the five wards – Bass Hill, Bankstown, Revesby, Roselands, and Canterbury – each with about 70,000 residents. Councillors elect the Mayor every two years.

Councillors represent the interests of residents and ratepayers, provide leadership and guidance to the community and encourage communication between council and the community. They make sure that the organisation is heading in the direction that is best for the City making important policy decisions which determine what services Council will undertake and how the budget will be allocated.

Organisational structure

Responsibility for the day-to-day operation of the City of Canterbury Bankstown rests with the General Manager. He and senior management ensure effective and efficient operation of the organisation.



General Manager – Matthew Stewart

Matthew is responsible for Council's overarching management and strategic direction.



Director Corporate – Ken Manoski

Ken is responsible for Council's corporate service and support functions including Finance, Procurement and Stores, Governance, Legal, Policy, Audit, Information Services, and Property Services and Investments.



Director Planning – Simon Manoski

Simon leads teams responsible for City-wide planning outcomes and all development and regulatory functions. The Planning department includes Development Services, Spatial Planning, Regional Illegal Dumping and Regulatory Services.



Director People & Performance – Simone Cook

Simone is responsible for setting the organisation's approach to people and organisational performance. This department includes HR, Payroll, Learning and Development, Internal Communications, WHS, Risk Management, Corporate and Workforce Planning, Talent Management and Organisational Performance.



Director Operations – Anthony Vangi

The Operations department manages the core operational services for our City including Roads, Parks, Buildings and Fleet, as well as Council's asset planning and large scale capital works programs.



Director Community Services – Graeme Beattie

Graeme is responsible for managing the delivery of major services to the community including Waste, Libraries, Community Services, Children Services, Leisure and Recreation and Customer Services.



Director City Future – James Carey

James is responsible for Council's broader operational planning requirements. The City Future department sets Council's future direction by advancing the sustainability, liveability and prosperity of the City. James' department includes statutory integrated Planning and Reporting, Community Outcomes, Economical Development, and Environmental and Sustainability initiatives.



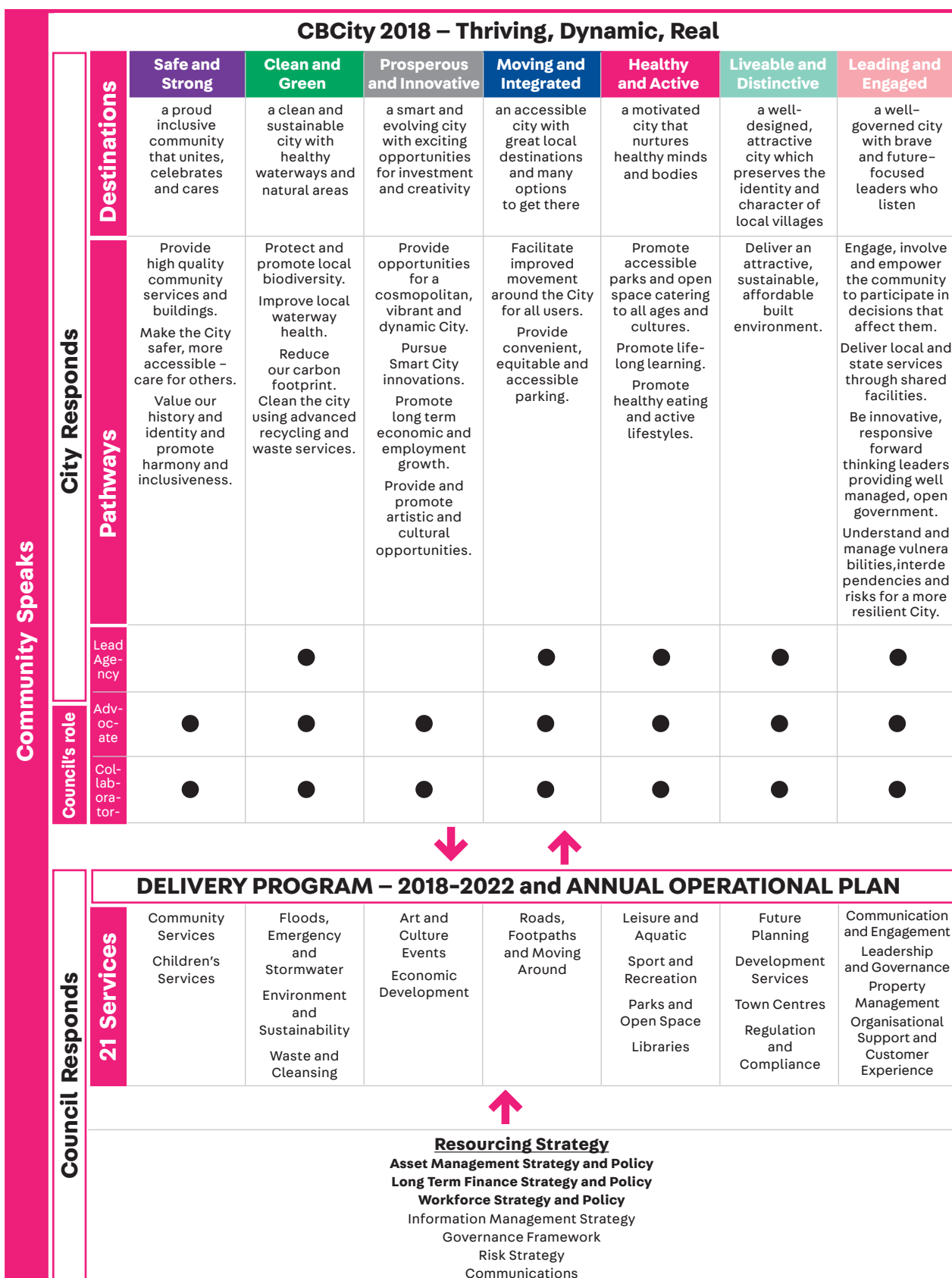
Delivery Through Services

This Delivery Program represents Council's response to CBCity 2028, the ten-year strategic plan for Canterbury-Bankstown. In order to prepare CBCity 2028, Council undertook extensive engagement to find out:

- What makes people want to live or work in Canterbury-Bankstown;
- What they think about the levels of service and facilities available here; and
- What they would like to see for the future of their City.

The table below shows how it all fits together.

The table below shows how it all fits together.











List of Key Services

In order to deliver on its responsibilities in CBCity 2028, the many separate activities that Council provides for residents, ratepayers, workers and visitors are broken into 21 key services.

The following pages provide detail for each service regarding:

- Link to CBCity 2028 and important issues;
- service description;
- services;
- service commitments;
- service standards;
- three-year priorities; and
- measures of success.

Destination	Service	Description
 Safe & Strong	Children	To ensure quality services that are responsive to the needs of children and young people families in the local community.
	Community	To promote access, equity, social justice and community well-being for residents, workers and visitors of the City including those with specific needs.
 Clean & Green	Environment and Sustainability	To protect, preserve and promote the biodiversity of living spaces and the natural environment.
	Flood, Emergency and Stormwater Management	To provide and maintain a safe, secure and protected City which is able to effectively respond to and recover from a disaster or emergency.
	Waste, Recycling and Street Cleaning	To provide a clean, attractive and usable City, free of litter, graffiti, pollution and other materials, while managing recycling and waste reduction.
 Prosperous & Innovative	Arts and Culture	To provide facilities, projects, programs, events and ceremonies which promote artistic expression, a sense of place and identity, cultural development and community connectedness.
	Economic Development	To promote, deliver and facilitate economic, employment and tourism outcomes for the City including the provision of well planned, attractive and sustainable Town Centres which cater for a wide range of community and economic needs.
	Events	To deliver sustainable and accessible events to the community to celebrate, promote a sense place, identity and community connectedness.
 Moving & Integrated	Roads, Footpaths and Moving Around	To provide vehicles and pedestrians with well maintained, safe, and integrated transportation networks.
 Health & Active	Libraries	To provide equal access to information, ideas and knowledge through the provision of physical and virtual environments.
	Parks and Open space	To provide accessible, equitable, diverse, quality, sustainable and efficient parks and open spaces to meet current and future community needs.

Destination	Service	Description
 Health & Active	Sport & Recreation	To provide a broad range of sporting and recreational opportunities that caters for all ages and cultures and promotes healthy lifestyles.
	Leisure & Aquatics	To provide leisure and aquatic, and golf facilities and programs that give enjoyment to and improves the wellbeing of our Community.
 Liveable & Distinctive	Development Services	To deliver quality, compliant development through efficient and effective asset management practices in accordance with relevant legislation and Council policies.
	Future Planning	To create a liveable environment for all residents through equitable and sustainable land use and community planning.
	Regulation & Compliance	To improve the health, safety and amenity of our Community and our environment by promoting and enforcing local laws, regulations, policies, controls and guidelines.
	Town Centres	To provide well planned, attractive and sustainable Town Centres which cater for wide ranging community and economic needs.
 Leading & Engaged	Communication & Engagement	To enhance and promote the positive image of the City and the Council to the Community, business and other stakeholders and facilitate accessible, informed and consultative internal and external communications.
	Corporate Support & Improvement	To provide resourcing for Council's effective and efficient operations. The corporate support service assists the organisation in its day to day activities.
	Organisational Support and Customer Experience	To provide resourcing for Council's effective and efficient operations. The corporate support service assists the organisation in its day to day activities.
	Property Management	Effective management of major, Council owned, civic buildings, and operational assets, real estate assets and investments.





Safe & Strong

CBCity 2028 is a proud inclusive community that unites, celebrates and cares.

CBCity 2028 pathways

Providing high quality community services and buildings.

Making the City safer, more accessible – caring for others.

Valuing our history and identity and promoting harmony and inclusiveness.

02 Destination – Safe & Strong

Important issues

Social connectedness is a very strong indicator of perceived quality of life and happiness in a community. Council hopes, through this Delivery Program, to contribute to community connectedness in the City. This will be reflected through the pride that residents have in telling people where they live, their good relationships with their neighbours, their participation in community events, of how safe they feel, how much they volunteer, and of their sense of history and identity.

Some individuals and groups face disadvantage and do not enjoy the same opportunities as others. Some factors that may cause this disadvantage include race, religion, age, gender, sexuality, physical and psychological ability, education, employment, income and isolation. The Socio-Economic Index for Areas (SEIFA Index), a measure of social disadvantage in Australia, places Canterbury-Bankstown in the top ten areas of social disadvantage in Sydney.

The social justice principles that guide local government are based on the belief of fairness for all, and the human rights and dignity of every person. Council's Mission to *provide quality service to our community every day* is inclusive of social justice principles, meaning that all people:

- are treated with respect and treat others with respect;
- have the opportunity to become involved in decisions which affect them; and
- have access to the resources, services and facilities they need.

The community expects a City where people can learn, celebrate, socialise and support each other.

Council has a long and proud history of providing high quality community facilities.



However, many of Council's facilities are more than 50 years old and at a critical stage of the building lifecycle. They are likely to require substantial maintenance or refurbishment to continue to meet community expectations. As well, most of Council's 419 facilities were not built to serve 21st century community needs. Many of the existing facilities are stand-alone, single purpose facilities of varying building quality. They can be significantly underutilised in terms of number of people or number of hours occupied.

There is great opportunity in future renewal to ensure optimum use and value for these important assets. Best practice tells us that modern community facilities have visual prominence, integrate with other activity generating uses, are accessible, allow for multipurpose useability, conform to modern building standards and add to the social landscape of the City.



Council services

Children's Services

To ensure quality services that are responsive to the needs of children and young people families in the local community.

Community Services

To promote access, equity, social justice and community well-being for residents, workers and visitors of the City including those with specific needs.

Service commitment

Council is committed to:

- ensure that all services and facilities are inclusive of all people regardless of cultural and linguistic background, ability, religion, or family structure;
- promoting access, equity, social justice and community wellbeing;
- supporting and meeting the needs of our community through planned and targeted community services; and
- supporting our local volunteer base.

Service standards

Council will:

- comply with or exceed Australian Building Standards and licensing requirements;

Priorities

- Complete a Council Lead Strategy for Social Inclusion and supporting plans.
- Become a Child Friendly City.
- Be more inclusive.
- Promote community harmony.
- Promote community safety.
- Explore shared use and multi-use opportunities.
- Deliver and fund community safety programs and projects.
- Deliver and fund community services programs and projects.
- Deliver and fund heritage programs and projects.
- Deliver and fund children's services
- Maintain and improve community facilities.
- Deliver a Community Grants and Events Sponsorship Program every year.
- Work in partnership with government agencies to reduce the incidence of domestic violence.

Measures for success	Target 2022
CBCity is Child Friendly as measured by UNICEF – TRANSFORMATION	Moving toward Child Friendly
Usage rates of Council community buildings	↑
Participation in Council initiatives towards a reduction in domestic violence	↑
Participation in Council initiatives towards a reduction in crime rates and improved perceptions of community safety	↑
% Condition Rating of Council community buildings - good or excellent	↑
Gap between importance/community satisfaction for Safe and Strong Council services - Council Survey	↓
Community Connectedness Score - Council Survey	↑
Progress to completion - Reconciliation Action Plan	↑
Progress to completion - Disability Inclusion Action Plan	↑
Utilisation of Council's Children's Services	↑ or stable
National Accreditation of Children's Services	✓
Number of volunteers	↑
Participation in Council initiatives towards the promotion of harmony and inclusion	↑
% Safe and Strong projects in Operational Plan rated complete or substantially complete	100%



Clean & Green

CBCity 2028 is a clean and sustainable city with healthy waterways and natural areas.

CBCity 2028 pathways

Protecting and promoting local biodiversity.

Improving local waterway health.

Reducing our carbon footprint

Improving the cleanliness of the City.

Delivering SMART and advanced waste and recycling services.

03 Destination – Clean and Green

Important issues

Biodiversity is great for us and for our environment. It helps clean our air, keep our creeks and rivers healthy, produces fertile soil and provides important habitat for animals such as birds, frogs and insects. Canterbury-Bankstown is quite an urbanised area and while it still exhibits a wealth of biodiversity, it is important to protect and enhance it. Council does this through education, supporting bushcare volunteers, free plant give-aways, implementing biodiversity corridor plans, planting trees, enforcing the Tree Preservation Order, terrestrial habitat protection, bio-banking agreements, supporting NSW government biodiversity conservation reforms, and providing sustainable building guidelines to developers to promote more sustainable development outcomes.

Waterways are a major feature of our landscape and form a natural boundary around the City. Approximately 61 per cent of the Local Government Area sits in the Georges River catchment, 31 per cent in the Cooks River catchment, and the remaining 8 per cent sits in the Parramatta River catchment. Our waterways and catchments are important to our community's health and wellbeing. We rely on them for recreation and open space, in some cases for food and other resources, and even for cooling our City.

Urbanisation results in degradation of our waterways through greater stormwater volumes and faster flows and more heat and pollution entering our waterways. This causes degradation of our creek and river banks and declining quality of the aquatic environment. Developing a Catchment Strategic Plan to provide directions and priorities for local water management is a high priority. As part

of the progressive upgrade and maintenance of drainage and stormwater infrastructure, Council is working with Sydney Water to seek opportunities for channel naturalisation which involves replacing the concrete walls with natural looking banks made of rocks and native plants. This method has been used in waterways across Sydney to improve their health and character.

The increase of electricity costs has had a large impact on our community. Indicative research shows that Council can anticipate an increase of up to 300 per cent for the 'usage component' of our electricity bills. This represents an additional \$4 million per year to purchase electricity for our large sites and street lighting and will potentially increase our costs to \$10 million per year.



Council is currently aligning waste services to ensure an efficient and consistent city-wide service now and in the future. There are also limited alternatives to landfill for residential garbage available in the Sydney region. There is potential to use household waste as a resource from which to recover energy and Council will be investigating opportunities as a priority. Council also allocates significant resources to community and business education initiatives to increase awareness on the benefits of recycling, and of responsible disposal of litter and waste.

Council chairs and supports the Local Emergency Management Committee and maintains local State Emergency Services (SES) operations centre at Manuka Reserve, Bass Hill and in Moorefields Road Beverly Hills. Council

must contribute over \$4 million every year to subsidise State Emergency Services and State Fire Board Services.

Council is also aware that it can play an important role in ensuring the resilience of Canterbury-Bankstown and strengthening its ability to survive, adapt and thrive in the face of increasing global uncertainty and disruptions. It is important that Council contribute to the City's resilience so that it has the capacity to survive, adapt, and thrive no matter what kind of environmental stresses it experiences.



Council services

Environment and sustainability

To protect and enhance the biodiversity of the natural environment and living places, improve waterway health, increase renewable energy use for council and the community, and build City resilience to environmental stresses.

Flood, emergency and stormwater management

To provide and maintain a safe, secure and protected City which is able to effectively respond to and recover from a disaster or emergency.

Waste, recycling and street cleaning

To provide a clean, attractive and usable City, free of litter, graffiti, pollution and other materials, while managing recycling and waste reduction.

Service commitment

Council is committed to:

- providing a waste and recycling collection service to all residential rateable properties;
- making the on-call clean-up services available to all residential rateable properties;
- promoting or providing local drop-off opportunities to recycle or safely dispose e-waste, household chemicals, syringes;
- providing 5 wheelie Wheelie Good Compost and Mulch collection events per year;
- supporting bushcare volunteers;
- providing an annual free native plant giveaway;
- ensuring pollution control devices operate at optimum efficiency;
- restoring, protect and maintain our natural

waterways and open waterbodies;

- supporting regional catchment management groups and initiatives;
- supporting local emergency management;
- supplying Council staff to assist SES operations during significant events; and
- subsidising State Emergency Services and Fire Board Services

Service standards

Council will:

- collect household garbage bins weekly and the household recycling and garden waste bins fortnightly;
- pick up missed bins for garbage, recycling, greenwaste and commercial within 48 hours;
- rectify damaged bins and replace within 48 hours;
- remove offensive graffiti within 48 hours;
- remove non-offensive graffiti in high profile areas within five days;
- remove non-offensive graffiti in low profile areas removed within 10 days;
- investigate illegal dumping within 48 hours;
- respond to reports of hazardous pollution incidents – within four hours;
- sweep Town Centres daily and Council car parks twice per week;
- clean community halls and centres daily (minimum);
- empty parks and reserves litter bins weekly;
- respond to reports of hazardous pollution incidents – within four hours;
- respond to illegal tree removal requests in 5 days;
- investigate illegal dumping within 48 hours;

- investigate and remove fallen tree branches on Council land within 5 working days;
- investigate and program tree planting or maintenance works within 20 working days;
- respond to illegal tree removal requests in 5 days; and
- assess Tree Preservation Order Applications within 15 working days.

Priorities

- Complete a Lead Strategy for Environmental Sustainability and supporting plans.
- Contribute to a more resilient City.
- Increase the tree canopy and biodiversity of flora and fauna
- Educate the community and business about biodiversity and the responsible disposal of waste.
- Support NSW biodiversity conservation reforms to address biosecurity threats.
- Make Council services and facilities more sustainable.
- Deliver Stage one of a large-scale demonstration solar farm.
- Move towards a Water Sensitive City
- Restore, protect and maintain our natural waterways and open waterbodies;
- Provide support to local emergency services.
- Keep the streets clean and remove graffiti.
- Prosecute polluters and illegal dumpers.
- Align all components of the household waste and recycling collection services.
- Investigate alternate waste collection and processing technologies to reduce waste going to landfill and increase collection efficiencies.
- Deliver a purpose-built interactive litter collection device for the Cooks River.



Measures for success	Target 2022
Establish large scale demonstration solar farm – TRANSFORMATION	Stage 1
Renewable energy usage – PRIORITY	30%
Length of modified waterways (metres) that are naturalised (2018 baseline)	600m
% condition of clean and green assets rated good or excellent	↑
% of littered items in program priority areas	↓
% of dumped rubbish in program priority locations	↓
Increase in the number of clean up notices and infringements issued	↑
Gap between importance/community satisfaction for Clean and Green Council Services	↓
Missed bin targets met	95%
Incidents of graffiti removal within standard	95%
Number of Bushcare volunteer hours	↑
Tonnage of residential waste to landfill per capita	↓
% Clean and Green projects in Operational Plan rated complete or substantially complete	100%
Number of new water sensitive urban design features	6



Prosperous & Innovative

CBCity 2028 is a smart and evolving city with exciting opportunities for investment and creativity.

CBCity 2028 pathways

Pursuing SMART City innovations.

Promoting long-term economic and employment growth.

Providing opportunities for a cosmopolitan, vibrant and dynamic City.

04 Destination – Prosperous & Innovative

Important issues

What people think of our City can influence whether people come here to live, work, shop, play, and visit or invest. Perceptions vary depending on whether someone lives in the City or not and, for local residents, what part they reside in. It is important for the future prosperity and harmony of the City that Canterbury-Bankstown is perceived as:

- A leading City, growing in influence and stature in the Sydney metropolitan area;
- A sound location for investment; and
- A safe place with exciting things to do and enjoy.

Council believes that it has a major role to play by advocating for the City and promoting the City brand – *Where interesting happens*.

One of the biggest challenges Council faces as an organisation is how to best plan and respond to change. This is made more challenging as the range and speed of these changes and their impacts are largely unknown. Rapidly changing modern societies are creating a need for constant innovation and the ability to see things in a new way. To respond to this, global cities are increasingly bringing the Internet of Things (IoT) into all aspects of their planning and applying a 'smarter' approach through the use of technology. If the City does not embrace change it risks losing the talent and knowledge needed to attract future high value jobs resulting in social and economic decline.

Bankstown Airport is identified as a 'trade gateway' connecting greater Sydney's economy to the world. Bankstown Airport, the Enfield Intermodal Terminal and the future Moorebank Intermodal Terminal have regional employment

significance and the potential to drive employment growth in the region. However, infrastructure support for the sites have not been forthcoming from the State agencies and strategic direction for the airport site remains weak. There is an opportunity for Council to work with the asset owners to shape the untapped potential of the employment sites and manage impacts through consultation with State agencies.

The way we imagine our City is crucial to how we experience it. It can also lead us to futures that we had not imagined. Arts and culture play a key role in this process. It is not just found in galleries and other arts spaces, though Council recognises the importance of public art in making places attractive distinctive. It is about how we talk to each other and express ourselves. We want to make CBCity a cultural destination and Council has a role in supporting and enhancing our unique identity through art and cultural programs and events.



Council services

Economic development

To promote, deliver and facilitate economic, employment and tourism outcomes for the City including the provision of well planned, attractive and sustainable Town Centres which cater for a wide range of community and economic needs.

Events

To deliver sustainable and accessible events to the community to celebrate, promote a sense of place, identity and community connectedness.

Arts and culture

To provide facilities, projects, programs, events and ceremonies which promote artistic expression, a sense of place and identity, cultural development and community connectedness.

Service commitment

Council is committed to:

- providing a Business Advisory Service;
- providing business liaison and support;
- showcasing local talent and implement professional development opportunities for artists;
- promoting opportunities for investment, employment and economic growth in the City;
- Promoting
- promoting the Bankstown Library and Knowledge Centre as a destination venue for corporate activities;
- promoting the City's rich cultural diversity through creative events and programs; and
- promoting the City brand – "Where Interesting Happens".

Priorities

- Complete a Council Lead Strategy for Prosperity and Innovation and supporting plans.
- Prepare an Investment Prospectus for the City.
- Develop a Smart City Framework and embed it into Council plans.
- Create Smart public spaces and pursue opportunities for community benefit from technological change.
- Work with the University of Western Sydney to establish an education precinct in the CBD.
- Work with health agencies to create a Smart Health Hub in the CBD.
- Promote the City Brand.
- Undertake, support and sponsor major events.
- Develop a vision with the new owners of the Bankstown Airport Corporation to develop the employment precinct.
- Hold events that celebrate and promote our cultural diversity and local history.
- Deliver arts and cultural programs and foster local art and artists.
- Support private investment, employment and growth.
- Provide and promote local employment.
- Deliver a Business Advisory Service and work with businesses to facilitate growth, trade and investment.

Measures for success	Target 2022
Deliver Smart infrastructure for the City – TRANSFORMATION	Stage 1
Gaining recognition for CBCity at the World Smart Cities Awards – PRIORITY	✓
Membership in the Business Advisory Service	↑
Participation in Council programs to increase employment - particularly in young people	↑
Awareness of the City Brand - inside and outside the City	↑
Gap between importance/community satisfaction for Prosperous and Innovative Council Services	↓
90% condition rating of Prosperous and Innovative assets - good or excellent	↑
Participation in Council supported major events	↑
Participation in Council Arts and Cultural Programs	↑
% Prosperous and Innovative projects in Operational Plan rated complete or substantially complete	100%



Moving & Integrated

CBCity 2028 is an accessible city with great local destinations and many options to get there.

CBCity 2028 pathways

Facilitate improved movement around the City for all users.

Provide convenient, equitable and accessible parking.

05 Destination – Moving & Integrated

Important issues

Council plays a significant role in providing a safe and efficient transport network for the City. Roads maintained by Council comprises of over 900 kilometres of local and regional roads and almost 1,200 kilometres footpaths. Council constructs and maintains traffic facilities such as roundabouts, pedestrian refuges, median/kerbside islands, guardrails, speed humps, kerb extensions, bollards, pedestrian fencing and pedestrian crossings. Council also maintains 194 car parks throughout the LGA comprising multi-story and open car parks located in the CBD, town centres and around the City.

However, there are competing priorities for good transport outcomes. Some people want smooth traffic flow with faster vehicle speeds and less impediments from A to B. Others want pedestrian friendly environments where it is safe for all people to move around our centres and spend time in them.

At December 2017, there were 237,000 light vehicles registered to Canterbury-Bankstown residents. 2011 statistics reveal that each week over 7.4 million trips were taken by people in Canterbury-Bankstown with over 90 per cent of those by road. In addition to the demands for better roads, shorter trip times, there is increased demand for parking spaces throughout the City. The limited land available for parking has created parking problems, particularly in the Bankstown CBD, village centres and around rail stations.

Locally, infrastructure needs arising from urban growth will increase costs to Council for the maintenance and replacement of the transport network. Council currently maintains almost \$1.5 Billion transport assets. More than 40% of Council's capital budget and 15 % of its operational budget over the next four years will be spent on maintaining and improving local transport networks to bring condition ratings up to good or excellent, and to improve integration and traffic flow throughout the City.

Council has a limited ability to directly influence travel patterns for long trips. This includes people leaving Canterbury-Bankstown to access jobs in Sydney CBD, Parramatta and other key employment destinations.

Over the next 20 years our transport system and the way we travel will change dramatically. We will be facing the greatest growth the City has experienced and will need to think about how the future population will move around the City and further afield for work, shopping and leisure. This will push us to reframe the conversation around transport and its role in moving people and goods.



Council services

Roads, footpaths and moving around

To provide vehicles and pedestrians with well maintained, safe, and integrated transportation networks.

Service commitment

Council is committed to:

- providing and maintaining a local transportation network;
- providing and maintaining a footpath and cycleway network;
- improving road and pedestrian safety;
- improving connectivity of the City for pedestrians, cyclists, public transport and cars; and
- improving accessibility of road and transport infrastructure assets.

Service standards

Council will:

- inspect and respond to pothole requests within 48 hours;
- undertake a Maintenance Defect and Repair audit of local roads once every two years and a Road Pavement Survey of local roads once every four years;
- put in place immediate interim measures for high risk or emergency events;
- inspect and respond to footpath defects within 21 days;
- repair damaged or missing road signs repaired within 21 days; and
- inspect and respond to maintenance defects in accordance with defect register timeframes.

Priorities

- Complete a Council Lead Strategy for Transport, a CBD Transport Strategy and supporting plans.
- Advocate for good transport outcomes for the City and work collaboratively with the NSW Government for improved transportation infrastructure and services, in particular for the undergrounding of Bankstown Station and its connection to Liverpool, and for a new north south public transport connection between Parramatta and Hurstville.
- Pilot the Complete Streets approach in the Bankstown CBD
- Collect metadata about the transport network and costs of maintaining it.
- Improve the condition of local transport infrastructure roads, footpaths, car parks and cycleways
- Pursue innovative solutions to reduce reliance on cars and for better management of car parking demand.
- Facilitate movement and activity across the City through improved street design.

Measures of success	Target 2022
Work with relevant agencies to create the Bankstown transport hub and underground station - TRANSFORMATION	Works in progress
Increase length (metres) of walkways and cycling tracks throughout the City –PRIORITY	2%
% Council transport assets rated Good or Excellent condition (2018 Baseline)	↑
Gap between importance/community satisfaction for Moving and Integrated Council Services	↓
Smart parking available in town centres	1 town centre
% Moving and Integrated projects in Operational Plan rated complete or substantially complete	100%



Healthy & Active

CBCity 2028 is a motivated City that nurtures healthy minds and bodies.

CBCity 2028 pathways

Promote accessible parks and open space catering to all ages and cultures.

Promote life-long learning.

Promote healthy eating and active lifestyles.

06 Destination – Healthy & Active

Important issues

The Bankstown CBD is one of 13 health and education strategic centres in the Sydney Region. These precincts generally contain a principal referral hospital and tertiary education campus, connect the community to health and education services generally, and act as drivers of export and employment.

As population density increases, so too will the demand for open space to meet recreation, sport and wellbeing needs. The current

distribution of open space varies widely across the City with some areas oversupplied and others undersupplied. It is vital that provision of open space and supporting infrastructure keeps pace with a growing City and is undertaken proactively and not considered an afterthought.

The City has an average open space provision of 3.2Ha/1,000 people. If additional open space is not acquired or accessed by agreement, open space provision for the City will drop to 1.98 Ha/1000 people by 2036 which is lower than the NSW Government standard of 2.83Ha/1000.

Council's capacity to acquire new open space is restricted by the availability of funds and suitable land. Council must pay market prices for land. The acquisition process can be a protracted, difficult and expensive, and can involve multiple parties, resumption of land, and legal intervention. It's important for the future provision of open space to be creative. This may include negotiating shared use of land not managed by Council, including access to privately owned or government sports grounds, lineal access along private land boundaries, use of private golf courses after sunset, and utilisation of car parks for hardstand activities such as basketball, skateboarding or hit-up walls.

Though the extensive health and social benefits of active recreation is well documented, local participation rates in organised sports are declining. Studies indicate that community participation rates reduce based on social factors such as education, income and first language spoken. These are typical factors in the Canterbury-Bankstown demography. The City has a long and proud sporting history and is well-known for the quality of its sporting facilities. Our programs and venues are used



locally, regionally, state-wide, nationally and even internationally. The majority share of the expense is born by ratepayers.

Existing and future sport and recreation facilities and programs must have the capacity and flexibility to respond to a variety of expanding user expectations while still servicing traditional needs and fostering grass-roots potential.

Library services in the future will need to continue meet changing and increasing needs and interests of the community including:

- promoting life-long learning;
- embracing smart technologies;
- ensuring equitable access to digital information;
- becoming important civic spaces and places; and
- developing partnerships for improved service delivery.



Council services

Leisure and aquatics

To provide leisure and aquatic, and golf facilities and programs that give enjoyment to and improves the wellbeing of our Community.

Sport and recreation

To provide a broad range of sporting and recreational opportunities that caters for all ages and cultures and promotes healthy lifestyles.

Parks and open space

To provide accessible, equitable, diverse, quality, sustainable and efficient parks and open spaces to meet current and future community needs.

Libraries

To provide equal access to information, ideas and knowledge through the provision of physical and virtual environments.

Service commitment

Council is committed to:

- providing modernised library services which meet current and emerging needs of our community;
- providing free home library service for people who are unable to visit a library, including the Bus to Library service;
- providing free access to library facilities across the City;
- providing free access to computers and internet in each library;
- providing a free local history and family history service;
- providing quality leisure, aquatic and golf facilities and programs;
- providing Learn to Swim Programs conducted by AUSTSWIM qualified instructors;
- encouraging and supporting active lifestyles and participation;
- providing and maintaining parks and recreation facilities;
- nurturing relationships with local sporting clubs and user groups;
- pursuing shared and multi-use options; and
- subsidising use of facilities for schools and non-profit organisations.

Service standards

Council will:

- maintain high profile parks and reserves every five to ten working days during summer;
- maintain high profile parks and reserves every 10 to 15 working days during winter;
- maintain parks and open spaces every 10 to 15 working days during summer, and every 15 to 20 working days in winter;
- inspect playgrounds every three months;
- isolate damaged or hazardous playground equipment within 24 hours of report; and
- provide nature strip mowing every 20 to 30 working days during summer, and as necessary in winter;
- maintain leisure and aquatic centres across the City in compliance with guidelines for 'Safe Pool Operations';
- ensure supervision from qualified life guards at all times; and
- provide a 24 hour field closures contact.

Priorities

- Complete a Council Lead Strategy for Health and Recreation and supporting plans.
- Deliver programs and facilities that support the health of our community in mind and body.
- Promote healthy eating and target obesity.
- Increase the number of children who can swim.
- Advocate for Canterbury and BankstownLidcombe Hospitals to become state-of-the -art facilities.
- Review aquatic and leisure facilities to determine the best approach to meeting meet future community needs.
- Ensure that programs and facilities that deliver leisure and aquatic, sport and recreation, parks and open space, and library services are operationally efficient.
- Improve the condition of facilities that deliver leisure and aquatic, sport and recreation, parks and open space, and library services.
- Develop infrastructure and program pathways that foster grass roots sport and recreation.
- Increase open space in residential areas.



Measures of success	Target 2022
Advocate and work with NSW Government to progress the transformation of Canterbury and Bankstown - Lidcombe Hospitals into state of the art facilities - TRANSFORMATION	✓
Children who can swim 25 metres unassisted (2018 baseline) - PRIORITY	↑
Aquatics and Leisure Strategic Plan adopted - PRIORITY	✓
Library visitation, loans and membership	↑
Healthy and Active Council assets - good or excellent	↑
Leisure and Aquatic Centre Visitation and Learn to Swim participation	↑
Operational subsidies - Sports and Recreation, Libraries, Leisure Aquatic Centres and Golf	↓ or stable
Gap between importance/community satisfaction for Healthy and Active Council Services	↓
Participation in local sports organisations	↑ or stable
Residential areas which have safe, accessible open space within a 5-10 minute walk	↑
% Healthy and Active projects in Operational Plan rated complete or substantially complete	100%
# of sites sharing open space with Council	↑





Liveable & Distinctive

CBCity 2028 is a well-designed, attractive city which preserves the identity and character of local villages

CBCity 2028 pathways

Plan for an attractive, sustainable, affordable built environment.

Ensure compliance with and understanding of local laws.

07

Destination – Liveable & Distinctive

Important issues

Centres and neighbourhoods never stay the same. The Canterbury-Bankstown of the 1960s was very different to what it is today and will continue to change into the future.

Over the next 15-20 years, the City is facing the greatest amount of renewal that it has ever experienced. More than 140,000 new residents will live in more than 13,000 new homes over the next two decades. This renewal will bring about increased densities in and around our town centres beyond that proposed by Council's current plans, which will place pressure on existing services and a range of social and hard infrastructure including:

- Social Infrastructure: affordable housing, schools, open space, community facilities, quality public spaces and hospitals and emergency services; and
- Hard infrastructure: energy, water, sewer, and waste services and transport networks.

To properly respond to CBCity 2028, Council must prioritise good management of change and growth through well executed plans for infrastructure and services and through working with the community, and stakeholders to deliver great places. Council is conscious growth should not simply be driven by growth targets, but that planning must be for people first, then buildings; not the other way around.

Our town centres represent the heart of our neighbourhoods. They provide for many of our daily needs including shopping, recreation, and access to transport, schools and community facilities. Importantly, they offer opportunity for social interaction, and a feeling of connectedness and belonging.

The level of change for each town centre will vary dramatically, it is predicted in some centres that the population will double within the next 10 years. So keeping town centres relevant means re-thinking the traditional approach and creating places that are liveable and encourage business investment. Our community has told us most emphatically that as change occurs, the village feel of our town centres should be preserved.

This Delivery Program identifies the infrastructure and funding required to support the growth in Canterbury-Bankstown to 2022. This includes the preparation of various lead strategic documents and works programs with provide for the embellishment of open space, enhanced or new community facilities, public domain works (footpaths and other public areas) and transport infrastructure works (paths for pedestrians and cyclists, traffic management and parking facilities).

Council has a statutory responsibility to implement its responsibilities under various Acts and Regulations to achieve the long-term health of our environment and wellbeing of our community. Council also acts as the delegate regulator on behalf of other levels of Government in some issues, such as food safety inspections.



Council services

Future planning

To create a liveable environment for all residents through equitable and sustainable land use and community planning.

Town centres

To provide well planned, attractive and sustainable town centres which cater for wide ranging community and economic needs.

Development services

To deliver quality compliant development that suits the City and meets its housing needs.

Regulation and compliance

To improve the health, safety and amenity of our Community and our environment by promoting and enforcing local laws, regulations, policies, controls and guidelines.

Service commitment

Council is committed to:

- Constructing new pedestrian paths to improve accessibility and walkability of Town Centres;
- providing accessible and actively managed public parking;
- providing efficient assessment of development applications considering both the applicant and community needs;
- involving the community in the planning for local centres and residential areas; and
- enforcing local laws to manage health, safety and amenity of our City and its communities.

Service standards

Council will:

- notify affected neighbouring properties of development applications;
- inspect CBD car parks daily and undertake regular inspections of Town Centre car parks;
- investigate resident concerns regarding illegal parking and heavy vehicle use in residential streets; and
- investigate illegal parking and abandoned vehicles within 48 hours.

Priorities

- Complete a Council Lead Strategy for a Liveable City and supporting plans.
- Develop new controls to assist developers to achieve improved design and sustainability outcomes in all new developments.
- Improving accessibility, connectedness and attractiveness of the public domain.
- Prepare a Housing Strategy and comprehensive Local Environmental Plan to guide residential growth and promote affordable housing.
- Advocate for better outcomes from NSW Government planning and infrastructure initiatives.
- Deliver a Liveable Centres Program.
- Increase community awareness of and compliance with local laws.



Measures of success	Target 2022
Transformation of Town Centres through a Complete Streets approach –TRANSFORMATION	1 centre
New controls exist to achieve improved design and sustainability outcomes in new developments –PRIORITY	✓
Percentage of affordable housing in all new development in growth precincts	15%
Art in the public domain	↑
Gap between importance/community satisfaction for Liveable and Distinctive Council Services	↓
% Liveable and Distinctive projects in current Operational Plan rated complete or substantially complete	100%
Median Development Application Processing times	↓ or stable
A new Local Environmental Plan and Housing Strategy adopted	2020





Leading & Engaged

CBCity 2028 is a well-governed city with brave and future-focused leaders who listen.

CBCity 2028 pathways

Engage, involve and empower the community to participate in decisions that affect them.

Deliver local and state services through shared facilities.

Be innovative, responsive forward thinking leaders providing well managed, open government.

Understand and manage vulnerabilities, interdependencies and risks for a more resilient City.

08 Destination – Leading & Engaged

Important issues

As the local government area with the largest population in NSW, and with a geographic location in the heart of metropolitan Sydney, the City of Canterbury Bankstown has become an important and major player in the future development and prosperity of Sydney.

As a Council, the City of Canterbury Bankstown is seen as a leader in the community. Our input is sought after and our activities monitored by key government agencies and the media. We have the size, the skills, the influence and the strategic capacity to 'weigh in' and be listened to on discussions of regional importance; and to have a direct impact on results. We are obligated to leverage our increased stature to serve the best interests of our community and to achieve positive outcomes for our City and region.

Council wants to be a dynamic advocate for the City, implementing and facilitating a range of innovative solutions, and nurturing constructive relationships and effective partnerships.

In order to do this, it must take on a number of roles (see figure) and must make decisions that:

- balance the needs, interests, social and economic wellbeing of individuals and groups;
- acknowledge, encourage and consider community expectations and feedback;
- adhere to social justice principles of equity, rights, access and participation;
- consider future generations;
- ensure long-term sustainability;
- achieve best practice; and
- foster innovation and continuous improvement.

Unlike most business or government agencies, Council delivers many discrete services ranging from collecting waste, building roads, and maintaining parks to operating your local library, leisure and aquatic facility or art centre. This requires a range of skills and knowledge from our 1400 workforce. Council expects the best from its people and wants to give the best in return. The priorities outlined in our Workforce Strategy are to:

- empower staff to be safe, diverse, and inclusive;
- attract, engage and retain people that reflect our values;
- create an agile workforce; and
- build leadership at all levels.

Council owns and/or manages a \$4B asset base comprising roads, buildings, parks, drainage and other community assets for the Canterbury Bankstown community. In relation to the management of these assets, it's important to know that:

- the cost of maintenance and renewal is increasing;
- funding for maintenance and renewal is insufficient and local government generally has limited recourse to obtain new or increased funding;
- despite the constraints on funding opportunities, there is significant cost shifting by the NSW Government and the Australian Government on to Local Government generally which places

additional burden on councils in providing quality services and facilities; and

- some of our assets are beyond maintenance and need to be replaced

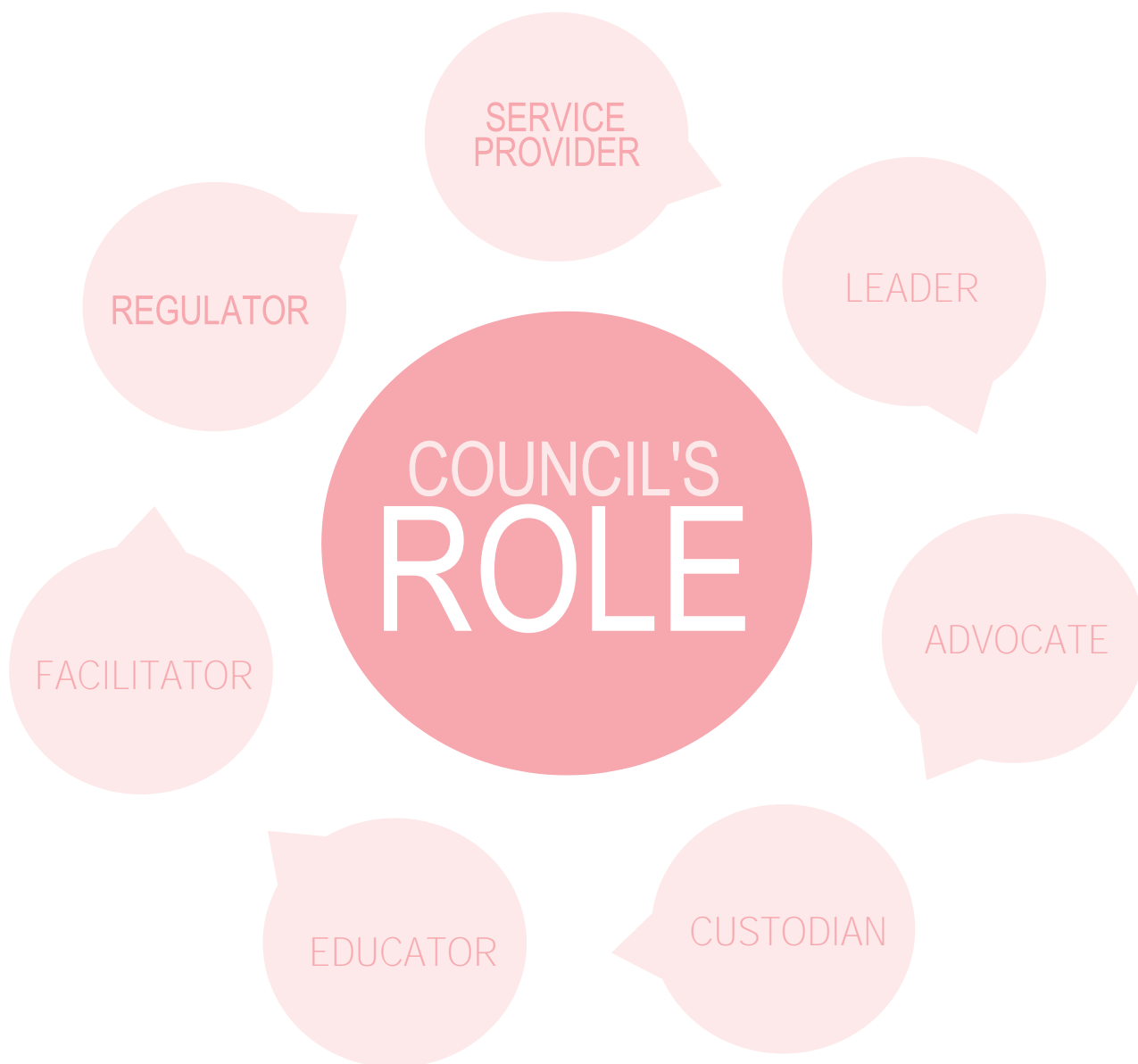
It will be exploring options to raise these funds gradually through a rate variation and restructure.

Council must also ensure that its financial decision-making:-

- Manages the community's finances responsibly to enhance the wellbeing of residents;
- Maintains community wealth so that it can be enjoyed by today's generation and also by tomorrow's generation;
- Provides for a financial position that is robust enough to recover from unanticipated events, and to absorb the volatility inherent in revenues and expenses; and
- Allocates resources to those activities that generate community benefit.

Council has identified that a further \$40 million per year would allow the asset backlog to be addressed, fast-track a Leisure and Aquatics Strategy, and permit service enhancements requested by the community. It will be exploring options to raise the funds gradually through a rate variation and restructure.





Council services

Communication and engagement

To enhance and promote the positive image of the City and the Council to the community, business and other stakeholders and facilitate accessible, informed and consultative internal and external communications.

Organisational support and customer experience

To provide resourcing for Council's effective and efficient operations. The corporate support service assists the organisation in its day to day activities.

Leadership and governance

To ensure effective leadership, efficient operations and good governance.

Property management

Effective management of major, Council owned, civic buildings, and operational assets, real estate assets and investments.

Service commitment

Council is committed to:

- Providing fair, transparent and inclusive communication;
- respecting and protecting personal information;
- open government;
- continuous improvement;
- involving the community in decisions with affect them;
- civic leadership;
- observing legislative requirements;

- providing a quality customer experience;
- Communicating with honesty, integrity and respect;
- Promoting citizenship, public service and volunteering;
- being a responsible employer;
- effective management of resources; and
- improving service levels and efficiency.

Service standards

Council will:

- communicate daily with the community through a range of communication platforms;
- maintain Council's website at a minimum AA accessibility rating;
- produce and distribute a quarterly community newsletter to households;
- produce a weekly Council news page;
- respond to written correspondence within ten business days of receipt, where practicable. If outside timeframe, provide an acknowledgement with an interim response;
- respond by telephone to correspondence instead of in writing, where appropriate;
- use clear, concise plain English;
- provide prompt and courteous answering of the telephone and counter enquiries, dealing with people directly where possible without unnecessary transfers;
- provide an afterhours phone service; and
- be sensitive to callers who have English language difficulties and provide opportunity for a telephone interpreter service where required.

Priorities

- Adopt a Governance Framework and supporting plans.
- Be a leading council.
- Take a holistic approach in providing services and planning for the City to consider the 'now and future' in our decisions;
- Advocate for the community.
- Facilitate the implementation of CBCity 2028, the 10-year strategic plan for the City and supporting integrated planning documents.
- Explore funding opportunities.
- Pursue shared service arrangements.
- Provide opportunities to inform, involve, consult and collaborate with the community.
- Deliver Stronger Communities Fund projects.
- Attract, engage and retain people that reflect our values.
- Empower our workforce to be safe, diverse, and inclusive.
- Evolve our workforce by planning for sustainability and growth.
- Build leaders who are innovative, responsive and forward thinking.
- Provide a safe workplace.
- Deliver a quality customer experience.
- More effectively understand the cost of services.
- Monitor and report on performance.
- Reduce the infrastructure backlog and funding gap.







Measures of success	Target 2022
A collaboration is formed where local and state services are delivered through a shared lens - TRANSFORMATION	✓
The community feels that there are opportunities to participate in decision making – PRIORITY	↑
Council receives awards/recognition as a leader in the Sector	✓
Council achieves savings through operational efficiencies and service improvement	✓
Asset Management Strategy Indicators on target for achievement in 2028	✓
Workforce Strategy Indicators	Met
Long Term Financial Plan Indicators on target for achievement in 2028	✓
Facebook Reach	↑
Operating Result	<3% variance
% project completion - Stronger Communities Fund	100%
% operating costs per capita	Stable or ↓
Satisfaction with customer service	Stable or ↑
Community Net Promoter Score - (Residents recommending the City)	Stable or ↑
Council is a Child Safe organisation	✓
Annual Results - external auditors	Sound & stable
Gap between importance/community satisfaction for Leading and Engaged Council Services	↓
% Operational assets rated good - excellent	↑
Overall satisfaction with Council services	↑
% Leading and Engaged projects in current Operational Plan rated complete or substantially complete	100%

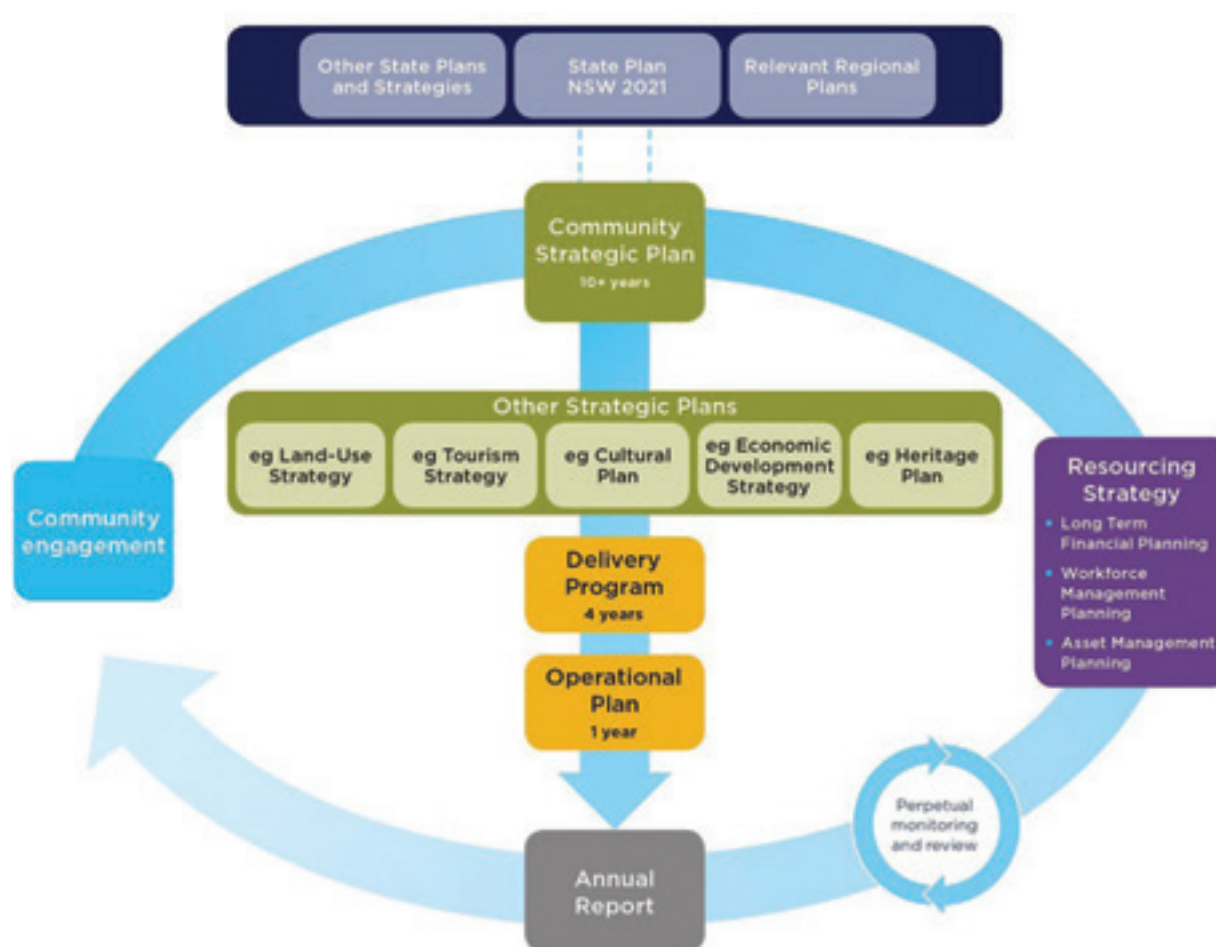
09 Integrating Planning and Reporting

Communities do not exist in isolation – they are part of a larger natural, social, economic and political environment. Council's plans and strategies also do not exist in isolation – land use and infrastructure planning supports social, environmental and economic outcomes, and vice-versa – they are all connected and must therefore be integrated.

Under the Local Government Act, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework. This Framework requires councils

to draw their various plans together and to understand how they interact.

The IPR Framework acknowledges that the City is constantly changing and that decisions made now may have a long 'lead' time before they are realised in the future. Our planning must ensure that future generations aren't left with an unsustainable legacy. IPR allows councils to get the maximum leverage from their efforts by holistic planning and ensuring that project achieve multiple outcomes.



Importantly, IPR opens the way for Councils and their communities to have important conversations about funding priorities, service levels, preserving local identity, and planning in partnership with other agencies, businesses and residents for a better future. The essentials of the IPR Framework are shown below.

Community strategic plan

The CBCity 2028 outlines the key destinations, strategic paths and success factors that will transform our City over the next ten years. It's an aspirational view of what the community expects and how everybody can contribute to realising those expectations.



Delivery program, operational plan and budget

The Delivery Program outlines how Council will work throughout its electoral term from 2017-2021 to achieve the community goals and priorities laid out in CBCity 2028.

Supporting the Delivery Program is a series of Operational Plans which detail the individual projects and activities that will be undertaken each year to implement the Delivery Program. The Operational Plan expands on the Delivery Program by identifying the specific services and projects Council will provide during the relevant financial year and the money that it will raise and spend to undertake that work.

Resourcing strategy

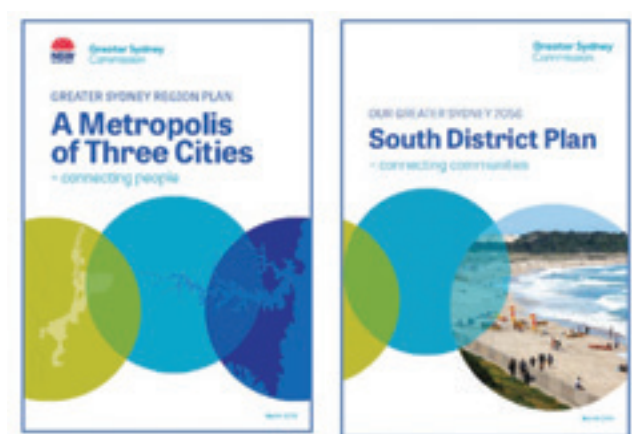
The Resourcing Strategy identifies how Council's resources will be used to achieve the goals set out in the Community Strategic Plan. The Strategy must contain elements – Long Term Financial, Asset Management and Workforce – addressing key resourcing needs over the coming years.

Revenue policy, pricing policy and schedule of fees and charges

Council provides a complete listing of its fees and charges for the current financial year, along with information on the basis for pricing.

Government and agency plans

Councils must ensure that they consider the plans of other governments and government agencies. Amongst these presently affecting Canterbury-Bankstown are the NSW Department of Planning & Environment's Draft Sydenham to Bankstown Urban Renewal Corridor Strategy, Draft South District Plan - Co-creating a greater Sydney, and the NSW Government's Metropolitan Plan - A Plan for Growing Sydney. Council has a strong advocacy role in representing local views with regard to projects which affect the region, state and nation.



Council plans and strategies

Council develops specific plans and strategies which inform the Integrated Planning Suite and guide service levels and funding. Some examples are shown below.



10 Finding the resources

Resourcing strategy

This Delivery Program, Council's annual Operational and all the other strategies which drive service delivery at Council cannot be achieved without sufficient resources – time, money, assets and people – to actually carry them out. Council prepares a Resourcing Strategy to detail this information and the important considerations that contribute to good resource allocation.

At a minimum Council must include these primary documents in its Resourcing Strategy:

- 10-year Long Term Financial Plan;
- four-year Workforce Plan; and
- 10-year Asset Management Plan.

However, Council's Resourcing Strategy goes beyond statutory requirements. Plans will also be prepared for:

- information Management;
- communications;
- governance; and
- risk.

These plans are prepared under the following guiding principles:

- Our community is our responsibility.
- We strive for innovation and continuous improvement.
- We are informed and make decisions based on data and community involvement.
- We are resilient.
- We facilitate smart local choices to be made at a local level.

While some of these strategies are still being prepared, the main points of the primary documents are detailed below.



Asset management strategy (10 years)

The City of Canterbury Bankstown is the custodian of an extensive range of assets that assist Council in delivering services to the community. Totalling over \$4.4 billion, these assets play an integral part in the lives of residents and visitors alike. Ranging from roads and footpaths, to parks, sporting complexes and libraries, these assets are used daily and are under constant pressure to be operational, accessible and compliant. With over a million visits to some of these resources annually, the key issue facing local governments throughout Australia is the management of ageing assets; those in need of renewal and replacement.

The Asset Management Strategy is the cornerstone to Council's approach in ensuring 'service centric', community focused and sustainable asset management practices. It covers the 10-year period from June 2018 to June 2028 and will help Council achieve the objectives of the Community Strategic Plan - CBCity 2028, and the intended outcomes of its Asset Management Policy.

The principles and strategies outlined in the Asset Management Strategy will help shape the decisions made by Council for its short, medium and long term planning, in order to ensure sustainable service delivery for both current and future generations in of Canterbury-Bankstown.

Council is strongly committed to delivering high quality assets and services to the community and complying with its legislative requirements.

Implementing the Strategy will lead to:

- Improved services and assets utilising fewer resources through better aligning future services and assets (outcome focussed assets).
- An ability to understand what standard our assets are in and the effect our actions are having on them (informed decision making).
- Having a key set of actions that will allow Council to manage the provision of assets into the future at lowest long-term cost (sustainable lifecycle management).

- Ability to assign appropriate levels of funding for operational actions on each asset class in line with service level targets (prioritised maintenance).
- Being able to clearly define what service levels can be delivered with the resources available (understanding limitations).

All Council strategies must be dynamic documents which reflect and respond to changes over time. This means that they will undergo regular review to ensure alignment with Council's service delivery practices, financial sustainability indicators, asset management maturity and the development of the successive, annual Operational Plans.

Long term financial strategy

Financial sustainability is one of the key issues facing local government. Factors such as cost shifting from other levels of government, ageing infrastructure and constraints on revenue growth all restrict Council's ability to fund services and facilities in the way that it would like. Council's 10 year Long Term Financial Strategy takes these constraints into account and outlines Council's best opportunities to address them. The Long Term Financial Plan contains:

- projected income and expenditure;
- sensitivity analysis - highlighting factors that may affect financial performance;
- financial modelling for different scenarios; and
- methods of monitoring financial performance.

Council's current financial position is strong. That said, it is clear that the cumulative effect of a "do-nothing" approach is not viable and/or a responsible option, in that our current path will clearly create significant and unmanageable liabilities for future generations.

The Financial Management Strategy, together with Council's Long Term Financial Plan (LTFP) provides the guidance to ensure that we have the scale and capacity to remain financially sustainable for the long term.

In order for a Council to be sustainable both present and future needs are required to be met. In other words, resources need to be managed so that financial commitments can be met both now and into the future whilst also ensuring that the community needs are being met.

The Financial Management Strategy provides Council with a view to the future when developing its Operating Plan and Budget each year and guides Council in its financial decision-making under the following principles:-

- the community's finances will be managed responsibly to enhance the wellbeing of residents;
- Council will endeavour to maintain community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation;
- Council's financial position will be robust enough to recover from unanticipated events, and to absorb the volatility inherent in revenues and expenses; and
- resources will be allocated to those activities that generate community benefit.

As a new City, Council's objective is to ensure we provide the modern services, the infrastructure and the opportunities that our community deserves.

Council will be fiscally responsible in delivering on its objectives and that its decisions ensure that Council remains financially sustainable.

Council's Financial Management Strategy (FMS) provides the required framework, which will both guide Council and ensure that it secures its financial future for generations to come.

Financial Framework and Objectives

Amidst the many challenges our sector is facing, Council's objective is to establish a financial framework, which ensures that it effectively balances the competing demands of growing community expectations and prudent fiscal

management decision making.

Council's decision-making will broadly look to encompass:

- Effectively engage with our community to determine our service levels, revenue strategy and more broadly, ensuring that our services remain affordable;
- Create a culture within Council that has a strong focus on operational efficiencies at all levels and an associated ethic of continuous improvement to facilitate the provision of required services to the community in a cost-effective manner;
- To understand and manage risk in a transparent and prudent manner and also ensure that Council is not unnecessarily risk adverse;
- To ensure that Council has the appropriate assets and that they are fit for purpose to meet community needs. This would also include rationalisation of existing assets where appropriate;
- To undertake workforce planning to ensure Council has the right skills and capabilities in place to meet the community's future needs;
- To undertake planning to develop Council's long-term infrastructure investment requirements and to ensure that this is funded by the optimal mix of internal funding, external grants and contributions, and borrowings;
- To develop a robust capital governance framework to ensure Council makes prudent, consistent and disciplined decisions regarding asset creation and renewal; and
- Develop sound financial management practices that ensures maximum returns on investment (at acceptable risk levels), prudent procurement policies, minimise opportunities for fraud and appropriate use of debt funding.

As the largest Council in NSW, Council will look to develop and utilise its "scale and capacity" to fulfil its vision for the City.

Whilst our issues are great, our journey will be a positive and will always be in the public interest.

2020 Financial Update

Council is obligated to provide services and facilities for today's residents and to ensure that the needs of future generations are met.

Amidst the many challenges and restrictions facing local councils, CBCity has progressed well. Council continues to effectively transition the organisation, protect staff, deliver on community outcomes, focus on providing quality services, and be transparent with the community.

Whilst many great outcomes have been delivered, the critical issue for the future is to secure its current financial stability and sustainability, and to ensure generations to come are well placed to both benefit and enjoy living in Canterbury-Bankstown.

The restrictions placed on Council to collect and spend income have resulted in a declining financial position, in particular the ability to address deteriorating assets. In addition, there is inequity across the City in terms of property rates for businesses and residences.

The strongest way forward to address inequities and secure a sustainable financial future is for Council is to set a new Revenue Strategy.

Firstly, Council must harmonise its rates. The preference is for this process to occur gradually to minimise impact on ratepayers and Council will be strongly advocating with the NSW Government to that end.

Secondly, as we move toward 2021, Council proposes to explore options with the community to secure additional funding to provide the quality of services and facilities expected by our community. Options will include special rate variations and rating category restructures to increase income by a required \$40 million per year.

Financial sustainability will allow Council to deliver on community expectations, upgrade facilities, and importantly, ensure the longevity and proper management of the \$4.8B asset base in Council's care. It is acknowledged that the implications of such a revenue strategy will have a far-reaching impact on the rate paying community. Council will continue to widely consult with the community to ensure that ratepayers are informed of the proposed changes and have an opportunity to have their say.



Workforce strategy (four years)

People are at the heart of everything Council does. We employ approx. 1400 people across a wide variety of industries and professions to effectively and efficiently deliver government services at a grass roots level. To get the very best from our workforce, Council is committed to effective workforce planning to ensure it has the right people in the right jobs, in the right place at the right time.

Our workforce must be sustainable, agile and connected, and able to anticipate and respond to change. The actions in Council's Workforce Strategy strengthen internal capability, and builds a positive and productive workplace culture to better respond to future labour market needs and trends. In this way Council can ensure that its workforce responds directly to the Delivery Program and broadly to CBCity 2028. Council's Workforce Strategy relies on:

Attracting, engaging and retaining people that reflect our values

The labour market is extremely competitive as the war for top talent increases. Council recognises the need to create a loyal and engaged workforce who will drive high levels of productivity to meet community expectations. Investing in technology skills development will further enhance attraction strategies and will enable our people to work smarter.

Empowering our workforce to be safe, diverse, and inclusive.

Current media reports of high profile bullying and harassment claims and an increase in whistle blower activity in the labour market indicate that Council needs to continue to safeguard its people. Issues of governance, ethics, equity and safety are vital to our growth and sustainability. Diversity will bring innovation of thought, progression of ideas whilst also challenging the status quo.

Evolving our workforce by planning for sustainability and growth

The current and future nature of the workplace is one of accelerated change. Driven by technology, globalisation and automation, Council recognises the need for purposeful and integrated planning to develop our people in critical capabilities to unleash potential for agility, innovation, competition and sustainability.

Build leaders who are innovative, responsive & forward thinking

Council will work to develop leaders who lead themselves and others through rapidly changing environments, who motivate and inspire and who drive innovation and collaboration. Identification of key capabilities, critical skills and development programs plays a key role in preparing our workforce for the future.

Supporting documents

The following lead strategies and plans exist or are being prepared/aligned to support Council's integrated planning suite.

- Lead Strategy for Social Inclusion
- State of the Children Report
- Disability Inclusion Action Plan
- Community Safety and Crime Prevention Plan
- Leisure and Aquatics Strategic Plan
- Youth Action Plan
- Positive Ageing Plan
- Reconciliation Action Plan
- Diversity Plan
- Lead Strategy for Environmental Sustainability
- Biodiversity Plan – Trees/Weeds/Pests
- Catchment and Waterways Plan
- Natural Resource Plan - Water, Energy and Waste
- Natural Hazard and Risk Plan - Heat, Fire and Flood
- Resilient City Strategy
- Emergency Management Plan (EMPLAN)
- Lead Strategy for Prosperity and Innovation
- Economic Development Plan
- City Brand Plan
- Arts Centre Business Plan
- Cultural Plan
- Events Review
- Employment Lands Plan
- Lead Strategy for City-wide Transport
- CBD Transport Strategy
- Walking and Cycling Plan
- CBD & Centre Transport Plans
- Road Safety Plan
- Complete Streets Program
- Lead Strategy for Health and Recreation
- Community Facilities Plan
- Leisure and Aquatics Strategic Plan
- Sport and Recreation Plan
- Open Space Plan – Playgrounds and Playspaces, Plans of Management, Paws in the Park
- Libraries Modernisation Plan
- Lead Strategy – Liveable Centres
- Heritage Plan
- Housing Strategy
- Comprehensive Local Environmental Plan
- Liveable Centres Program
- City Infrastructure Plan
- Audit Plan.
- Engagement Strategy
- Code of Conduct
- Customer Service Charter
- Risk Strategy
- Safety Strategy
- Health Wellness Strategy
- Local Strategic Planning Statement

Stronger communities fund

The City of Canterbury Bankstown was allocated \$10 million in Stronger Communities funding as a result of the two councils merging. Council consulted with the community to allocate the Stronger Communities Fund (SCF) through two programs:

1. Community Grants Program

A Community Grants Program – Allocating up to \$1 million in grants of up to \$50,000 to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities

The list of applications recommended for funding went to the December 2016 Council meeting for endorsement where a total of \$987,546 was presented to 27 different community groups.

Funded and will be delivered by November 2018.

2. Major Projects

A Major Projects Program – All remaining funding was allocated to larger scale priority infrastructure and services projects that deliver long term economic and social benefits to communities. They are:

- Preparing a Regional Sports Framework.
- A Multipurpose synthetic surface at Jensen Park.
- An all Abilities Playground – Bankstown City Gardens Stage 2.
- A Regional Cycleway Connection – Canterbury Road Underpass.
- Masterplanning and works at Wiley Park.
- Parry Park - Parkland upgrade and renewal.
- Enhanced Play Experience at Greenacre.
- An Interactive litter capture device at Cooks River.
- Kick starting our Smart City journey.
- Changing places - Portable facility for community events.
- Red Chair movement - Encouraging conversations between our residents.
- Community Engagement vehicle - Mobile space for Council to connect with our residents.
- Establishing a Solar Microgrid.

The SCF is overseen by an Assessment Panel, the role of which is to assess and recommend projects for funding. As per the Department of Premier and Cabinet (DPC) Guidelines for the SCF, the Panel is made up of the Mayor or delegate, State Members of Parliament, a representative from DPC, and an independent probity advisor.

Reporting progress

Continual improvement is central to Council's Integrated Planning and Reporting. Much of this hinges on Council knowing how it is tracking in its progress towards CBCity 2028. A series of measures and targets evaluates the performance and outcomes of this Delivery Program.

Progress is reported to the community at least every six months. This is accomplished through quarterly reports to Council on the progress of its Operational Plan and Budget. An Annual Report is also published each November, and at the end of each Council term, Council provides an End of Term/State of the City Report to detail its progress in contributing to CBCity 2028.

If you would like to discuss or comment on this Delivery Program please do contact our Integrated Planning Team on 9707 9000. Community input is welcomed and valued.



