CANTERBURY
BANKSTOWN

SUPPORTING PLAN

Clean City Strategic Plan 2022–28

December 2022 DRAFT

7
destinations

Safe & Strong
A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.

Clean & Green
A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.

Prosperous & Innovative
A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.

Moving & Integrated
An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.

Healthy & Active
A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.

Liveable & Distinctive
A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.

Leading & Engaged
A well-governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction in the Community Strategic Plan through to more detailed plans that will eventually drive works projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1 **LEAD STRATEGIES** are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities on the City.

2 **SUPPORTING PLANS** break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

3 **DETAILED ACTION PLANS** take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Supporting plans include detailed costing and resourcing requirements and delivery timeframes.

4 **GUIDELINES, POLICIES AND CODES** provide detailed information, rules for activities or guidance for specific works on Council or other lands.

Acknowledgement

The City of Canterbury Bankstown acknowledges the traditional Country of the Darug (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 Darug (Darag, Dharug, Daruk, Dharuk) and the Eora people living today.

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Why do we need a Clean City Strategic Plan?

1.1 Background

Every year, Council invests large amounts of money and effort in a wide range of programs and initiatives aimed at delivering a clean, tidy, and well-maintained city. However, residents consistently express low levels of satisfaction with the results of this investment.

Research for the *2020 Community Satisfaction Survey* showed residents placed high importance on:

- The cleanliness of streets and public places;
- Having clean and litter-free rivers and creeks; and
- Preventing litter and illegal dumping.

The survey also showed residents have low satisfaction levels with these areas.

Creating and maintaining a Clean City cannot be achieved by any one team within Council – it needs the active participation of teams from across the organisation. It also needs the support and participation of the community and local businesses. This Clean City Strategic Plan (CCSP) will guide our focus, priorities, resources and actions so we can achieve the community's expectation of a clean, tidy and well-maintained city.

A Clean City helps discourage anti-social behaviour like graffiti and vandalism[1]. It encourages residents and visitors to feel safe and proud, and to love where they live, work and play.

1 *Yvonne Haigh. Promoting safer communities through physical design, social inclusion and crime prevention though environmental design, Monash University (2006)*

1.2 What our community looks like

The City of Canterbury Bankstown is one of the largest council areas in NSW with a population of 394,380, which is forecast to exceed 460,00 by 2036[2] (long-term impacts of COVID-19 are still to be seen). This growth will be accompanied by an increase in higher density dwellings and residents from non-English speaking backgrounds.

The City is also one of the most diverse areas in both NSW and Australia as a whole. Currently, 44 per cent of the population were born overseas, with 18 per cent having arrived in Australia in the last five years. Our residents represent 129 nationalities and speak more than 200 languages. Six out of every 10 residents speak a language other than English at home.

The City includes suburbs that score well above the Greater Sydney and NSW averages for socio-economic disadvantage, and a number of suburbs that score below the average. While issues occur across the LGA, those suburbs with the highest socio-economic disadvantage are characterised by higher proportions of older-style and poorly maintained medium-density housing, with higher-than-average private rentals, and residents moving in and out of the area frequently. These suburbs also tend to have more issues with litter and illegally dumped waste[3]. For communities experiencing economic stress using the correct bin or booking a Clean-Up correctly are second order issues.

While this diversity creates a vibrant community, it also adds to the complexity of delivering a Clean City. Many new residents come from countries with very different waste management norms and often speak limited or no English. The LGA also has a high number of renters who quickly move to other areas. These factors limit feelings of community and responsibility for keeping the area clean.

2 *City of Canterbury Bankstown Population forecast (id.com.au)*

3 *Annette Hastings, John Flint, Carol McKenzie and Carl Mills. Environmental problems and service provision in deprived and more affluent neighbourhoods (2005)*

1.3   What we do now

Council currently invests significant money and effort in a wide range of prevention, maintenance and cleansing programs with the aim of achieving a clean, tidy and well-maintained city. In 2021/22 these programs are focused on:

Two central business districts, **26** town centre and **10** villages

1,080 litter bins emptied

10,000,000 household bins emptied

22,700+ drainage structures

1,794km kerb and guttering

1,180km footpaths

586 parks

6,000 pieces of street furniture

60,000 Bulky Waste Clean-Ups

1,800 graffiti incidents removed

2,600 food shop inspections

10,000 dumped rubbish investigations

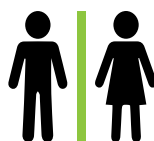**660km+** drainage conduits

905km road

100,000km streets swept

74 water quality device

166 community toilets

109 Biofilters (wetlands, bio-retention, macrophyte beds)

1.4 The benefits of a clean, tidy and well-maintained city

It's safe to say the reputation of Canterbury-Bankstown isn't all good. Media outlets often portray the area as afflicted by crime and potentially unsafe.

A large body of research supports the influence of perceived social norms on individual behaviour. In a given context, most people act in ways that approximate what they see as "normal" – even if they understand that behaviour to be wrong[4]. Poorly maintained public areas communicate that taking responsibility for tidiness is not the norm, and encourage more people to litter, vandalise and dump. This pattern is self-reinforcing, as engaging in anti-social behaviour, and the perception of anti-social norms, establish individual and group identities that do not value public cleanliness. Breaking this pattern is an essential step towards a clean and tidy Canterbury-Bankstown. To do this, we need to build norms of public cleanliness and shared responsibility, and encourage a community culture of pride in our area. Clean and well maintained spaces will be key to this process, and provide flow-on benefits to residents and the local economy.

Untidy streets, worn and tired street furniture, visible litter and illegal dumping all impact the view residents, visitors and local businesses have of an area. If these views are negative it can slow economic development. Our City is home to the second highest number of registered businesses in the State. This generates many benefits for our community including access to culturally appropriate goods and services; a vibrant and connected sense of community; and local jobs. Council's Economic Development Strategy (June 2021) has been developed to maximise the opportunities available for the City to influence and drive economic development.

Achieving a clean, tidy and well-maintained city will help residents and visitors to have a positive perception of the area. Improved community perceptions will be reflected in media coverage, and help reposition the City as safe and attractive. In turn, this will attract new residents, visitors and businesses. Becoming a Clean City is an essential step toward a thriving, dynamic and real Canterbury Bankstown by 2028.

4 Cialdini, Robert B., Raymond R. Reno, and Carl A. Kallgren. "A focus theory of normative conduct: Recycling the concept of norms to reduce littering in public places." Journal of personality and social psychology 58.6 (1990): 1015.
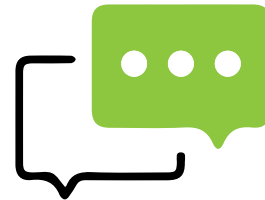
02

What you told us

In developing this Strategic Plan, Council invited the community to tell us what they liked about the City, and the priority issues they want us to focus on.

The consultation was designed to maximise engagement and create opportunities for discussion with individuals and community stakeholders that represent the cultural, linguistic, demographic and economic diversity of the City. The specific elements of the consultation included:
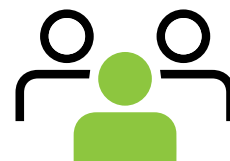
We promoted the consultation **online** and through Council's **social media channels**

We spoke to over **320 people** across **9 community pop-ups** and **walk-throughs**
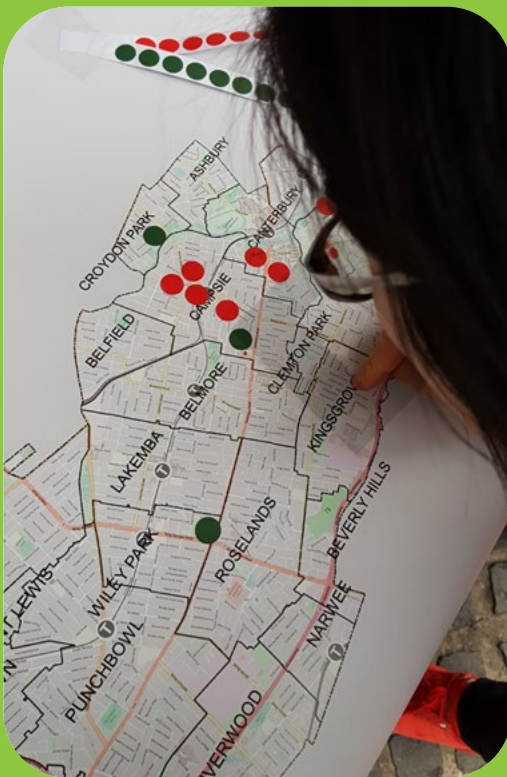
We had **521 responses** to online surveys. The survey was made available in **English**, **Arabic**, **Vietnamese**, **Greek** and **Mandarin**

We conducted **5 focus groups** attended by **54 community members** and **1 guide dog**

We heard from Council's **Universal Access and Environment and Sustainability Advisory Groups**

Focus Group   Pop up

"A Clean City is where people feel like staying and shopping a bit longer. This can be achieved with good quality streets."

"You never see new visitors come to Campsie."

"Illegal dumping is a big problem."

2.1 Findings of the community consultation

The consultation revealed:

2.1.1 A Clean City means a proud community

The desire to live in a Clean City was expressed by everyone we heard from. What the City looks like and the relative importance of different features inspired a range of responses.

We heard that:

- The community wants to be proud of their area and their local streets;
- Having a Clean City will ensure residents and visitors enjoy spending time in Canterbury-Bankstown; and
- The community wants people to care and take responsibility for their waste and the environment.

2.1.2 Where we should focus

While a wide range of issues emerged during the consultation, we received clear and consistent feedback on the issues the community wanted us to prioritise. Those issues are:

- Illegal dumping;
- Water pollution;
- Litter in parks;
- Clean and tidy town centres; and
- Clean and tidy public toilets.

Residents selected the focus areas based on a host of reasons: how frequently they see the issue, how easily they think the issue could be fixed, how much the issue impacts them personally and how much it impacts visitors' perceptions of the area. Participants shared anecdotal experiences when asked how they had prioritised their issues.

2.1.3 Keeping the City clean is a shared responsibility

The responsibility of individuals, communities and businesses was frequently raised during the consultation.

We heard that:

- Community pride has diminished over time;
- Maintaining the local area, particularly residential areas, should be the concern of individuals more so than Council;
- Businesses, community groups, and the state government need to take more responsibility for a Clean City. These groups should focus on town centres, laneways and litter entering the environment - particularly waterways;
- Residents want more education focused on individuals and businesses and the role they should play; and
- Council has a role in encouraging people to contribute to a Clean City.

2.1.4 Council's role is misunderstood

It became clear during the consultation that residents are unsure about who has the responsibility, authority, and resources to address particular issues.

Participants frequently expressed a desire for Council to deal with specific issues that we don't have the authority to do so and they are unaware of where else responsibility lies. Many participants were unaware:

- Of the resources currently invested in maintaining the City;
- Of the separation of powers between the different tiers of government.
- Of the cost and complexity needed to address specific issues;
- Of responsibilities and authority of utilities like Sydney Water, Ausgrid and State owned roads in these issues;
- That residents are responsible for maintaining nature strips; and
- That Council has limited authority over private property.

"Council could create events to get the community to be involved and take pride."

"We need to see a strong urban tree canopy strategy from our Council."

These misunderstandings often result in Council taking the blame for issues that we have no control over. For example, information about rights, responsibilities and authority in communications and easing referrals to the right body were identified as strategies to correct these misunderstandings.

2.1.5 Clean is linked to health and safety

The health and safety impacts of air quality, litter and illegal dumping were highlighted by many during the consultation.

Safety was key, particularly for older people and people with a disability. For example:

- Issues which inhibited access were a high priority for older people, people with children, and people with disabilities. Examples include illegal dumping, parking on nature strips, and unmaintained nature strips;

- Litter is also a distraction for assistance animals (such as guide dogs); and
- Elderly, people with children and people with disabilities are especially impacted by unclean public toilets.

Impacts on air quality were front of mind during the consultation, as it was conducted during the bushfires in October and November 2019.

2.1.6 Clean is closely tied to green

Well-maintained parks, gardens and lawns were identified as attractive and welcoming. They can inspire people to look after their local environment.

While leaf litter was an issue for some, especially where it clogs gutters and drains, most feedback highlighted a desire for more greenery and tree canopy across Canterbury-Bankstown.

2.2   What our teams said

Using the community consultation results as a basis, we undertook an organisational-wide consultation through workshops, surveys and interviews. This process sought to develop a shared vision of a clean, tidy and well-maintained city and to understand the barriers and opportunities for achieving this.

The staff consultation called for:

2.2.1 Community engagement and education

Council needs to engage with the community on a regular basis to educate and encourage civic-minded behaviour that helps create a Clean City. We need to communicate in a clearer and more prominent manner about the services we deliver.

2.2.2 Proactive services and infrastructure maintenance

A proactive approach to providing services and maintaining infrastructure are essential to improving the management and maintenance of resources, and for enabling rapid and efficient responses.

2.2.3 A collaborative approach

A cross-unit and cross-division approach is needed to deliver better outcomes. Working as one team will lead to more efficient use of resources, increase data sharing and harness diverse knowledge, skills and strengths.

2.2.4 Enforcement action

Enforcement, including fines, are a valuable tool for changing behaviour. There will always be those community members who continue to do the 'wrong thing'. Joint education and enforcement campaigns help to develop community pride and increase visibility of the important work undertaken by enforcement teams.

Clean City Strategic Plan 2022-28

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What we will do

Council invests significant time, money and staff resources in a wide range of prevention, maintenance and cleansing programs in the key focus areas identified by the community and staff consultations.

These areas of focus are:

1. Preventing illegal dumping;
2. Clean and tidy town centres;
3. Clean and tidy parks;
4. Clean and tidy public toilets;
5. Healthy waterways; and
6. Organisation-wide co-operation.

However, residents consistently express low levels of satisfaction with the results of this investment. To identify the best way to resolve this inconsistency and achieve a Clean City, Council reviewed previous actions undertaken in the focus areas. This review showed that we need a different way of working.

Council also reviewed the results of the community and staff consultations and the reasons why the *Eyes On It* Anti-Dumping Campaign resulted in a 39 per cent reduction in illegal dumping.

Lessons from illegal dumping

The *Eyes On It* campaign was developed to address illegal dumping and the community's increasing concern about it. The campaign results showed a strong correlation between streets and suburbs with high dumping levels and higher than average numbers of:

- Private rental properties;
- Residents who have moved into the area in the past five years;
- Residents who have recently arrived in Australia, with low or no English language skills; and
- Older medium density properties.

Identifying these characteristics increased Council's understanding of the drivers that result in residents dumping and how to address them from a program and service perspective.

The campaign showed that data collection and analysis is key to fully understanding our services and ensuring that education programs are having the desired outcome with behaviour change. Also, working across teams in Council will result in service improvement for our community.
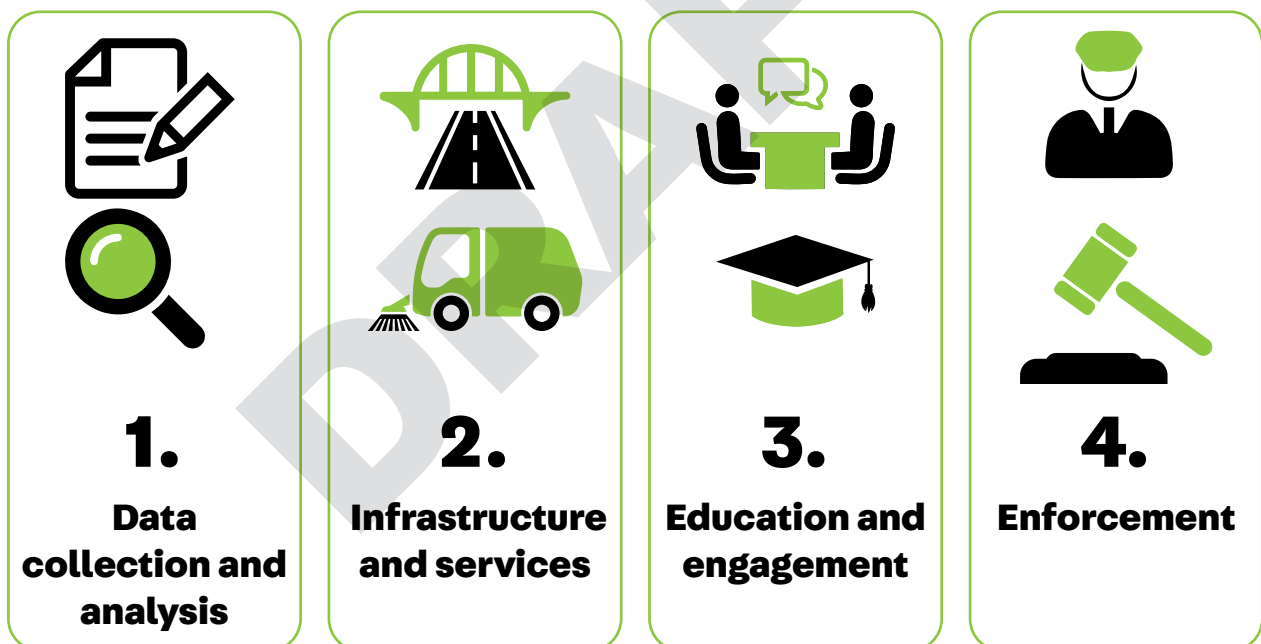
Working as one team

Council has established a cross-functional team focused on achieving a clean, tidy and well-maintained Canterbury-Bankstown. The Clean City Steering Group meets regularly to maintain strong lines of communication between teams and ensure officers are more aware of other teams' needs, the challenges they face, and potential service gaps.

In addition, the City Improvement Team was established in August 2021 with the aim of bringing together the different departments to help improve and enhance the look and feel of our town centres and public spaces. This team has several focus areas, which will contribute to a clean, tidy and well-maintained city.

3.1 The Four Pillars Clean City Model

The Four Pillars Clean City Model has been developed to direct Council's resource allocation and actions to address key focus areas.

1.	**2.**	**3.**	**4.**
Data collection and analysis	**Infrastructure and services**	**Education and engagement**	**Enforcement**

The model is a new way of working and thinking across Council teams and will underpin our approach to creating a Clean City.

Four Pillars Clean City Model			
1. Data collection and analysis	2. Infrastructure and services	3. Education and engagement	4. Enforcement
Using data to develop customer-focused initiatives, evolve our City and make real improvements. Measurable and observable data ensures that decisions are based on evidence and that we understand the scope, impact and drivers of issues. This ensures we can assess the impact of strategies implemented and we target resources where they are needed.	Installing and maintaining infrastructure is essential to promote positive outcomes. It needs to be: suitable for the conditions it will be exposed to; able to meet the needs it is used for; endure the uses and mis-uses of residents; and be easily serviced.	Programs are needed to: assist residents and businesses to understand their responsibilities; promote pro-social behaviour; encourage residents to report issues; promote Council services; and to inform residents of the actions Council takes to deliver a Clean City.	Enforcement is an important tool for addressing inappropriate behaviour. It can provide a first response in cases where health and safety are at risk or be used to reinforce legislative requirements. Increasing visibility of enforcement staff and messages as well as issuing fines are effective behaviour change strategies.

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