

# Resilience Strategy Staff Engagement

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**Client:** City of Canterbury-Bankstown Council

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# 1. Introduction

This report provides a summary of the staff engagement undertaken by Cred Consulting on behalf of the City of Canterbury-Bankstown Council, to help inform the development of the Canterbury-Bankstown Resilience Strategy.

## 1.1 Background

City resilience planning is recognised internationally as important for long-term sustainability. The United Nations Sustainable Development Goals include a specific commitment to enhancing the resilience and sustainability of cities. Regionally, the Sydney Metropolitan Plan addresses the need to adapt to the impacts of urban and natural hazards and climate change.

The City of Canterbury-Bankstown Council's Local Strategic Planning Statement includes the aim to be a resilient, responsive and sustainable city with buildings, spaces and people that use and manage energy, water and waste efficiently.

The 2020 bushfires and Covid-19 pandemic has highlighted how quickly our way of life can be disrupted. These events show the need for a Resilience Strategy to be developed with the community to ensure the City of Canterbury-Bankstown can achieve the community's vision to be a sustainable and prosperous city and to survive, adapt and thrive into the future.

Council engaged Cred Consulting to design and deliver staff engagement to inform the development of the Canterbury-Bankstown Resilience Strategy.

## 1.2 Purpose of engagement

This report provides a summary of the engagement outcomes from consultation with Canterbury-Bankstown Council staff. Additional consultation with community and local service providers was also undertaken; outcomes from the external consultation are compiled in a separate report. Staff consultation was undertaken between July and August 2021 to inform the development of the Canterbury-Bankstown Resilience Strategy. Consultation aimed to understand key risks to Council assets, services or the community, identify existing initiatives or gaps in Council's existing actions and test resilience hazards.

## 1.3 Engagement activities

The staff engagement program included:

- Interviews with Canterbury-Bankstown Council staff
- An online workshop with Canterbury-Bankstown Council staff.

This report provides a summary of findings from the engagement activities listed above. Findings in this report have been summarised by engagement activity.

## 2. Staff interviews

Interviews were held with Canterbury-Bankstown Council staff to understand key risks posed to Council assets, services or the community by shocks and stressors and to identify existing actions or any gaps in existing actions committed to by Council to mitigate risks. This section provides an overview of the findings from the staff interviews.

### 2.1 About the staff interviews

Interviews were held with Canterbury-Bankstown Council staff to inform the development of the Resilience Strategy. A total of eight group interviews were held with relevant teams. Four of the interviews were conducted by Cred Consulting staff and four were conducted by Canterbury-Bankstown Council staff. Interviews were conducted via Zoom.

The purpose of the interviews was to understand key risks to Council assets, services or the community posed by shocks and stressors and to identify existing actions or any gaps in actions to mitigate risks in the future.

Staff interviewed were from the following teams:

- Community and Cultural Services
- Building and Infrastructure
- Safety and Risk
- Community Facilities
- City Design
- City Plan
- Spatial Planning
- Sustainable Future

### 2.2 Community and Cultural Services interview

**Which shocks are the most likely to impact the delivery of your service area and why?**

Staff indicated that **pandemics** are the shock most likely to impact the delivery of their service area. They noted that pandemics impact not only the way Council services are delivered, but also the community they work with.

Pandemics go beyond just the risk of disease, but also result in unemployment, housing affordability issues, domestic and family violence and mental health concerns. When services that provided face-to-face support close, the stresses that many people experience are compounded.

Staff also noted that **access to technology** and technology literacy differs across areas and demographics, which can make online engagement problematic. It is therefore important to utilise other

tools and channels, including maximising the use of community groups to reach vulnerable community members.

**Which stressors are the most likely to impact the delivery of your service area and why?**

Staff indicated that all common stressors are relevant to Canterbury-Bankstown. They felt that the key stressors include the **negative perceptions** of Canterbury-Bankstown and negative stereotypes about young people in the area, which may impact young people’s chances of gaining employment.

Staff noted that communities with non-English speaking backgrounds often experience difficulty accessing information. They emphasised the importance of relationships between culturally and linguistically diverse staff members, such as Council’s library staff, and communities. Staff also indicated that **diversity is an asset** in the community, through strong families and community networks.

Other stressors mentioned included overcrowding and **housing affordability, fire safety, climate change** and **urban heat** island effects.

**Have mitigating actions been considered to address these risks to your service area?**

When asked if mitigating actions had been considered, staff indicated that community and cultural grants are available to help empower the community to make positive change. They noted that many mitigating actions are included in strategies such as the Safety and Crime Prevention Plan and the Youth Action Plan being developed by the Advocate for Children and Young People. Staff stated that library branches are also developing partnerships with local community groups.

**What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?**

Staff noted that the youth team upskill the sector, by providing training and information. The library team developed a methodology to enable a quick response in the event of a lockdown, so they can still deliver services to the community. The safety and crime prevention team conduct outreach and raise awareness about how to stay safe in an emergency, through demonstrations with key agencies and annual expositions. The arts centre has also adopted a quick response process and are exploring topics around dealing with crisis, sustainability and ecology.

**Gaps in service area in terms of mitigating shocks and stressors**

Staff noted that there are several improvements they can make to help mitigate shocks and stressors. These include providing **resources in different languages** to ensure inclusivity, tapping into local **community groups** to better reach people, ensuring that **children and young people** are involved in decision-making processes, exploring community members’ broader connectivity to the world and understanding that some stressors may not be local stressors.

“Our aim is to prevent these things happening in the first place, and raise awareness about the services out there.”

- Canterbury-Bankstown Council staff

“Social and neighbourhood cohesion is important in the Canterbury-Bankstown area.”

- Canterbury-Bankstown Council staff

## 2.3 Building and Infrastructure interview

Which shocks are the most likely to impact the delivery of your service area and why?

Staff felt that **flooding** is the main shock that impacts the delivery of their service area. They noted that if the area does not experience a flooding event, the community become less aware of the risks. Staff indicated that **infrastructure failure** is another key shock, in addition to vandalism and damage.

Which stressors are the most likely to impact the delivery of your service area and why?

Staff indicated that key stressors include ecological, biological and technological stressors. They noted that drought, heat and crime can change the stability of buildings, and that there is a need to ensure that buildings comply with current standards.

Staff stated that **infrastructure failures** are a key stress, such as bridge collapses which impacts transport links for the community. **Climate change** was raised as another stress, with staff noting that many environmental devices are not modelled to cope with climate change and pollution impacts in the future.

Thinking about those shocks and stressors, what do you see as the top three risks to your service area?

Staff indicated that **power outages and resulting impacts on IT** are a key risk, followed by damage to critical infrastructure as part of **storm events**, and **financial pressures** when delivering infrastructure planning.

Have mitigating actions been considered to address these risks to your service area?

Staff noted that their role involves identifying and planning for infrastructure challenges, by understanding where the problems are and addressing them before they become an issue. Staff indicated that many mitigating actions are included in Emergency Risk Management Plans, Asset Management Strategies and other strategic documents. They noted, however, that community expectations are growing and Council does not have enough funding to meet their expectations.

What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?

Staff stated that their team identifies and plans for risks to ensure that infrastructure is protected. This includes mitigating flooding risks and providing reliable transport links for the community.

“Part of what we do is to plan and identify stresses within our infrastructure. This involves understanding where the problems are and addressing it before it becomes a problem.”

- Canterbury-Bankstown Council staff

“If we don’t have a flooding event then the community becomes slightly less aware of the potential impact of flooding. It affects our planning and delivery.”

- Canterbury-Bankstown Council staff

## 2.4 Safety and Risk interview

### Which shocks are the most likely to impact the delivery of your service area and why?

Staff indicated that the most common shocks include **flooding and storm damage**, noting that the recovery and flow on effects after storm events are significant. They felt that **bushfires** are also a key shock, due to indirect impacts from smoke. Staff expressed concern about the internal pressure on Council staff during emergencies, due to **confusion about roles** and prioritisation for tasks.

### Which stressors are the most likely to impact the delivery of your service area and why?

Staff noted that key stressors include **heatwaves**, due to the large population and **limited canopy cover**, over-development, resulting in **inadequate public transport** and the strain on emergency service resources. Staff felt that change is an underpinning hazard.

### Thinking about those shocks and stressors, what do you see as the top three risks to your service area?

Staff indicated that the primary risks to their service area include resourcing, achieving the strategic direction for the LGA and **clarity of roles in emergency situations**. Staff noted that clear responsibilities are required to enable effective responses. Staff felt that Canterbury-Bankstown not experiencing certain emergency events is a risk, because it means that communities cannot develop skills in crisis response, and there is a lack of community impact and needs experience.

Staff also noted that the geographical and culturally diverse nature of the community means that multiple methods of engagement are required.

### Have mitigating actions been considered to address these risks to your service area?

Staff indicated that key mitigating actions include **engaging with the community**, **resourcing** effectively and conducting training and **emergency evacuation practice** to change behaviours.

They noted that these actions are included in strategies such as the Business Continuity Plan, which identifies critical services and how they are delivered, COVID-19 response plans and emergency response plans.

Staff saw potential improvements in communication and priorities, noting that there is a need to ensure that they are easily accessible to the community. Staff felt that the emergency events scope should include neighbouring LGAs and indirect emergency impacts from those areas, and also disruptions and interruptions, not just life-threatening emergencies.

“One of the biggest things that stands out in our LGA is our community and the uniqueness of our community.”

- Canterbury-Bankstown Council staff

“We’re not a vulnerable community. We’re a skilled community where most of our residents can speak more than one language.”

- Canterbury-Bankstown Council staff

## 2.5 Community Facilities interview

Which shocks are the most likely to impact the delivery of your service area and why?

Staff indicated that the **pandemic** is the most significant shock for their service area. They noted that community members occupying Council's rental properties had reduced rent, which financially impacted council and should be planned for in the future.

Which stressors are the most likely to impact the delivery of your service area and why?

The key stressors that staff raised included **climate change, power outages, cyber attacks, flooding and lack of public transport**. Staff noted that several Council facilities flood every year and equipment is ruined, and that it is important to plan for this more effectively. They also felt that **public transport** is an issue in the area, as many people, particularly older people, cannot access community facilities. Staff noted that **population growth** is also a stress, as they anticipate difficulties will arise in meeting demand for community facilities in the future.

Have mitigating actions been considered to address these risks to your service area?

Staff indicated that risk enterprising is used, where risks are identified and a risk profile is created. A business continuity team is also in place to implement business continuity plans during emergencies, to ensure that key services remain operational. Staff stated that the community being connected is key element and design principle of their plan, with multi-purpose use a key consideration. They noted that there is a **lack of green space in the LGA**, so relationships with schools become important as school sites can be used to provide that green space.

What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?

Staff stated that they prepare for climate change and extreme heat by providing buses to the beach and providing outlets for people to participate in physical fitness. They noted that they are moving towards synthetic sports fields to reduce the impact of the climate on the facilities, indicating that once fields are destroyed they cannot be fixed.

Staff indicated that gaps in mitigating actions include **funding sources, better planning and levels of action across government**. They noted that funding is key, so identify risks and accumulating resources for projects to acquire the tools to prepare for those risks. They felt that improvements need to be made in the way they communicate with diverse communities and create strong communication networks.

"At this point, we are not at the right place to deal with the expected population growth in the next few years."

- Canterbury-Bankstown Council staff

"Transport is an issue. Many people can't get to and from facilities, especially older people."

- Canterbury-Bankstown Council staff

## 2.6 City Design interview

### Which shocks are the most likely to impact the delivery of your service area and why?

Staff indicated that **terrorist risks** and **droughts and floods** are the main shocks for their service area. Terrorist risks result in the need for ramps and large immovable objects in design briefs, in addition to management of work sites to take risks into account. Droughts and floods cause stress on eucalypt trees, and periods of drought are becoming longer and more frequent. Staff also indicated that the **pandemic** has impacted construction and engagement. Staff noted that they are aiming to make spaces more socially engaging, to create community rather than divide it.

### Which stressors are the most likely to impact the delivery of your service area and why?

The key stressors raised by staff were **inequality, climate change, supply chain disruption** and **cyber-attacks**. They noted that inequality is very obvious as a result of the pandemic, because the pandemic primarily affects lower socio-economic groups, service-based professions and young people. Many small businesses in the LGA are also experiencing long-term economic impacts from the pandemic. Staff indicated that new Sydney Metro stations being built in Canterbury-Bankstown will contribute to a process of gentrification, where lower socio-economic groups are forced out of the area.

Staff noted that while climate change is discussed at high levels, it is often overlooked at a base level, with many development applications lacking sustainability standards. There is no enforcement of development planning to account for **climate change**, and climate change controls are ignored at the design phase. Staff also stated that climate change causes diseases in plants and trees.

Staff indicated that **supply chain disruption**, often as a result of terrorism and conflict, has a major impact on their service area.

### Thinking about those shocks and stressors, what do you see as the top three risks to your service area?

Staff indicated that the top three risks to their service area are **community division, climate change** and **droughts**.

### Have mitigating actions been considered to address these risks to your service area?

Staff noted that they always consider environmental issues, including providing relief from heat through trees and covered outdoor areas. They also create designs to prepare against terrorism, continually look at the supply chain and support economic development of small businesses. Decisions of designs aim to be suitable to the majority of people and outcomes, and staff help planners develop controls for shocks and stressors.

### What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?

The City Design service area embed mitigation actions into their work, by helping planners and developers integrate controls into their plans. They work on projects such as canopy master plans and the Liveable Centres program.

## 2.7 City Plan interview

### Which shocks are the most likely to impact the delivery of your service area and why?

Staff indicated that the primary shocks for their service area are **bushfires** and **flooding**. They noted that bushfires affect biodiversity and canopy cover, and that there is a need to increase urban forest to decrease **urban heat**. Staff stated that evacuation plans for **floods and bushfires**, and that due to flooding affecting roads and bus routes, there is a need to provide alternative routes during flood events.

Staff felt that there is a separation between areas in the LGA, as communities are not well connected and are often unwilling to support those outside their own groups. Staff noted that this is due to the village feel of the area, where communities will often only support their 'own' during times of need.

### Which stressors are the most likely to impact the delivery of your service area and why?

The key stressors raised by staff include the **lack of social cohesion**, **lack of resources to clean up after shock events** such as floods, **communication difficulties**, **mental and physical health**, **social disadvantage** and **air quality**.

### Thinking about those shocks and stressors, what do you see as the top three risks to your service area?

Staff indicated that the top three risks to their service area are **storms**, **urban heat** and a **lack of consolidated data**. They noted that storms can affect multiple areas and impact waste management services, and urban heat affects the liveability of the area and walkability of streets.

### Have mitigating actions been considered to address these risks to your service area?

The primary mitigating actions that have been considered include the development of strategies, such as transport strategies and masterplans. Staff noted that there is a need to review development applications to ensure better outcomes on sites, and to provide more green spaces to address urban heat and improve the sense of wellbeing in the community. A key challenge that was raised was the lack of information within Council, which means staff experience difficulty in planning strategically.

### What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?

Staff indicated that their team develops strategies, such as transport strategies and masterplans, and review development applications to ensure positive outcomes on sites.

## 2.8 Spatial Planning interview

Which shocks are the most likely to impact the delivery of your service area and why?

Staff indicated that one of the main shocks to their service area is the **COVID-19 pandemic**. They noted that the pandemic and many people working from home places pressure on parks and other infrastructure in the LGA.

Which stressors are the most likely to impact the delivery of your service area and why?

Staff stated that key stressors include **urban heat** and **population growth**. They indicated that there is a need for more tree cover in public spaces to combat the urban heat island effect, and to require developers to install solar panels on roofs, collect rainwater and reduce use of gas. Staff noted that population growth affects the amount of work in their service area and changes whether potential residents want to live in Canterbury-Bankstown.

Thinking about those shocks and stressors, what do you see as the top three risks to your service area?

The top three risks to the Spatial Planning service area were identified as **urban heat and pandemic**, **economic collapses** and the subsequent shortage of materials, which mean many plans cannot be delivered, and **cyber attacks**.

Have mitigating actions been considered to address these risks to your service area? What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?

Staff indicated that they deliver several actions to help mitigate shocks and stressors in the community. These include **tree planting and increasing canopy cover** to combat the urban heat island effect, **incentivising the use of electricity** over gas in new buildings and using **reticulated water**. They also suggested **affordable housing programs**, following legislation to mitigate bushfires and **preventing development in flood-prone areas**.

Staff noted that these mitigating actions are included in the Business Continuity Plan, masterplans, Council's Local Strategic Planning Statement, planning rules and the Development Contributions Plan. They also indicated that the flood risk management plan needs to be fast-tracked.

## 2.9 Sustainable Future interview

Which shocks are the most likely to impact the delivery of your service area and why?

Staff indicated that key shocks that are likely to impact the delivery of their service area include **floods, storms and bushfires**. They noted that floods and storms overwhelm services and often cause trees to fall over, and Council needs to borrow additional resources from areas that also need them. Health concerns arise if Council are unable to undertake waste collections. Staff stated that bushfires and floods damage habitats in the LGA, and more human traffic as a result of the pandemic causes stress to wildlife.

Which stressors are the most likely to impact the delivery of your service area and why?

Key stressors raised by staff include **socio-economic issues, traffic, illegal dumping, heat waves, cyber attacks and inequality of access to green space**. They noted that there is less availability of green space further west, and the community in south-east areas have a lower understanding of nature and the environment. Staff also indicated that housing density is a challenge when delivering waste services, due to the pressure on the road networks and traffic controls.

Thinking about those shocks and stressors, what do you see as the top three risks to your service area?

Staff stated that the top three risks to their service area are **flooding and storms, climate change and droughts**.

Have mitigating actions been considered to address these risks to your service area? What actions does your team currently deliver that help to mitigate shocks and stressors within the CB City community?

Mitigating actions that have been considered to address risks include advocating on behalf of Council, internalising their capacity to manage waste, mandating DCP principles and educating the community on waste and rainwater harvesting. Staff also indicated that they are tracking waste sources, monitoring and responding to sustainability opportunities and exploring electric vehicle procurement and mitigation of carbon emissions.

Staff noted that the state government needs to provide better controls for local government, and that there is a need to future-proof habitats to maintain biodiversity. Staff also indicated that upgrades and upkeep of housing stock is poor, and that waste management systems could be improved.

## 3. Staff workshop

An online workshop was held on 24<sup>th</sup> August 2021 with approximately 50 Canterbury-Bankstown Council staff to discuss gaps, opportunities, ideas, actions, current initiatives and issues relevant to three of the five Resilience Directions from the Resilience Strategy. The workshop was facilitated by Cred Consulting.

This chapter provides an overview of the findings from the staff workshop.

### 3.1 About the staff workshop

An online workshop was held with 50 Canterbury-Bankstown Council staff. Staff attended from a variety of teams within Council. The purpose of the workshop was to provide staff with an overview of the project and what outcomes had arisen from community consultation to date and seek their input on the resilience directions.

The workshop commenced with a welcome from Matthew Stewart, General Manager of the City of Canterbury-Bankstown Council, followed by a brief overview of the project, a presentation by Beck Dawson, Resilient Sydney's Chief Resilience Officer, and a summary of the feedback received during the consultation period to date.

This was followed by an overview of three of the key directions for the Resilience Strategy:

- Direction 1: People centred city
- Direction 2: Live with our climate
- Direction 3: Connect for strength

Participants were separated into virtual break-out rooms for a facilitated conversation about each direction, guided by the following questions:

- Can you identify any gaps or opportunities for Council in delivering this resilience direction?
- Have you seen any initiatives elsewhere that you would like Council to consider?
- Do you think current initiatives are heading Council in the right direction towards being more resilient?
- Who do we need to collaborate with? What do we need to do with them?

### 3.2 Direction 1: People centred city

#### Gaps

#### Transport

The level of **public transport services are inadequate** and there is a gap between housing and transport. Traffic congestion is a key challenge and there is **not currently a plan that links transport**

**and traffic** together. Participants also noted that extreme heat events cause traffic impacts. Participants were curious to understand what Council's responsibility is in relation to transport.

### Natural environment

Participants saw **a gap in the amount and quality of open spaces** in the LGA, and felt that there is **not enough tree coverage** compared to other areas. One participant noted that Council is limited to planting on public land. Participants indicated that population growth is causing pressure in the LGA, with increased development resulting in human health issues from **lack of access to open space, water quality and urban heat**.

### Development and infrastructure

Participants indicated that there is a need for a **more holistic planning approach** in Canterbury-Bankstown with collaboration across agencies, noting that CBD masterplanning is only for the Bankstown and Campsie areas and development controls need to be mandated by the state. Participants stated that there needs to be a **wider plan for assets and facilities that account for key shocks and stressors, such as urban heat and storm events**.

There are gaps in infrastructure in dealing with issues, and **low awareness of the critical infrastructure** that is available. One participant noted that Canterbury-Bankstown is a built LGA, not a greenfield development area, and as a result will require high-rise investment.

### Community involvement

Participants saw **value in engaging with young people** during decision-making processes. They noted that older demographics may be more hesitant about change. Participants noted **that language barriers can create difficulties** in understanding needs in the community, and that not everyone has the same **access to technology** or literacy in using technology. Different methods of involvement are required to enable broad engagement.

### Social infrastructure

Participants stated that **affordable housing** is not tailored for single people or people who are divorced or widowed, indicating that Council should support the state government in this. A suggestion was made to maximise existing land and community facilities in schools by enabling use by the community outside of school hours.

## Opportunities

### Transport

Participants indicated that a decrease in traffic has been a positive outcome of the pandemic and many people working from home. Participants saw a need for an **LGA-wide transport management plan**, and for Council to partner with other organisations to improve transport connections across the LGA, including through state government investment in transport links. It was noted that buses need to target the railway line and provide connections for people to access train services, and that there is significant opportunity to create a sophisticated system but the right people are not involved in the conversation. On-demand buses, similar to those in the Sutherland Shire, and free shuttle buses were raised as a suggestion for elderly people and those who cannot easily access existing services.

## Planning

**An holistic planning approach across state government agencies and Council is needed**, with more collaboration. Participants saw CBD master planning as a key opportunity for improvements to the urban environment, and stated that good quality developments can change the narrative and help the public see development as an investment, rather than an issue. Participants stated that there is a need to change mentality around dense areas, by **developing assets and facilities in alignment with population growth** and diverting funding to areas most in need. Participants suggested maximising land by ensuring quality and **access to existing facilities, such as schools, outside of normal hours**.

## Housing

**Housing affordability was noted as a top stress** in the community, particularly for young people and single people, and participants saw a need for more social housing for people with low incomes. Participants noted that housing affordability measures are often opposed by community members who are concerned about the change impacting their own assets. There is a need to change the dialogue with these residents. Affordable housing support is also tarnished by negative perceptions of high-rise development, as a result of poor development quality in the past.

## Community services and amenities

There is a need for more messaging around the services and facilities available for the community, tailored for different community groups, to help people access the services they need. Participants saw an **opportunity for community groups to help provide support** and services to others.

## Initiatives

Participants identified several initiatives that Council is already implementing to create a people centred city. Council has a strong community base and provides food hampers to those in need by using community connections. Council also facilitates access to school areas for community groups, however it was noted that this can be dependent on connections.

## 3.3 Direction 2: Live with our climate

### Gaps

#### Public open space and cool areas

Participants indicated that key gaps include the **inequitable distribution of open spaces and cool areas**, noting that while there are opportunities to use areas in other LGAs, it is not possible during a pandemic. Participants stated that the low socio-economic community means that there are less open spaces, lower quality housing stock, more industrial areas and less desire to travel to cool open spaces. Shocks and stressors also impact the availability of cool spaces, with aquatic facilities needing to close during bush fires and pandemics, and participants noted that there is no **mapping of heat wave refuges**. It was noted that the cost of upgrading existing open spaces requires investment from developers.

## Sustainability

Participants indicated that it can be difficult to do water-sensitive design in developments, also noting that people do not understand the benefits of urban design outside of the financial costs. Participants saw a need for a **water sensitive design strategy** and more sustainable design approaches, including green roofs, effective guttering and water storage for landscape maintenance. Food organics and garden organics (FOGO) collection was suggested as a way to improve sustainability. It was also noted that the LGA has a transient population, with many residents being renters, not owners, and as a result, limited in what they can do at home.

## Tree canopy

Participants saw gaps in tree canopy opportunities, noting that as a result of developments, **the LGA is losing more canopy than it is creating**. Trees create shade and decrease the urban heat island effect, and without tree canopy woven throughout an area, there is a greater reliance on parks and open space. Available space was identified as a key barrier to creating tree canopy, with participants noting that a major challenge is finding locations to plant trees that are not constrained by services and land contamination issues. Street trees can also create safety issues when they block lights and CCTV equipment.

Council does not manage trees on private land and it is difficult to enforce compliance in tree planting and maintenance. There is a need to **plan for tree canopy** and appropriate types of trees, with funding and support from council and other agencies.

## Opportunities

### Sustainable design

Participants raised several suggestions about **sustainable design opportunities**, including splash parks, electric vehicle charging points, 'adopt a tree' programs with local businesses, buses that take people to local facilities and cooling sensors. They saw value in promoting green roofs and encouraging lighter roofing options, noting that money is a key motivator to changing habits and black tiles can start to be phased out when people see the effects on their bills. Participants also suggested that Council take leadership in **planting trees on nature strips and in parks, and retaining street trees, with incentives provided for private landowners to create canopy cover**.

### Collaboration and education

There is a need for **strong partnerships** between Council and, state government agencies, organisations and public utilities to enable greater collaboration and ongoing communication. Participants also suggested utilising catchment groups. Participants saw importance in **educating the community about sustainability**, staying cool at home and the importance of trees and water sensitive design, with communication tailored to community groups.

### Forward planning

Participants emphasised the need to plan ahead, such as **consolidating the location of utilities** so that green space can be implemented more easily and cost-effectively. Participants stated that urban cooling should be embedded into new masterplans, with **space allocated for deep soil**, and that strategies should be developed around resource efficiency and sustainability across the LGA.

## Initiatives

Participants identified several initiatives that Council is already implementing, related to living with the climate. Council has a successful **bus-to-beach program**, **electric vehicle initiatives** and **are in the process of developing an urban forest strategy** for the LGA. Other relevant initiatives that were mentioned by participants include Melbourne's Green Target for Development and Adelaide Green City.

## 3.4 Direction 3: Connect for strength

### Gaps

#### Inequity

Participants indicated that there is a **lack of equitable distribution of public open spaces**, causing crowding at existing spaces, and a gap in community access to affordable activities and public transport. They noted that inequity is more apparent when comparing eastern Sydney to western Sydney, and there is a need to provide attractive open spaces and **active transport links** for the whole community. Participants also noted that the community feel misunderstood as a result of negative perceptions of the Canterbury-Bankstown area.

#### Community connections and services

**Social isolation was a key issue raised**, with participants noting that many service providers are struggling to engage with their community when they are not able to see each other face-to-face. Many people are disengaging from schools, as a result of remote learning during the pandemic, and community members are experiencing Zoom fatigue and online engagement fatigue. Participants also indicated that community groups may only provide support to those within their own groups, and **community members often leave the area because they do not have established community groups**.

Participants saw value in programs such as Meals on Wheels, with services delivered to vulnerable members of the community, and noted that youth services should be available for younger children. One participant suggested viewing town centres in the LGA as hubs for the community, rather than CBDs.

#### Access to technology

Participants stated that many people in the community do not have **access to technology**, or the digital literacy required to use technology. This creates difficulties for Council in communicating with those people and they are not provided with key information, with older generations in particular being left behind.

### Opportunities

#### Inclusive communication

Participants indicated that access to technology and an internet connection is becoming increasingly important, however there is a need to ensure multiple communication channels are used to reach everyone in the community. Participants emphasised the **importance of translating information** into multiple languages to ensure inclusive communication, and distributing information through existing channels, such as real estate agencies, places of worship and community networks, to ensure maximum

reach. Participants suggested that **Council use app-based chat tools** often used by community groups to better reach those people.

### Supporting community connections

Participants saw a need to focus on the community aspect and **bring the community back together** after the pandemic, suggesting **community-led events** throughout the LGA and connecting to existing local markets and surrounding LGAs. Local shops have become increasingly important and are an opportunity to **create community connections** and build long-term partnerships.

Participants indicated that **greater financial support should be provided to community groups**, in addition to supporting those from culturally and linguistically diverse communities by providing at-home learning sessions.

### Initiatives

Participants identified several initiatives that Council is already implementing related to connecting for strength, including cultural events, such as Ramadan and Chinese New Year. However, participants noted that the pandemic is significantly impacting cohesion in the community.

## 4. Summary of outcomes

### 4.1 Summary of outcomes against Resilience Strategy directions and focus areas

Direction	Proposed focus area	What we heard from Canterbury-Bankstown Council staff
People-centred city	Housing affordability	<ul style="list-style-type: none"> <li>Overcrowding and housing inequality are key stresses.</li> <li>Affordable housing support tarnished by negative perceptions of high-rise development. Dialogue needs to be changed to a positive message.</li> <li>Housing affordability is a top stress in the community – there is a need for more social housing for people with low income.</li> <li>Need for more holistic and integrated planning, particularly around housing and transport.</li> <li>Affordable housing is not tailored for single/divorced/ widowed people. Council should be able to support state government in this.</li> </ul>
	Access to transport	<ul style="list-style-type: none"> <li>Infrastructure failures, such as bridge collapses, cut off access to people. Many bridges connect communities to transport hubs like train stations.</li> <li>Lack of public transport comes as a result of over-development and poor strategic direction of the city.</li> <li>Transport is an issue. Many people cannot get to and from facilities, especially older people.</li> <li>There is an information gap regarding community transport.</li> <li>There is currently no plan that links transport and traffic together.</li> </ul>
	Access to education and employment opportunities	<ul style="list-style-type: none"> <li>COVID has a key impact on libraries as a result of lockdown and restrictions, which affect how Council deliver services.</li> <li>Perceptions of the CB City area (and even between neighbourhoods) may impact young people's chances in gaining employment. Young people also have plenty of anxiety about exams and finding a career pathway.</li> </ul>
	Human health	<ul style="list-style-type: none"> <li>Mental health issues are exacerbated during pandemics. However, suicide numbers have not increased as a result of the pandemic.</li> <li>There is a strain on health and emergency services and changing priorities in support services.</li> <li>There are gaps in the quality of open space. Nicer open spaces encourage people to use those areas and choose active transport.</li> <li>Need for more tree canopy.</li> </ul>
Live with our climate	Climate change and extreme weather	<ul style="list-style-type: none"> <li>Drought and heat can change the stability of buildings.</li> <li>Environmental devices are affected by climate change impacts such as pollution and rising sea levels.</li> <li>If the LGA does not have a flooding event, then the community becomes slightly less aware of the potential impact of flooding. This affects Council's planning and delivery.</li> <li>Damage to critical infrastructure as part of storm events. Bridges and roads being washed away affects transport links and prevents people from moving around and accessing supplies.</li> </ul>

Direction	Proposed focus area	What we heard from Canterbury-Bankstown Council staff
		<ul style="list-style-type: none"> <li>• Council implement specific floodplain control planning measures to enable resilience</li> <li>• CB City is not the most impacted area with heatwaves, however it is one of the largest LGAs with the largest population, so canopy cover is an issue.</li> <li>• The indirect impact of bushfires in other areas is the smoke that comes into CB City.</li> <li>• The recovery work is massive after storm events. Some areas get completely destroyed.</li> <li>• At times it can be unclear as to who has what role in these shocks. Where does SES come in and what is the role of Council's officers?</li> <li>• Insurance has a key impact on the community. They go through a traumatic event and then try to get insurance, and claims and premiums are very high.</li> <li>• The flow on effects after incidents are key.</li> <li>• Climate change will impact Council's service delivery across aquatic centres and golf courses due to extreme heat and bushfires</li> <li>• All outdoor sporting services are dictated by the climate.</li> <li>• A few of Council's facilities flood every year and equipment is ruined.</li> <li>• Council provide services to assist with hot weather, such as a bus to beach. It is difficult to predict for the future especially when climate change is at play.</li> <li>• Council is moving towards synthetic fields, which removes climate impact on the field. Once the fields are destroyed in winter, they cannot be fixed.</li> <li>• Need for more tree canopy and shaded, cool areas. There is currently an inequitable distribution of open spaces and cool areas.</li> <li>• There is no mapping of heat wave refuges.</li> <li>• Need to promote green roofs and encourage lighter-coloured roofing options.</li> <li>• A major challenge is finding appropriate locations to plant trees. Constrained by above and underground services and land contamination issues. Need to incentivise the creation of canopy cover on private land.</li> <li>• Holistic approach to planning green spaces and canopies is needed.</li> <li>• Need to understand the benefits of urban design outside of direct tangible monetary value.</li> <li>• While climate change is discussed at high levels, it is often overlooked at a base level, with many development applications lacking sustainability standards. There is no enforcement of development planning to account for climate change.</li> </ul>
	Resource scarcity (energy and water)	<ul style="list-style-type: none"> <li>• Need for water sensitive planning strategies and for water to be saved for maintenance during water restrictions.</li> <li>• Uptake of renewable energy is reliant on financial support.</li> </ul>
Connect for strength	Social cohesion	<ul style="list-style-type: none"> <li>• Diversity is an asset in the community. The strength of families and community networks.</li> <li>• CB City is so geographically and culturally diverse and there are so many variables to the community that makes it hard for Council to engage with them. There is a need for multiple methodologies of engagement.</li> </ul>

Direction	Proposed focus area	What we heard from Canterbury-Bankstown Council staff
		<ul style="list-style-type: none"> <li>• CB City is not a vulnerable community. They are a skilled community where most of the residents can speak more than one language.</li> <li>• The community being connected is a massive element and design principle of Council's plan. Multi-purpose use is something Council are considering.</li> <li>• There are many socially isolated people, and the community is experiencing Zoom and online engagement fatigue.</li> <li>• Service providers are becoming disconnected from their client groups, particularly children.</li> <li>• Funding competition is a major issue for service delivery for community support.</li> <li>• There is a need for more messaging around available services and facilities. Connect people on a localised level to the assets around them, and make assets more accessible to the local community.</li> <li>• Focus on community aspect and bring the community back together – take away the 'us vs them' mentality that has resulted from the lockdown.</li> <li>• Local shops are an opportunity to create community connections.</li> <li>• Implement sophisticated, community-led events that celebrate and bring communities together.</li> <li>• There is a separation between areas in the LGA, as communities are not well connected and are often unwilling to support those outside their own groups.</li> </ul>
	Equity and inclusion	<ul style="list-style-type: none"> <li>• Many families were unable to engage with services online during COVID and even when these services open again, many of these vulnerable families are still yet to come back and engage.</li> <li>• Access to technology and technology literacy differs across areas and demographics, which can make online engagement problematic. It is important to have other strategies and a back-up plan. This is where the importance of community groups comes in.</li> <li>• Communities with non-English speaking backgrounds find it hard to get information. The library uses online messaging systems but many CALD people are not technology savvy and do not understand English. The library currently has an unofficial multicultural engagement platform where Chinese staff engage with the Chinese community, so they can send messaging out in language. Relationships between CALD staff members and CALD communities are very important.</li> <li>• There is a need for resources in different languages to be more inclusive, engagement with children and young people, and tapping into existing community groups.</li> <li>• Get young people more involved with decision-making.</li> <li>• Use multiple languages and channels when communicating to residents to ensure inclusive communications.</li> </ul>
Get ready	Community preparedness	<ul style="list-style-type: none"> <li>• Library branches are developing partnerships with local community groups. A strategy has not been created but they are on track to develop actions for the community.</li> <li>• The youth team upskill the sector, in terms of providing training and correct information to pass onto the community. This includes delivering life skills classes and 'train the trainer' programs.</li> <li>• The library team developed a methodology to quickly respond during the pandemic, where they still connect with the community and deliver services. They also use Facebook and the library website.</li> </ul>

Direction	Proposed focus area	What we heard from Canterbury-Bankstown Council staff
		<ul style="list-style-type: none"> <li>• The safety and crime prevention team do a lot of outreach in each ward, to share information and raise awareness about how to keep safe and what to do in an emergency. They work with the fire department and police to do demonstrations and link in with the community. They also do an annual expo with SES, Ambulance, fire and police.</li> <li>• The arts centre run forums around understanding the human role in creating change and dealing with crisis, as well as First Nations history and resilience and sustainability with Country.</li> <li>• The community struggle to cope with change.</li> <li>• CB City is at a disadvantage because they have not had many of the emergency events that other LGAs have. This means that Council and the community have not had practice in responding to those emergencies and do not take them seriously.</li> <li>• Emergency solutions should allow people to retain their individuality, feel in control and have options and timeframes. This is much better for mental health, resilience and recovery.</li> <li>• At this point, Council are not at the right place to deal with the expected population growth in the next few years.</li> <li>• Council needs to improve its ability to communicate with diverse communities and create strong communication networks.</li> </ul>
One city	Understanding risk and vulnerability	<ul style="list-style-type: none"> <li>• Pandemics go beyond just the risk of disease, but also unemployment, housing affordability, domestic and family violence, mental health.</li> <li>• Part of what Council do is to plan and identify stresses within its infrastructure. This involves understanding where the problems are and addressing it before it becomes a problem.</li> <li>• Emergency events scope should include disruptions and interruptions, not just direct physical/life threatening issues. The scope should also include neighbouring LGAs as people do not necessarily work in the same LGA they live in. The scope should also include impacts from neighbouring LGAs.</li> <li>• In the pandemic, anyone occupying council rental properties had reduced rent, which financially impacted Council.</li> <li>• Concerned about the possibility of cyber-attacks and if Council cannot access its systems.</li> <li>• There are many issues faced around failing and ageing infrastructure and the costs to Council and the community.</li> </ul>
	Collaboration	<ul style="list-style-type: none"> <li>• There is a need for clarity around responsibilities that sit with different Council teams and agencies, along with confidence of those in emergency management positions.</li> <li>• Council are working with other LGAs to understand experiences with different emergency events and share support.</li> <li>• There needs to be collaboration with the state government around investment and planning for transport links.</li> <li>• Collaborate with Sydney Water, particularly in relation to the rivers.</li> <li>• Collaborate with local places of worship, religious groups and local community networks. Understand what channels they use and use those, instead of expecting people to adapt to Council's communication methods. Provide greater financial support to community groups.</li> <li>• Need a more holistic planning approach. Metro, RMS utilities companies and Council are currently all working separately, but there needs to be collaboration.</li> </ul>

Direction	Proposed focus area	What we heard from Canterbury-Bankstown Council staff
	Leadership	<ul style="list-style-type: none"> <li>Embrace that Canterbury-Bankstown is surrounded by other LGAs and work in conjunction with them. Hold joint events.</li> <li>Community expectations are growing and need to be managed. Council do not have enough funding to meet their expectations.</li> <li>Council has many resourcing issues.</li> <li>Concern about the strategic direction of the LGA.</li> <li>Council have risk enterprising, where everyone goes through the process of identifying risks and a risk profile is created. Council also have a business continuity team where if there is a natural disaster, there are business continuity plans put in place to keep services up and running.</li> <li>Council needs funding, so that they can go to management with identified risks and acquire the tools to prepare for these risks.</li> <li>There is a lack of information within Council, which means staff experience difficulty in planning strategically.</li> </ul>

## 4.2 Suggested actions

Several actions for Canterbury-Bankstown Council arose during engagement with staff. A list of actions are compiled below.

- Provide resources in different languages to ensure inclusivity. Improvements need to be made in the way Council communicates with diverse communities and creates strong communication networks.
- Tap into local community groups to better reach people
- Ensure that children and young people are involved in decision-making processes
- The emergency events scope should include neighbouring LGAs and indirect emergency impacts from those areas. The scope should also include disruptions and interruptions, not just life-threatening emergencies.
- The Flood Risk Management Plan needs to be fast-tracked.
- There needs to be a wider plan for assets and facilities that account for key shocks and stressors, such as urban heat and storm events.
- Maximise existing land and community facilities in schools by enabling use by the community outside of school hours.
- An LGA-wide Transport Management Plan needs to be developed.
- Council should partner with other organisations to improve transport connections across the LGA, including through state government investment in transport links.
- On-demand buses and free shuttle buses should be provided for those who cannot easily access existing services.
- Mapping of heat wave refuges needs to be undertaken.
- A water sensitive design strategy needs to be developed.
- Food organics and garden organics (FOGO) collection should be considered to increase sustainability.
- Incentives should be provided for private landowners to create canopy cover.
- Strong partnerships are required between Council and, state government agencies, organisations and public utilities to enable greater collaboration and ongoing communication.
- Future masterplans should consider consolidating utilities, embedding urban cooling and allocating space for deep soil.
- Greater financial support should be provided to community groups.
- There is a need to provide attractive open spaces and active transport links for the whole community.



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