Bankstown City Council
END OF TERM REPORT : 2008-12
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ACKNOWLEDGEMENT: Inside Cover – “Summertime” by Jane Cavanagh (taken outside Padstow Library as part of the Padstow Town Centre Improvement Program)
Purpose of the End-of-Term Report

Bankstown City Council is committed to implementing the Integrated Planning and Reporting Framework to improve our long term community planning, finance, asset and workforce planning.

In line with the NSW Government’s statutory requirements, this report reflects on the implementation and achievements of the Bankstown Community Plan 2021 over the past term of Council, being September 2008 to August 2012.

The End-of-Term report is prepared to ensure Council’s activities continue to reflect the Vision of the Bankstown Community Plan (BCP):

To participate in creating a proud, safe, sustainable community providing services & facilities that meet needs, respects the environment and acknowledges diversity.

We will do this by providing community leadership, sound management, and striving for excellence and a collaborative approach to service delivery

The Bankstown Community Strategic Plan

Bankstown’s first ten year community plan was adopted by Council in February 2011. The plan outlines a Vision for Bankstown and was developed through extensive community engagement process involving over 2,500 local residents, businesses, community organisations, government agencies and neighbouring councils.

The Bankstown Community Plan is built around seven City Directions:

Liveable, Connected, Green, Provide, Enjoy, Invest, and Lead.

These directions are expressed through service profiles in the supporting strategic plans, including the draft Operational Plan 2012/2013, Delivery Program 2011/2015, Long Term Financial Strategy, Workforce Strategy and Asset Management Plan.

The Bankstown Community Plan informs Council’s actions and strategic planning at all levels, ensuring that Council is able to align our services with the needs, values and expectations of the Bankstown community.

The Integrated Planning and Reporting Framework

The aim of the NSW Integrated Planning and Reporting Framework is to improve the way that Council’s long term planning meets the Community’s needs. Bankstown Council is a Group 2 Council according to the Framework. While the Bankstown Community Strategic Plan was adopted three years into the Council term in February 2011, this end of term report will refer to the four year Council term.
How has the City Changed?

Censuses conducted in 2006 and 2011 give us a good idea of how the City has changed over the 2008-12 Council term. If we could shrink Bankstown’s population in 2011 of 182,352 people into a village of 100 people, with all the existing human ratios remaining the same, it would look something like this:

51 would be female
49 would be male
8 would be infants aged between 0-4 (↑14% from 2006)
14 would be children aged between 5-17 (↑22% from 2006)
53 would live in a ‘couple with children’ family (No change from 2006)
20 would live on their own (↑5% from 2006)
14 would be aged 65 or older (No change from 2006)
56 would be Australian born (No change from 2006)
44 would be born overseas, (↑2% from 2006), including 7 from Lebanon and 7 from Vietnam.
55 would speak a language other than English at home (↑8% from 2006)
56 would be Christian (↑8% from 2006) and 19 would be Muslim (↑26% from 2006)
1 would be of Aboriginal descent (No change from 2006)
86 would be Australian Citizens (No change from 2006)
24 would live in households with a combined annual income of $31,000 or less (↑29% from 2006)
21 would live in households with a combined annual income of $107,000 or more (↑40% from 2006)
11 would live in households with no motor vehicle (↓15% from 2006)
34 would own their own homes outright (↓3% from 2006)
69 would live in a freestanding house (↑1% from 2006)
29 are renting their property (↑4% from 2006)
12 would be going to University or a tertiary institution now (2006 statistic N/A)
50 would be in the labour force (2006 statistic N/A)
52 would be married. (↓4% from 2006)

= Trending up  
= Trending down  

Sources- 2006 / 2011 ABS Census and DEEWR 2011Local Employment Figures
Awards Received by Council 2008-12

- Best ongoing commitment to Youth Week.
- Most Improved Customer Service in a Government Contact Centre 2010
- Customer Contact Management Association Best Government Contact Centre (30 FTE or less) Award 2011
- Local Government and Shires Association Excellence Awards - Communication, Education and Empowerment Award (Division C) Crosscurrents - Stories of Water: (Joint)
- NSW Stormwater Industry Association Award (Highly Commended) Excellence in Strategic or Master Planning for Stormwater Harvesting and Reuse at the Crest Sporting Complex by Equatica and Bankstown City Council
- The Australian Local Government Women’s Association (ALGWA) 50:50 Vision - Councils for Gender Equity program. Bronze Gender Equity Award
- Local Government and Shires Association Cultural Infrastructure Award, for the Bankstown Arts Centre, 2011.
- NSW Government’s Green Globe Awards - Public sector awards Local Government Sustainability Award - Winner: (Joint)
- Grundfos Water Conservation Award 2010 at the Keep Australia Beautiful Sustainable Cities Awards – Highly Commended: (Joint)
- Local Government & Shires Association Highly Commended Award 2011 for the “Bankstown Environment Action Plan”
- Bongo’s Big Day Out Literacy Book won the 2009 NSW Marketing Award for Public Libraries for the Bankstown Library Early Childhood Literacy Project.
- Bankstown Recreation Expo – Best Event NSW – 2009 – Parks and Leisure Australia
- Bike around Bankstown - Best Event NSW Parks and Leisure Australia – 2010
- Bike around Bankstown - Finalist Bicycle Achievement of the Year Award 2010 – Cycling Promotion Fund and Heart Foundation Awards
- Wellness for Women – Award for Inclusive and Connected Communities – Parks and Leisure Australia 2011
- Local Government and Shires Association Excellence Awards - Natural Environment Policies, Planning and Decision Making Award Division C: Cooks River Sustainability Initiative Our River Project (Joint)
Special Taskforces/Committees 2008-12

Special Task Forces & Advisory Committees comprised of Councillors, community representatives and government agencies formed during 2008-12 to oversee key issues for the City and improve decision making include the :-

- ATSI Advisory Committee
- Multicultural Advisory Committee
- Team Phoenix - Youth Advisory Committee
- Airport Task Force
- M5 Task Force
- Governance and Audit Committee
- Jensen Park Advisory Committee
- Disability Advisory Committee
- Community Safety Committee
- Waste Task Force
- Resident Panel
- Library Advisory Committee

Strategies Adopted 2008-12

The Vision of the Council and City is achieved through effective planning. Considerable resources are invested to provide relevant and accurate data for informed decision making. Key strategies to provide direction for ongoing operations during the 2008-12 term include:-

- Bankstown CBD Local Area Plan
- Bankstown Community Plan 2021
- Bankstown Environmental Action Plan
- Bankstown Heritage Fund Policy
- Bankstown Management Plan for Australian White Ibis 2012
- Bankstown Multicultural Strategy
- Biodiversity Corridor Masterplan
- CBD Parking Strategy
- Community Safety and Crime Prevention Plan 2010 - 2012
- Council’s Pedestrian Access and Mobility Plan reviewed
- Cultural Plan ‘Creative Bankstown’ 2009 - 2013
- Modernisation of City Library Services Strategy 2010
- North West Area Local Area Plan Discussion Paper
- Residential Development Study and employment Lands Development Study which prepares the way for the Local Area Plans
- Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy, Workforce Strategy)
- Section 94A Contributions Plan
- Stormwater Management Plan 2008-2017
- Water and Energy Savings Action Plan
Advocacy 2008-12

Council plays an important role as a community leader and advocate. Cost shifting issues and new initiatives such as the Metropolitan Strategy, Destination 2036 (ALGA), State Plan 2012, Transport and Freight Initiatives at Enfield, Moorebank and the M5 have meant that Council must lobby to ensure that decisions made at other government levels recognise local community needs. Important submissions and representations prepared during this term include:-

- Bankstown Airport Masterplan
- M5 Motorway
- NSW Planning System Review
- Metropolitan Strategy Review
- NSW Long Term Transport Masterplan
- Various changes to State Environmental Planning Policies
- Local Planning Panel Review of the Standard Instrument Program
- Development Applications Cost Review
- Plan Making Process for Local Environmental Plans
- State Plan 2021 and Destination 2036 (ALGA)
- Local Government Integrated Planning and Asset Management Reforms
- Sustainability in local government, IPART Review and Productivity Commission
- Changes to local bus services
- Endangered vegetation at Villawood Migrant Hostel
- Southern Sydney Freight Line, Enfield Terminal, Moorebank Intermodal Terminal IMT,

- The NSW Development Application processes (ICAC Report)
- Allocation of Financial Assistance Grants for Bankstown
- Street lighting and energy supply and T5 lighting technology
- Funding for Duck River Crossing for the Sydney Harbour access plan
- Local funding for human services
- Local domestic violence services resulting in an domestic violence specialist Unit in the Bankstown LAC
- Enquiry into sportsground management
- Heavy vehicle access on local roads
- Fireboard Levy contributions
- Climate Change
- Public Sector Procurement
- Managing Unreasonable Complainant Conduct
- Public Lighting Code Review
Service Highlights 2008-12

Services are the means by which service for the City are provided. Each service responds to the Council’s Seven City Directions, ensuring that these activities are in line with achieving the vision of the Bankstown Community Plan.

This section of the report details the goals identified in the Bankstown Community Strategic Plan and the key projects completed by Council in the 2008-12 term.

**Council Services Link to the City Directions**
The 16 Services (or Principal Activities) are identified in the Delivery Program and Operational Plan. The table below shows these links more clearly.

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<tr>
<th>Services (Principal Activities)</th>
<th>City Directions</th>
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<td>Waste &amp; City Cleaning Services</td>
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GOAL: A city that with a broad range of recreation and leisure opportunities

- Promote active participation in sport and recreation.
- Improve the health of the community by encouraging and providing opportunities for physical activities for all residents.

Upgrades to Birrong and Revesby Aquatic and Leisure Centres

Over $3m was spent to upgrade the Revesby and Birrong Aquatic and Leisure Centres including improving the entrance area with quality amenities, upgrading the toddler’s water play area, refurbishing the kiosk and extensive landscaping works.

At Birrong, the provision of a new café and conversion of an existing wading pool into a children’s water spray park area won the 2011 Australian Parks and Leisure Award and rated as the number 3 “Top Swimming Spot” in NSW by the Sunday Telegraph.

Further to this, the Aquatics and Leisure Centres have hosted family open days, dive in movies, pool inflatable days and a variety of other entertainment activities to broaden the scope of activities and programs available to the community. The initiatives have been rewarded with attendance increases of over 35,000 from 2010/2011 to 2011/2012.

"Learn to Swim" School Program

Council took over the management of the “Learn to Swim" School Program that operated from Birrong, Revesby and Wran Aquatic and Leisure Centres, saving $500K per annum and providing greater control over quality and service levels. When Council assumed the management of the Swim School, it commenced with approximately 800 enrolments across 3 centres. The current number of enrolments during term 3, 2012 is at 1700 with a peak of 2,800 enrolments in Term 1, 2012.
GOAL : A city with an engaged community: a city with high quality community assets

- Increase opportunities for community participation in Council’s decision making process.
- Work with the community, especially young people, to promote a sense of ownership and pride in Bankstown.

GOAL : A city that is well planned, attractive and sustainable

- Plan to accommodate growth and change to reposition Bankstown for residential investment and renewal.
- Improve design quality and sustainability standards across all development.
- Enhance the functional appearance and amenity of development in Bankstown.
- Ensure new development considers the existing streetscape character of the locality.

Integrated Planning
Council's first ten year Community Plan was adopted after an extensive community engagement process involving over 5,000 local residents, local businesses, community organisations, government agencies and neighbouring councils. The comprehensive consultation program involved the launch of a new website and a series of well attended local information sessions and Future Forums. The Bankstown Community Plan was used to develop the current 4-year Delivery Program and Operational Plan and was based on a Resourcing Strategy covering Council's asset, finance and workforce requirements. These key documents form the framework for Council's response to integrated planning legislation.

Organisational Structure
Changes to the organisational structure and a wide-ranging review of Council operations led to renewed focus directed to local planning, services and assets. The removal of the internal purchaser-provider split led to more responsive operations. A stronger emphasis was placed on 'local work' with the discontinuation of external development approvals work and the negotiation of an associated workplace agreement. Key service areas such as parks and aquatics improved operational management, and areas such as development services adopted new approaches to enhance performance.

Sustainable Service Review Framework
Council is becoming more "service centric", believing that services should drive the delivery of operations and assets. A Service Review Framework was developed to assess all services and activities across Council and to establish an ongoing process for the review of services and continuous improvement.

An ongoing review of services and activities had taken place across Council, resulting in increased productivity, better resource management, decreased costs, removing duplication and raising additional revenue. New service models were adopted for the following areas:

- Aquatics and Leisure
- Sister Cities
- Events
- City Clean
Sustainable Asset Management Program
Bankstown’s infrastructure and community assets have a current replacement value of more than $2.15 billion dollars. These assets include roads, footpaths, parks, stormwater drainage, community buildings and operational assets including Council’s works depots, trucks and vehicles. To improve decision making processes around the management of Council’s infrastructure and other assets, a lifecycle asset management plan has been developed through the Strategic Asset Management (SAM) Program. The first strategic asset management plans for the major asset groups of roads and transport, buildings and other structures, parks and recreation and water management were key outcome of this process.

Community Engagement
Council established the Bankstown Residents Panel comprising 500 local people aged 16 and over selected to provide feedback on Council services, identify community needs and better deliver services to residents. The Residents Panel was used for many important projects including the Bankstown Community Plan, Local Areas Plans and Town Centre Improvement Programs. A revitalized Resident E Panel is currently in development. The most recent Community Survey measures of the satisfaction with Council services, indicates that 34 out of 35 services rated from moderate satisfaction to very high satisfaction. The results compared well with other local government areas with a majority (62%) of respondents rating their current quality of life as 8 out of 10 or better.

Organisational Values
A key initiative was the development and implementation of organisational values within Council. Developed in consultation with staff, the Values articulate the direction and desired behaviours that Council is striving to achieve: -

Respect; Integrity; Teamwork; Sustainability; and Service.

BE Framework
Council is developing a culture of business excellence through implementing the Australian Business Excellence Framework. An Organisational Self Assessment was conducted late in 2011 to establish a benchmark for where Council sits in terms of the seven categories of Excellence within the framework.

NSW Planning System Review
The NSW Government is creating a new planning system for the 21st century. This will result in reforms across a number of areas such as placing more emphasis on preparing policies types of proposals. Council is proactively engaging in the NSW Planning System Review to ensure the reforms consider local issues that are important to the community, and ensure regional infrastructure is planned and delivered to support new and existing communities. Council attended workshops and made several submissions in response to the exhibition of the Issues Paper and Green Paper on the NSW Planning System Review, the exhibition of the Metropolitan Strategy Review, and the implementation program of the Standard Instrument Principal Local Environmental Plan.

Citywide Studies
As part of the State Government’s plans to grow Sydney and accommodate more people, the City of Bankstown is expected to increase its housing numbers by 22,000 and generate 6,000 new jobs by 2031. The challenge for Council is to find a way to make these increases and still ensure that transport, infrastructure and services keep pace with the growing
Population, without adversely impacting on the environment. Council therefore adopted the Residential Development Study and Employment Lands Development Study to outline these challenges and to explore how much, where and what type of new housing and jobs the City of Bankstown should accommodate to 2031. These citywide studies will inform the Local Area Plans.

**Local Area Plans**

In the second half of this term, Council began developing the Local Area Plans for the seven localities that make up the City of Bankstown. The objectives of the Local Area Plans are primarily to set out the vision and spatial context for the distinctive localities, specify the best ways to accommodate residential and employment growth to 2031, and outline the delivery of supporting infrastructure, facilities and open space. To date, Council has adopted the Bankstown CBD Local Area Plan and exhibited the Issues Paper for the North West Local Area. The next step in the process is to complete Local Area Plans for the remainder of the City, which will underpin Council's forthcoming amendments to the statutory planning framework and infrastructure priorities.

**Employment Lands Study**

Council adopted an Employment Lands Study to provide actions to strengthen local employment by 6000 jobs in 2031. The study contributes to the Community Strategic Plan and Local Area Plans, focussing on targetted areas of employment growth in the Bankstown CBD and Airport/Milperra specialised centre.

**Planning Proposals**

Council assessed and determined several planning proposals to change the zonings and building envelopes of certain sites in the City of Bankstown consistent with state and local directions. These include the Rookwood Road Precinct and the former industrial precinct in Punchbowl. Council is currently assessing three planning proposals under the new LEP Gateway process, which relate to the Bankstown CBD and parts of the Riverlands golf course site and Bankstown Golf Course site.

In 2003 Council developed its Public Lighting Strategy, which identified significant deficiencies in street lighting service provision, with community safety and other implications for Council. The strategy recommended the establishment of a multi-council advocacy platform to achieve long-outstanding reforms in public lighting. Eventually, this resulted in Council becoming a founding member and active participant in the SSROC-sponsored 34-Council Street Lighting Improvement Program (SLIP).
GOAL: A city that meets the health and wellbeing needs of the community

- Implement food security initiatives from the Bankstown Health Plan
- Promote activities for children and families with additional needs

Community Grants
Council's Annual Community Grant program continued to provide local community-based organisations with opportunities to develop and implement projects that address the needs of local residents and visitors. During the 2008-12 term over $1.4m was distributed in what has become one of the largest programs of its kind in the state and a model initiative for the industry. In 2010/11 the Community Grants Program was improved with the launch of an online grant application process and introduction of an additional Community Event Grant category.

Bankstown Women’s and Children’s Health Centre
Council completed the Bankstown Women’s and Children's Health Centre at Jacobs Street, Bankstown. The Centre provides an immunisation clinic for children, a health centre for women, an occasional childcare centre and free access to a range of medical practitioners and counsellors. The relocation of these services allows for the upgrading of facilities and co-location of a number of health related services in a contemporary facility in close proximity to the CBD and public transport.

Meals on Wheels Service
The Meals on Wheels Service has been relocated from the Bankstown Town Hall basement to Greenacre Citizens Centre as part of the New Bankstown Library and Knowledge Centre development. Following consultation with Greenacre Citizens Centre Management Committee, Meals on Wheels Service volunteers and Council staff a redesign of Greenacre Citizens Centre was undertaken to accommodate the Meals on Wheels Service including the relocation of related staff from the adjacent Civic Tower. The service received an ‘A’ rating from the NSW Food Authority.

Community Safety
Community Safety results are encouraging, with the Bankstown LAC reporting in 2012 that while crime incidence in Western Sydney remains high compared to some other metro regions, 5 year trend analysis of the Bankstown LGA indicates that Bankstown statistics are "reduced" or "stable" for 16 of the 17 crime categories which record data. Council’s Community Safety and Crime Prevention Plan 2010-2012 was endorsed by NSW Attorney General. This included Projects such as "Park Smarter" Safety Project, Safety Expos with Council earning a Certificate of Merit in the Australian Crime and Violence Prevention Awards for its work with the 'It's Time to Talk' project.

Refugee Charter
Bankstown Council was the first in Australia to sign the Refugee Council of Australia's Refugee Charter recognising the rights of refugees to be treated with dignity and compassion.
Services for Target Groups
Youth Week was celebrated annually with many activities for young people in the City. Progress on the youth initiatives included consultations through the Australian Youth Forum, "Shock to the System" and the Bankstown Youth Summit. The consultations have assisted in determining the local issues and needs for young people in Bankstown.
Council launched a new Children and Families Hub in Jacobs St Bankstown, to unite service providers across the City in a ‘one-stop-shop’ for access to support, information and referrals which tailor to the unique circumstances and needs of patrons.
Council’s Men’s Shed is on target to open in August 2012 with construction of the Birrong facility almost complete.
Bankstown hosted the South West Sydney Ageing and Disability Forum. Council’s first Liberty Swing was opened for disabled children in Paul Keating Park.
Ethnic Day Care was moved into Bankstown Senior Centre.
Events program success included Children's Week celebrations, NAIDOC Week, Refugee Week, Seniors Week, Youth week, Reclaim the Night March

Community Centres
Council has undertaken upgrades to community centres in, Sefton, Condell Park and Milperra to meet the needs of these developing communities and ensure that the centres maintain their amenity. These upgrades have included new air conditioning, kitchen installation, solar panels, a daycare building, and shade facilities.
GOAL: A city with an innovative, responsive and well managed Council

- Develop a culture of best practice service delivery and outcomes.
- Maintain a sound governance framework to ensure accountability in all Council operations.

Financial Management

Amidst a challenging period within our sector, Council remains in a strong financial position, having effectively managed its operations through a difficult economic environment and various pressures facing local government.

Council’s balanced and responsible approach to managing its financial position has delivered a number of positive outcomes for the city, including:

- An investment of around $107M on a range of capital works and equipment,
- Maintaining Cash Investments of almost $95M, including cash reserves for a number of long term asset replacement strategies and liquidity to manage the current economic conditions and contingencies,
- Strategic financial indicators which continue to stay within or above accepted industry levels,
- Through the implementation of a number of reforms and improved operational efficiencies, Council has been able to save around $4M from its operations and in turn eliminate the need for loan borrowings for asset replacement purposes. As a result, Council is now in a position to be debt free by 2018 and not increase rates beyond that set by IPART.

Good Governance

Council has effectively managed its statutory and compliance obligations and reporting requirements throughout the period, including:

- The review and/or implementation of Council’s Payment of Expenses and Provision of Facilities for Councillors, Code of Meeting Practice, Public Interest Disclosure requirements and Government Information (Public Access) legislation.
- Conducting around one hundred and sixty (160) tenders for specific projects, programs and establishing preferred supplier panels.
- Advocating Council’s position and views through the completion of over thirty (30) submissions on various strategic issues and desired outcomes for the City.
- Procuring goods and services, participating and advocating on regional issues through its involvement with SSROC and WSROC.
- Adoption of the Australian Business Excellence Framework as a means to drive ongoing sustainable excellence in all aspects of organisational performance.
Workforce Management
One of Council’s important focus is its workforce. Throughout the term, Council has continued its commitment to ensure that staff are valued and provided a safe, balanced and rewarding work environment.

In managing its workforce and associated functions Council has:

- established a Leadership Development Program to identify, develop and prepare staff with the potential to fill leadership roles at different levels, functions and/or locations. Participants completed a formal management qualification and were provided with the opportunity to work on innovative corporate projects. To date over 50 staff have participated in the Program.
- Introduced a Wellness Program to help increase productivity, reduce our absenteeism, improve morale and enhance the image for our organisation to potential applicants while having healthier and happier staff.
- Continued to maintain its Workers Compensation self-insurance license, resulting in significant savings for Council.
- Progressed through implementing the new Work Health & Safety legislation system in place to protect our staff.
- Offered a Trainee and Apprentice program to provide opportunities for local Bankstown students to work in an environment that encourages learning as well as the opportunity to gain valuable work experience that is related to their qualified studies. This program has also provided for opportunities of succession planning and knowledge sharing.

Customer Service
A new Customer Feedback and Complaint Management Policy was developed to promote more consistent service and improved handling of resident concerns. The Policy is complemented by a new Merit Customer Service system which improves customer complaint/compliment logging and tracking of the nearly 600,000 calls received between 2008-12 through the Customer Service Centre. These calls have resulted in nearly 300,000 requests for service. Council’s Customer Contact Centre was awarded the most improved Customer Service in a Government Contact Centre in 2010 and the Best Government Contact Centre (30 FTE or less) Award in 2011 by the Customer Contact Management Association.
GOAL: A city that is harmonious, inclusive and welcoming.

- Promote a vibrant and flourishing cultural life focusing on Bankstown’s unique social and cultural fabric and its natural environment.
- Support and promote community events which create community interaction and cohesion.
- Develop and promote attractions to encourage people to visit Bankstown.

Bankstown Arts Centre
The Bankstown Arts Centre which opened in February 2011, was constructed by Council to provide accommodation for professional and amateur arts organisations, as well as a range of flexible spaces to develop arts practice. The Centre was developed to reflect the community’s needs, containing different spaces for local and wider community use. The Centre won the 2011 NSW Local Government and Shires Association Local Government Cultural Infrastructure Award.

Reconciliation
Council reaffirmed its commitment to reconciliation by becoming the 3rd council in New South Wales to adopt an Aboriginal and Torres Strait Islander Reconciliation Action Plan. Launched as part of Council’s Sorry Day 2012, the plan will help to meet current and future needs of our Aboriginal and Torres Strait Islander communities.

Honouring our Cultural Heritage
Working in partnership with the Vietnamese Community of Australia (VCA), Council established a Vietnamese Boat People Monument in late 2011 in the CBD to reflect the history and contribution of the Vietnamese community in Bankstown. As well, a proposal approved to honour the Lebanese community by establishing a monument in the CBD for renowned Lebanese poet Gibran Khalil Gibran.

Events
Bankstown’s event calendar has grown during the 2008-12 term and continues to showcase the City, create a positive image for Bankstown and promote a strong and well connected community.

Regular Council events like Australia Day, Christmas Carols, Seniors Week, Youth Week and events managed by external providers such as the Eid and the Childrens Festival all continue to attract diverse audiences locally and from the region.

The immensely popular Bankstown Bites initiative has grown to become the highlight of Council’s event calendar attracting over 10,000 people.
In 2010 Bankstown celebrated its Silver Jubilee of 25 years as a City.

Our local Talent Advancement Program (TAP) has provided two finalists in the Australian Idol talent quest and continues to provide opportunities to showcase local talent.

The ‘Crosscurrents: Georges River Public Art’ project installed trail markers and six individual artworks in Mirambeena Regional Park; Flinders Slopes, Kentucky Reserve, Lambeth Reserve and other areas along Georges River.

**Sister Cities**
Council was recognised at national level with two awards for our Sister City and Partnership Program. The 25 year anniversary of our Sister City relationship with Broken Hill was celebrated in 2011 by the signing of a Memorandum of Understanding (MOU).

**Heritage**
Council adopted “Creative Bankstown 2009-2013”, a new Cultural Plan for the City. Council has also adopted revisions to the Bankstown Heritage Fund Policy to assist property owners with the protection, restoration and promotion of heritage items. This helped to provide several funding grants to property owners to prepare conservation management plans for and maintain certain heritage items in the City of Bankstown.

Council also coordinated several events to promote heritage in the City of Bankstown such as participating in the annual NSW National Trust Heritage Festival. Council and the Bankstown Heritage Committee organised bus and walking tours of ‘Crosscurrents Arts’ along the Georges River in 2011 to promote the history and heritage of the Georges River. The tours explored various artworks in Lambeth Park, Kentucky Reserve, Garrison Point, Flinders Slopes and Shortland Brush, which enabled participants to learn the history of these areas and their influence on the development of the City of Bankstown.

**Town Centre Improvement Program (TCIP) – Public Art Initiatives**
During the planning and consultation phase of the TCIP Council looked at positive ways of engaging with the local community to create places that are memorable and unique to each Town Centre. Council worked with local Community reference groups, primary and high schools, and local artists along with well-known public Artists to produce many artworks in our town centres including - ‘Summertime’, Postcards From Padstow and ‘Vessels’ at Padstow Town Centre, painted mural, mosaic hopscotch and ‘Kurrajong Leaves’ Artfence at Yagoona, and a Mosaic entry wall at Georges Hall.
GOAL: A city that is well planned, attractive and sustainable

- Plan to accommodate growth and change to reposition Bankstown for residential investment and renewal.
- Improve design quality and sustainability standards across all development.
- Enhance the functional appearance and amenity of development in Bankstown.
- Ensure new development considers the existing streetscape character of the locality.

Development Assessment
The Department of Planning’s Local Development Performance Monitoring 2010-11 Report lists Bankstown City Council as the third fastest of all Sydney councils in terms of average development application assessment times and shows that Bankstown consistently performed better than the Group 3 council average. The Report also shows a 21% improvement in DA processing times for Bankstown over the 12 months for 2010-11, the second best overall result for the Sydney Region.

DCP Amendments
Council initiated and adopted amendments to the Bankstown Development Control Plan to enhance the functional appearance and amenity of development in the City of Bankstown. These include changes to the development controls that apply to schools, child care centres, residential development, exempt and complying development, and the former Bass Hill Drive-In Theatre site.

Section 94A Development Contributions Plan
Council adopted the Section 94A Development Contributions Plan as a new approach to the collection of developer contributions, and to ensure the works schedule reflects Council’s current spending priorities.

Housing Developments
Council contributed to the development of increased housing stock and achievement of population targets through cooperative involvement in the large Bass Hill Drive-in and Potts Hill subdivision developments.

7 Peacekeepers at Flinders Slopes
GOAL: A city that is clean and safe

- Improve the delivery of Council services

Council is committed to fulfilling its legislative and community obligations in relation to Emergency Management by contributing to a City that is prepared to meet emergencies and resilient in the face of an emergency.

**New SES headquarters**
Council constructed a new SES headquarters in Johnston Road, Bass Hill during this term with a modern Emergency Operations Centre to meet the City’s future emergency response needs particularly in relation to changing weather patterns. The facility is now the largest SES facility in NSW.

**Emergency Risk Management Review**
An Emergency Risk Management review was completed to assist in the disaster planning process.

**Ashford Avenue Flood Warning Lights**
Council installed flashing lights in Ashford Avenue at the Milperra Drain to warn motorists of water over the road in large storm events.
GOAL: A city of lifelong learners

• Develop hubs where community members can access information, advice and services.
• Improve the delivery of Council services.
• Review the capacity of libraries to meet current and future learning opportunities.

Council is committed to investing in libraries for its community, developing valuable centres of knowledge to meet the needs of current and future users. During 2008-2012 over 2.8 million visitors came to the libraries and more than 4 million items were borrowed. The Public Access Computers were used 277,836 times. Library staff received 1,336,036 requests for information from library members in 2011-12, an increase of 90,000 enquiries from 2010-11. The Library produces the annual Community Information Directory.

Development of Bankstown Library and Knowledge Centre
In 2011 work commenced on the redevelopment of the existing Bankstown Town Hall into a new Bankstown Library and Knowledge Centre. Designed by internationally renowned architects Frances-Jones Morehen Thorp (FJMT) the new Centre will provide patrons with improved library facilities, a new cafe and exhibition area, state of the art theatre with over 300 seats and, expanded community spaces. This is a landmark Council project. The design process has involved a detailed analysis of the existing site, streetscape, environmental effects and urban form as well as community and stakeholder feedback.

Library Service Upgrades
Recent improvements to services include the introduction of Wi-Fi wireless networking technology at all the cities branch libraries. Over $2m library resources have been purchased during 2008-12. Council’s library service has been reviewed against guidelines developed by the NSW State Library with the aim of creating a modern library service for the City. Library Services were recognised by the State Library of New South Wales as a leader in the provision of eServices, by offering a variety of online services including full text journals, encyclopaedias and other reference ebooks and online databases and the “Your Tutor” homework help service. Increasing numbers of residents are using the online catalogue as a portal for information available any time, day or night. Digital ebooks, eMusic, digital audio books are all available as part of Council’s library service which has expanded to provide online computer training opportunities to library members.

The Library’s Station Express
The Library’s Station Express project at Bankstown railway station was the first mobile library service at a Sydney metropolitan train station.
GOAL: A city with an engaged community

- Develop Council’s website to expand access to information and use.
- Improve residents understanding of Council’s role through improved communication processes and clear terminology.

Development of a new Council website
Council undertook a major review of its website to improve function and usability in order to better meet customer expectations and increase transactions via the internet. The new website caters to current needs and anticipated growth particularly in the areas of service delivery, marketing and as an Information access/repository.

Bankstown Business Advisory Service
In October 2009 Council made a commitment to establish a new service to assist small business operators in Bankstown. The Bankstown Business Advisory Service now operates from the Ground Floor office in the Civic Tower and is now fully resourced by Council. It hosts and facilitates business counselling, information sessions and has held workshops by Austrade Tradestart, Clearly Business BEC, Enterprise Connect-NSW Business Chamber and UWS, IP Australia, Creating Links and Canterbury Bankstown Career Connections, the Tax Office and TAFE. In 2010 Council launched an accredited Visitor Information Service to operate from within the Business Advisory Service.

Business, Investment and Employment initiatives
Initiatives to bring investment to the City and promote local employment include:-

- Pilot business mentoring programs
- ‘Get that job’ days
- Award sponsorship and Business Breakfasts
- A Business Roundtable to listen to the views of key business people in Bankstown and inform the development of an Economic Development Strategy.
- A promotional CBD brochure to provide information about the local economy, major industries and attractions.
- Establishment of Saigon Place to Bankstown City Plaza and a Vietnamese Boat People Monument to reflect the history and contribution of the Vietnamese community in Bankstown.
- Canterbury Bankstown Jobs and Training Expo
- CBD renewal including commencement of construction of the Bankstown Arts Centre, development approval for the Women and Childrens’ Centre, relocation of the Ethnic Day Care Centre, North Terrace and South Terrace streetscape improvements, completion of the rail underpass and a CBD Car Parking Strategy.
GOAL: A city that protects the biodiversity value of its living spaces and corridors

- Enable recycling at public events
- Develop catchment action plans to improve the health of waterways
- Set an example to the community by improving Council’s energy rating
- Creek and waterway restorations, including bank stabilisation and planting
- Pond and wetland restoration, including reconfiguration, lining, bank stabilisation work and revegetation.
- Inclusion of Water Sensitive Urban Design (WSUD) best practice into streetscape, raingarden, water harvesting and re-use, and green infrastructure
- Best practice management of natural waterway assets as ‘green infrastructure’

Council is committed maintaining a good balance of urban development and natural spaces. Clean creeks and rivers, protecting local bushland, reducing waste and improving air quality are integral to a healthy environment for residents of Bankstown and future generations.

The Bankstown Environmental Action Plan (BEAP) 2010-14
The Bankstown Environmental Action Plan (BEAP), was developed in accordance with the Waste and Sustainability Improvement Payments Program (WASiP) and reinforced Council’s focus on incorporating sustainable practices at a corporate and city level. The BEAP sets out initiatives that will contribute to Bankstown’s progress towards sustainability in the areas of energy, water, biodiversity, transport, waste and sustainable corporate processes. The BEAP allows Council to apply for WASiP Payments which provided a pool of approximately $1M annually for sustainability initiatives.

Mid Georges River Sustainability Initiative (MGRSI)
The Mid Georges River Sustainability Initiative (MGRSI) was funded by a $1.8M grant from the NSW Environmental Trust’s Urban Sustainability Program. It was a partnership between Bankstown City Council, Sutherland Shire Council, NSW National Parks and Wildlife Service (NPWS) and the Georges River Combined Councils Committee (GRCCC). Focusing on Yeramba Lagoon and Mill Creek sub-catchments, the ultimate objective of the project was to move towards a healthy, balanced ecosystem by engaging all stakeholders in long-term sustainable management of the mid Georges River. The program was delivered over three years from 2008 to 2011. Major works in Bankstown included partnering with the GRCCC and the Department of Corrective Services to undertake significant bush regeneration works in the Yeramba Lagoon catchment. Harvesting of aquatic weeds from the lagoon and the completion of designs for the removal of the weir at Henry Lawson Drive to allow the reintroduction of natural water flows into the lagoon were also undertaken.

Improving Prospect Creek
In 2008 Bankstown, Fairfield and Holroyd Councils began to work collaboratively on a project to Improve Prospect Creek. A Committee was established to implement a regional governance approach to the management of the ecological and social values of Prospect Creek. The project culminated in the development of a Strategic Management Plan for Prospect Creek.
Crest to Lansdowne Biodiversity Corridor Masterplan
In 2011 the Crest to Lansdowne Reserve Masterplan was developed and exhibited. The Masterplan provides an important decision making framework for projected works over the next 10-15 years.

Crest Stormwater Harvesting
In 2011 Council completed its largest stormwater management project at the Crest Sporting complex. It is one of the largest stormwater projects in South Western Sydney and involved the construction of Sydney's only second saturated zone bioretention system. The Project will save at least 20 million litres of water each year, improve biodiversity and stormwater quality as well as helping to mitigate floods downstream in the Prospect Creek catchment. Additionally it will assist Council to better manage the water requirements of playing fields at the Crest complex.

Duck River Sustainability Initiative
The Duck River Sustainability Project was funded by the NSW Environment Trust's Urban Sustainability Program. As a partnership program with Auburn and Parramatta Councils $1.8M will be directed towards water harvesting and reuse projects within the catchment.

Cooks River Catchment
The OurRiver Cooks River Sustainability Initiative was a partnership of eight councils in the Cooks River Catchment. The Foreshore Working Group and Monash University. In 2011, the project led to the establishment of the Cooks River Alliance which will develop and implement a strategic plan for the Cooks River Catchment.

The OurRiver project commenced in 2008 and involved communities, businesses and councils working together for the long-term improvement of the Cooks River Catchment in order to reduce pollution, develop sustainable water sources and create water wise communities.

In Bankstown, a management plan was developed and implemented for the Rookwood Road subcatchment in Bankstown. A natural stormwater treatment system or rain garden was constructed at Graf Park, Yagoona to help to reduce the impact of human activities on the environment by removing harmful pollutants from stormwater runoff.

The project concluded in 2011 with the legacy of the project being the establishment of the Cooks River Alliance which will develop and implement a management and action plan for the Cooks River Catchment.

Trigeneration Project
Bankstown City Council has been successful in their grant application of the Community Energy Efficiency Program (CEEP) from the Department of Climate Change and Energy Efficiency. The ‘Bankstown Generation Project’ aims to introduce clean energy production and upgrade mechanical and electrical services in the Bankstown City Council Civic Precinct while reducing electricity demand from the grid. At the heart of this project is a proposed tri-generation system set to generate electricity, heating and cooling for the Civic Tower. This is a once in a generation opportunity to place Bankstown as a leader in innovation and sustainability.
Biodiversity
Between 2008 and 2012 Bankstown’s Bushcare volunteers spent a total of 3,736 hours caring for our local bushland. Over the same period a total of 4,156 community members were engaged in biodiversity activities including Bushcare, National Tree Day, Schools Tree Day, Biodiversity Month and HomeGrown program. In 2011 HomeGrown program engaged a broad range of residents in biodiversity activities including the Garden Competition, Photo Competition and Exhibition at Bankstown Arts Centre. Between 2009-12 Council has provided:

- residents with over 302 tonnes of mulch
- residents with well over 10,000 native plant seedlings through library plant giveaways, plant and mulch mornings at Kelso tip, roadshows, etc
- schools and preschools with over 8,000 native plant seedlings
- residents with approx 1,300 Tree Preservation Orders

Ibis Management Plan
In consultation with the NSW National Parks and Wildlife Service, a local management plan for Australian White Ibis in Bankstown was developed. The plan provides for ongoing monitoring of the Ibis colony at Lake Gillawarna and also numbers in the CBD. The plan includes strategies for implementation of breeding and nesting intervention where needed to reduce the local impact of the birds whilst simultaneously ensuring that the total number of Ibis seeking drought refuge in the Greater Sydney Region is not compromised.

Other environmental highlights include:
- Reduced phosphorus levels
- Community and Council participation in the GRCCC and River Health water quality monitoring along the Georges River
- Electrofishing at Lake Gillawarna
- Restoration of Creeks at Lucas Reserve, Cutting Reserve and Lucas Creek
- Restoration of saltmarsh at Salt Pan Creek
- Installation of solar panels at depots and community facilities providing 77.5 kW energy generation capacity
- Promoted Save Power and Home Power Savings Program to residents
- Installed water saving urban designs for council facilities, installed flow reduction valves, and provided rainwater tanks and water harvesting at selected facilities including Council depots and community centres.
- Establishment of review of the Bankstown Water Quality Monitoring Program
- Use of Cloudmaster software to provide rain sensored watering at sporting fields
- Introduction of gas powered and hybrid vehicles and biodiesel fuel in fleet management
- Introduction of eWaste collections
- 100% recycling of construction materials
- Conducted T5 lighting trials to improve street lighting efficiency
- Gained a separate DECC licence granted for the Kelso Recycling Yard - a saving of over $400,000
- Distribution of three water refill stations installed at The Crest Athletics track, Memorial Oval and Deverall Park Netball Complex
- Community and Council Climate Change Risk Assessment completed
Water Sensitive Urban Design (WSUD)
Implemented best practice water sensitive urban design in open space and urban areas, including:

- Raingarden at Padstow TCIP
- Passive irrigation to street trees at Padstow and Yagoona Town Centre Improvement Programs (TCIPs)
- Raingarden at Graf Park, Yagoona
- Raingarden design for Panania TCIP –design
- Newland Reserve: Now reopened to the public, the area has increased biodiversity, improved stormwater treatment, increased pond flushing, improved water circulation and provision of more green open space by filling of the south west corner of the pond.
GOAL: A city with accessible parks and open space catering to all ages and cultures

- Install new and replace existing playground facilities
- Review provision of open space across the Local Government Area

Council maintains over 360 parks, reserves and bushland sites throughout the City.

Recreation Initiatives
Significant resources have been allocated to sport, recreation initiatives which promote an active, healthy and informed community including:

- Adoption of a Community Facilities Policy providing users and tenants with more equitable and sustainable guidelines for the allocation and management of community facilities.
- Progression of plans for a 'centre of excellence' for soccer at Jensen Park capable of hosting regional matches and World Cup training
- Good Sports Accreditation Scheme to promote responsible management of alcohol
- Construction of an equal access playground in Greenacre.
- Anti Sports Rage initiatives to promote responsible behaviour of players, spectators, referees
- Smoking restrictions near playgrounds and sporting fields
- Exemption by the Anti-Discrimination Board for Women's only swimming sessions at the Wran Leisure Centre;
- Active Bankstown Strategy including Sport of the Month Program that provides opportunities for people of all ages to experience a range of sports
- Cairds Wharf project progressed with construction of the new wharf and proposal to install a new pontoon Energy efficient lighting being progressively installed in sporting facilities

Midnight Basketball Bankstown and Beyond Youth Project.
In 2011 Bankstown City Council commenced implementation of the Midnight Basketball Bankstown and Beyond Youth Project. The project aims to make a positive contribution to participating communities by helping young people identify and embrace positive opportunities. The program includes compulsory life skills workshops, tournament basketball games and opportunities to socialise.

Bicycle Links
Considerable resources were diverted to improve on and off road bicycle links in the City and connecting regions. These include:

- a new cycle bridge over Henry Lawson Drive;
- resurfaced criterium track at Lansdowne Reserve; and
- shared pathways in Kelso, Deepwater Park, Kentucky and Virginius Reserves and Mirambeena Regional Park
GOAL: A city that is clean and safe: A city that meets community health and wellbeing needs.

- Provide more responsive compliance enforcement.
- Implement graffiti and vandalism initiatives

Adoption and Implementation of the Local Orders Policy
The new Local Orders Policy ensures a consistent approach to the notification procedure and criteria for issuing orders.

A Rated Pass for Meals on Wheels facility at Greenacre
Council received an ‘A’ rated pass in a recent NSW Food Authority Audit of the Meals on Wheels facility at Greenacre. The Auditor was impressed with the refurbishment of the distribution centre and with the development of supporting documentation for the service.

Public Place Improvement
A Public Place Improvement Program trialled in 91 streets in industrial areas was audited as part of the Public Place Improvement Program. Streets targeted in 2008-09 reached up to 85% compliance improvement

Parking Officers
Electronic infringement devices were allocated to all parking patrol officers resulting in faster processing and fewer errors.

Bankstown Basketball – BCA compliance
GOAL: A city with a safe and integrated street network for all users

- Lobby other levels of government to provide reliable public transport for all users.
- Improve road safety in Bankstown by implementing strategies for safe roads, safe speeds, safe vehicles and safe people.

Development of an Active Transport Strategy
Council has commenced the development of a citywide Active Transport Strategy which focuses on providing an integrated, sustainable, accessible network of off-road walking and cycling routes and footpaths. The Active Transport Strategy will incorporate a review of Council’s Bike Plan and Pedestrian Network Strategy. Council has undertaken a community engagement process to investigate how the community moves around the City.

Upgrading Bankstown Underpass Transport Corridor
Council has commenced a number of initiatives to improve the Bankstown CBD during the term in accordance with the CBD Masterplan. A significant infrastructure project was the $6 million upgrade to the Bankstown rail underpass. As a vital transport corridor for the Bankstown CBD the upgrade has significantly reduced traffic congestion by providing four traffic lanes, signalised intersections, pedestrian pathways and improved bicycle access.

Street Light Improvement Program
Since 2003, SLIP has been effectively advocating on street lighting technology, maintenance and pricing issues. Major achievements so far, among others, include:

- Adoption of the NSW Public Lighting Code by the State Government and a Public Lighting Management Plan by Ausgrid
- Establishment of a joint Street Lighting Technical Committee with Ausgrid to resolve technical and maintenance issues
- Provision of Annual Public Lighting Performance Report by service provider, Ausgrid
- Remarkable improvement in maintenance practices, particularly improvement in average outage fixing time (down from 4-5 weeks to average 2.5 days in Bankstown)
- Success in combating Ausgrid’s abrupt price increase claims (discounting more than $20 million price increase claims) through the regulatory process
- Securing a $4 million grant funding from the NSW Energy Savings Fund for deployment of energy efficient lights to replace high wattage mercury lights on main roads
- Deployment of energy-efficient compact fluorescent lights on residential streets
- Introduction of advanced “Active Reactor” controls for high pressure sodium lights on main roads (55% energy savings)
- Successful trial of advanced technology long life LED street lights for residential streets (likely to reduce power consumption by 35% and almost nil maintenance)
GOAL: A city with high quality services catering for day-to-day needs

- Implement recommendations from flood risk management plans.

**Stormwater Management Services**

In 2008, Council introduced a stormwater management service charge (Stormwater Levy) in accordance with amendments to the Local Government Act 1993 and the Local Government (General) Regulation 2005. The charge was introduced to help councils to cover the cost of providing new or additional stormwater management services, recognising that increasing urbanisation has significantly increased the volume of stormwater and pollutant loads flowing into urban waterways. This has provided nearly $8 million to date to address some of these issues. Council has developed fact sheets for distribution to the community explaining the investment and outcomes of the levy, and highlighting projects and improvements made with the levy funds.

**Management Project at the Crest Sporting Complex**

Council completed one of the largest ever stormwater recycling projects in southwestern Sydney at the Crest Sporting complex in Georges Hall. Urban runoff from the houses around the Crest and rainwater from the Dunc Grey Velodrome roof is now captured and treated using a natural rain garden, then used to irrigate all of the playing fields in the area.

**Floodplain Management**

Council accelerated its program to prepare Flood Studies across the LGA. Since this time, Council have progressively adopted the Flood Studies of Stormwater Catchments that cover 94% of the LGA. This accelerated program has allowed Floodplain Management Studies, which identify mitigation options, to be prepared for 31% of the LGA. Mitigation options proposed have included structural works, house modifications and educational activities.

**Flood Mapping**

Council is progressively mapping its stormwater catchments. In this Council term 18 of the 21 catchments have been completed and the remaining 3 are in their final stages. This will enable better planning of development across the LGA, prioritisation of stormwater drainage upgrading and provide more accurate emergency management information.
GOAL: A city with high quality community assets

- Develop a good understanding of how people expect to move around and then plan local centres to suit needs.
- Expand and enhance public spaces in the CBD and town centres

CBD Improvements
Streetscape works were also completed in the CBD Plaza with the delivery of South Terrace/Chapel Road South with re-aligned carparking, widened footpaths, new planting, street trees and furniture and public artwork featuring. The area now marketed as ‘Saigon Place’ enhances the way the existing businesses trade market-style on to the street and the activity of this section of the CBD is dynamic.

Town Centre Improvement Program
Supporting the Local Area Plans, Council has an ongoing Town Centre Improvement Program to implement physical improvements to public domain areas of commercial centres across the city. During this term Yagoona, Chester Hill, Panania, Greenacre, Padstow, Georges Hall, Mt Lewis, Chullora/Greenacre and Punchbowl received specialised planning and funding support. Community engagement through public art programs is key in the success of the TCIP and each town centre has a number of unique artworks that reflect the input of the local community.

Council has worked cooperatively with NSW Government authorities during the Kingsgrove to Revesby Quadruplication (K2RQ) and Southern Sydney Freight Line (SSFL) projects to gain further town centre improvements in the affected locations at Padstow, Revesby and Sefton.
GOAL: A city that reduces pollution, resource consumption and advances recycling and waster services: A city that is clean and safe

- Investigate alternative ways of collecting waste and review frequency of waste pickup.
- Reduce consumption and increase reuse and recycling of resources.

Resource Recovery- Contamination Reduction Campaign 2010-2011
Council developed and implemented a new campaign to reduce contamination in its recycling service. An extensive literature review was conducted which included an analysis of behavioural psychology theories and social marketing tools. The findings of the review were used to develop different education strategies and campaign materials. The strategies and materials were trialled over a 3-4 month period across 1,400 properties to determine the most effective change in recycling behaviours. The results indicate that approximately 7,644 plastic bags were not put into recycling bins over a 12 month period as a result of the education campaign. The ‘Recycle Right’ program was developed from this study. The Resource Recovery Team has won many awards for this project both at state and national level and the concepts are now being used by a range of other councils across the state.

These awards include:
- Keep Australia Beautiful Sustainable Cities Awards 2011 - Highly Commended in Environmental Education category
- LGSA Excellence in Environment Awards 2011 - Winner of Community Education and Empowerment category
- Local Government Communications Awards 2012 - Winner of Best Community Engagement category
- Local Government Innovation in Waste Awards 2012 - Winner

Love Food Hate Waste
Council received a $20,000 grant from the NSW Government engage Bankstown residents in the “Love Food Hate Waste Program”. Major activities included workshops with groups from our culturally and linguistically diverse community as well as members and visitors to the Chester Hill and Villawood Community Gardens. Additionally the program was a highlight of the Bankstown Bites Food Festivals over the past 2 years
Projects by Ward
East Ward Projects

Buildings

- Bankstown Arts Centre – Construction
- Bankstown Central Library - replace air conditioning plant and roof repair
- Bankstown City Plaza - Vietnamese Boat People Memorial
- Bankstown City Plaza Vietnamese Boat people memorial
- Bankstown City Sports Complex – multipurpose goals to netball courts and kiosk refurbishment
- Bankstown Memorial Oval – preparation for new Sports Centre,
- Bankstown Memorial Oval - upgrade Vimy St Carpark move to carparks
- Bankstown Senior Citizen Centre – new furniture and public kitchen refurbishment
- Bankstown Town Hall – demolish area for new Library and Knowledge Centre
- Betsy Refuge – Refurbishment - carpark, driveway and drainage improvements
- Community Place – Toilet refurbishment
- Greenacre Children’s Centre – store room additions
- Greenacre Citizen Centre - Upgrade and additions for Meals on Wheels Service relocation, Airconditioning, Landscape improvements
- Greenacre Leisure and Aquatic Centre - install shade and water features, replace pumproom pipes and valves, backwash recycling, equipotential bonding, - new accessible toilets and showers, plant room upgrade
- Greenacre Library - upgrade airconditioning
- Greenacre Town Centre Works Stage 2
- Greenacre YMCA – roof and gutter replacement
- Lockwood Park – kiosk refurbishment
- Marion St carpark- refurbished to suit accessible toilets and- upgraded pedestrian access
- Women’s Health and Occasional Child Care Centre – construct in Jacobs Street

Bankstown Senior Citizen - Kitchen refurbishment

Greenacre YMCA - roof works

Vietnamese Boat People Memorial
CBD
- Art Centre – CCTV upgrade and pedestrian connect to Saigon Place
- CBD Underpass North/South Terrace
- Bankstown Centro Interchange Works
- Bankstown City Plaza - streetscape works
- Bankstown Knowledge and Library Centre – demolish Town Hall
- Bankstown City Plaza streetscape upgrades
- Bankstown City Plaza Rail interchange construction and bike racks
- Bus Corridor – road and ancillary works
- Greenfield Parade Car Park – capital maintenance
- North Terrace - railway access
- Parkland Embellishment – Cairds Ave
- Relocate Meals on Wheels from Town Hall to Greenacre Citizens
- Ruse Park - improvement works
- CBD - wayfinding signage
- Town Hall - Demolition

**Environmental**
Resthaven Reserve - creek rehabilitation

**Footpaths**
- Banksia Rd
- Chapel Rd
- Community Place
- Gowrie Ave
- Juno Parade
- Koala Road
- Macquarie St
- Maiden Street
- Marion Street
- Mawson Street
- Noble Ave
- Norfolk Road
- North and South Terrace,
- Old Kent Road
- Punchbowl Road
- Ron Scott Circuit
- Rookwood Road
- Stacey Street to Myrtle Road
- Waterloo Road
- Wattle Street (Acacia Avenue to Roberts Road)

**Libraries**
Greenacre Library – capital maintenance
Parks - Active and Passive

- Allum Park Pathway
- Apex Park – Installation of picnic shelter
- Bromley Reserve – Installation of picnic shelter
- Cairds Avenue Reserve – Footpath and playground
- Cambridge Avenue Reserve - decontamination
- Chelmsford Av Reserve – clearing of park area
- Ethyl Pyers Reserve – picnic shelter
- Grahame Thomas Oval – installation of exercise equipment circuit and gazebo
- Greenacre Heights Reserve - replace playground equipment
- Griffith Park - Studies and Specifications
- Mcguigan Place - upgrade play equipment and install shade sail
- Mt Lewis Reserve – installation of exercise equipment
- Norfolk Reserve - upgrade playground
- Northcote Reserve – installation of fitness equipment
- Paul Keating Park - Water management, replace playground shade sail and softfall
- R M Campbell Reserve – installation of fitness equipment and picnic shelter
- Roberts Park - Masterplan landscape works including bike path, new playground, new fencing, new players shelters
- Ruse Park - MasterPlan Development
- Salmon Park - landscape works
- Sidings Park - replace playground softfall
- The Crest of Bankstown - pole vault mats
- Tweedie Park – Installation of picnic shelter

Stormwater and Drainage

- Cooper Road - easement piping
- Dorothy Park - drainage system upgrade
- Ruse Park - sand grooving to drainage
- South Terrace - drainage work

Town Centres

- Punchbowl Town Centre – design and improvement
- Mount Lewis Town Centre – design and improvement
Roads Resurfacing

- Chapel Road
- Chiswick Road
- Mt.Lewis Avenue - Kerb and Guttering Replacement
- Northcote Road
- Restwell Street
- Terry Street
- Wattle Street
- Wesley Street
- Wilbur Street

Road Rehabilitation

- Acacia Avenue
- Chapel Road
- Claremont Avenue
- Greenacre Road
- Hewitt Street
- Homedale Avenue
- Kitchener Parade
- Marion Street
- Waterloo Road
- Rawson Road
- Rea Street
- Restwell Street

Graeme Thomas Oval - Shelter

Sidings Park – replacement of synthetic softfall

Marion St - Road rehabilitation
**Traffic Management**

- Acacia Avenue - traffic management
- Brancourt Avenue - refuge
- Brandon Avenue - Median Island
- Chapel Road and French Avenue - traffic lights
- Community Place – Driveway exit works
- Dale Pde – raised threshold
- French Ave and Chapel Rd – traffic lights
- Gowrie Avenue – raised platform
- Greenacre Local Area Parking Scheme works
- Greenacre Road – traffic management and widening
- Harold St – speed cushions
- Henry St – Traffic management
- Highclere Avenue – traffic management
- Highview Avenue - kerb extension
- Jacobs Street - speed cushions
- Macauley Avenue and Marshall Street - traffic signals
- Maiden Street / Rawson Road - speed cushion
- Marion Street Car Park - pathway upgrade
- Meredith St - pedestrian fencing
- Mimosa Rd – Speed Cushions
- Noble Avenue and Northcote St - priority stop signs
- Northam Avenue - kerbside Islands, pedestrian refuge and traffic management at bend
- Old Kent Road – Refuge at Waterloo Road
- Olympic Parade - traffic signals
- Rickard Rd and Kitchener Pde – traffic lights
- Scott Street - traffic management
- Sir Joseph Bank St – refuge island and speed cushions
- Wattle St – Traffic management (Waterloo Rd to Acacia Ave)
- Waterloo Road - Kerb Extension
North Ward Projects

Buildings
- Abbott Park – kiosk amenities and refurbishment
- Bankstown Youth / Aurora Hall – roof and gutter replacement
- Bill Lovelee Youth Centre – building upgrade and refurbishment
- Birrong Leisure Centre - Redevelopment, Backwash recycling, indoor pool amenities refurbishment, Equipotentential bonding
- Chester Hill City Centre Long day care – kitchen refurbishment
- Chester Hill Community Centre - Blue Hall floor replacement, Auto door, Cricket net for schools, New air conditioning, Solar panels, Daycare building improvements
- Chester Hill Library - 2 desensitisers installed
- Graf Park – kiosk refurbishment
- Jensen Oval - BBQ installation, building improvements and alterations
- Jim Ring Reserve – kiosk refurbishment
- Jim Ring Reserve - new Men’s Shed
- Middleton Park – foundation treatment for building cracks
- Potts Park- Grandstand seating
- Sefton Community Centre - air conditioning installed
- Sefton Golf Course- office refurbishment
- Wran Leisure Centre - backwash recycling and tank installed, Accessible shower and WC constructed, Poolside amenities refurbishment, Roof and drainage replacement, Construction of pool stairs, tennis synthetic surface replacement, replaced floor in multipurpose hall, accessible ramp to pool area
- Yagoona pedestrian bridge artwork
- Yagoona Senior Citizen - solar panel installation

Environment
- Bandhall Reserve - bankworks - revegetation
- Duck River sustainability works
- Jensen Creek - bank stabilisation and habitat restoration
- Jensen Reserve - Gross pollutant trap installation
- Sharing Sydney Harbour access program Duck River works
- Duck River catchment - Sustainable water management and blockage prevention
- Woods Road Sefton – water sensitive urban design - water treatment
Footpaths

- Birrong Avenue
- Bent Street
- Derribong St
- Dutton Street
- Gazzard St footpath
- George Street
- Glassop Street
- Gundaroo Street
- Highland Ave
- Hume Highway
- Lowana Street
- Miller Road
- Palomar Road
- Priam Street
- Rodd Street
- Saltash Street
- Teresa Street
- Warringa Street
- Wellington Road
- Yugilbar Avenue

Parks - Active and Passive

- Abbott Park – New players shelter, Repair crib wall, improve access from Miller Road
- Alcoomie Reserve – Installation of new footpath
- Forshaw Heights Reserve - Replace playground equipment
- Gazzard Park – playground upgrade
- Graf Park – picnic shelter
- Graf Park / George Green Park - upgrade floodlight, install new playground
- Jensen Park – Sport lighting upgrade, new fence and driveway
- Jim Ring Reserve - Path and Footbridge, Floodlights field 1 and 2, Safety fence, upgrade sporting floodlights Birrong 3
- Maluga bank stabilisation / headwall works, install fitness equipment
- Maluga Reserve - access paths
- Middleton Park – installation of shade shelter and replace fencing
- O'Neill Park – landscaping and new play facility, design sportslighting (field 2), install fitness equipment
- Potts Park - reseal car Park and design extension
- Rose/Roger Bowman Park - tennis courts improvements
- Sefton golf course - rebuild green and tee and new equipment, install new bridge, rebuild golf 10th green
- Walshaw Park - upgrade sportslighting

Chester Hill Community centre - solar Panel

Wran Leisure Centre - floor in multipurpose room polished and recoated

Rodd Street - footpath reconstruction
**Road Rehabilitation**

- Ashby Avenue
- Caldwell Parade
- Chester Hill Road
- Gurney Road
- Virgil Avenue
- Woodbine Street

**Road Resurfacing**

- Adeline Street
- Beatrice Street
- Breasley Avenue
- Christina Road
- Guelph Street
- Lithgow Avenue
- McMahon Road
- Munroe Street
- Proctor Parade
- Robertson Road
- Rose Street
- Wilkins Street
- Willet Street

**Stormwater and Drainage**

- Duck River – revegetation/bank stabilisation
  - Rose Park
- Duck River biodiversity - Sefton to The Crest
- Graf Park (George Street) – Rain Garden
- Jensen Park - bank stabilisation

**Town Centres**

- Gazzard Park - redevelopment
- Yagoona Town Centre - Gazzard Park improvements, Hume Highway median island, streetscape works
Traffic management

- Auburn Rd – reconstruction of roundabout at Wellington Rd
- Buist St – priority median islands at Robertson St
- Campbell Hill Rd – refuge island
- Channelisation at Clapham Ave/Carlingford Rd
- Birmingham Ave/Ferrier Rd - wombat crossing
- Chester Hill Rd – Kerb extensions and pedestrian crossing at library
- Glassop St – Refuge Island at Edgar St
- Glassop Street / Colechin Street - Pedestrian access mobility plan works
- Gundaroo Street / Derribong Street - Pedestrian access mobility plan works
- Hector Street – refuge islands at Wellington St
- Helen St – refuge island x 2
- Potts Park reseal of car park
- Rodd Street – Refuge island at Jim Ring Reserve
- Rose Street - Traffic management
- Waldron Road - kerb extension at Keenan Lane, refuge island at Arcadia Rd
- Wellington Rd – wombat crossing
- Yugilbar Avenue / Derribong Street - Pedestrian access mobility plan

Rose/Roger Bowman Pk Tennis Ct
Munroe St - Road resurfacing
Yagoona Town Centre Improvements
South Ward Projects

**Buildings**
- Padstow Progress Hall, modifications for Coolaburra relocation
- Playford Park - Kiosk
- Revesby Pre School - Refurbish Toilet, Shade Improvement Program (Shade Cloth), Replace Roof and Gutter
- Stuart Street Reserve – Kiosk refurbishment

**Libraries**
- Padstow Library: - Shelves Upgrade, Air Conditioning Upgrade
- Panania Library: - Miscellaneous Items, - Quickpick Table, office refurbishment

**Environmental**
- Curzon Road - Habitat Restoration
- Kelso Stormwater Harvesting
- Little Salt Pan Creek - Plan of Management Actions including habitat enhancement, biodiversity, planting, Riparian Restoration, Biodegradable Fish Grant works
- Montgomery Reserve - Bush Regeneration and Creek Restoration
- Morgans Creek and River Reserve – Bushcare, rehabilitation and revegetation
- Picnic Point Reserve - Bush Regeneration, Bank Stabilisation, Signage
- Salt Pan Creek Biodiversity Program - Protect Our Patch
- Salt Pan Creek Reserve- Bush Regeneration, Planting, Signage
- Virginius Reserve - Bush Regeneration, corridor planting
- Yeramba Residential Catchment - water sensitive urban design

**New Footpaths**
- Arab Road
- Canterbury Road
- Conolly Avenue
- Fairford Road
- Henry Lawson Drive Bike Path
- Irene Street
- Mahnken Avenue
- Matthews Av
- Picnic Point Road
- Sandakan Road
- Uranus Road
- Wilberforce Road
Footpath Reconstruction
- Stacey Street
- Tower Street
- Gibson Avenue
- Lehn Road

Parks - Active and Passive
- Bill Delauney Reserve – sportslighting upgrade
- Bruce Reserve – Installation of picnic shelter
- Clarke Street Reserve - Shade Shelter
- East Hills Park - Reconstruction of Cairds Wharf
- East Hills Park - New pontoon and access ramp
- Fox Reserve - Upgrade playground
- Kennedy Reserve – Picnic Shelter
- Killara Reserve - Upgrade Playground
- Lambeth Reserve – Fitness equipment and Electric BBQ
- Montgomery Reserve – Picnic Shelter
- Padstow Park: - Fence installation, - relamping sportslighting, tiered seating
- Picnic Point Reserve - bush Regeneration and upgrade playground
- Pivetta Reserve – install shade shelter
- Playford Park:; - upgrade sportslighting, install fitness equipment, field irrigation design install fencing
- Ray McCormack Reserve - Upgrade lighting
- Richardson Reserve - playground replacement and softfall
- Roma Reserve - playground replacement
- Salt Pan Creek Reserve - reconstruction of pathway - Bankstown CBD to Padstow
- Salt Pan Creek Reserve - Upgrade Boardwalk Smith Park
- Starr Reserve - Shade Shelter, sportslighting upgrade
- Stuart Street Reserve – driveway and footpath
- Sylvan Grove Native Gardens – Install picnic shelter and boardwalk
- Thomas Street Reserve - rockface safety fencing and reseal tennis court
- Tyalgum Reserve - upgrade playground
- Virginius Reserve - tiered seating, bush regeneration, install fitness equipment, interpretive signage, unisex toilet, bike path upgrade

Stormwater and Drainage
- Archibald and Cahors Road Drainage Upgrade
- Iberia Street Drain - Access Ramp
- Neptune Park - construction flood drainage
- Picnic Point Reserve - Bank Stabilisation Streatham Ave - road drainage rehabilitation
- Streatham Ave Drainage
**Roads Rehabilitation**
- Alma Road
- Astley Avenue
- Atkinson Avenue
- Cairo Avenue
- Sandakan Rd,
- Rowell St
- Sphinx Avenue
- Tower Street

**Road Resurfacing**
- Alma Road
- Carinya Road
- Ellen Street
- Heindrich Avenue
- Irene Street Laneway
- Lehn Road
- Lucas Road
- Picnic Point Road
- Rhonda Street
- Richardson Avenue
- Richmond Avenue
- Segers Avenue
- Sphinx Avenue
- Starr Avenue
- Thompson Road
- Vannan Lane

**Town Centres**
- Padstow Town Centre: - Improvements

**Traffic Management**
- Auld Avenue - crossing
- Arab Rd – refuge island and reconstruction at Cahors Rd
- Astley Ave – Refuge island
- Blamey St – wombat crossing
- Buckley Ave – Refuge island reconstruction at The River Rd
- Cahors Road - shared zone at TAFE
- Carinya Rd Traffic management
- Doyle Rd – median and refuge islands
- Flood Ave – median island at The River Rd
- Kennedy Street – wombat Crossing
- Macauley Ave and Marshall St – Traffic lights
- Marco Avenue - kerb Adjustment
- Milperra Bridge connection
- Picnic Point Road - wombat Crossing upgrade
- Revesby Place – wombat Crossing
- Taro Ave and Western St – Roundabout
- The River Rd – median island at Haydock
- Tower Street – refuge Island at Eastern Ave and Bollards
- Uranus Rd – Refuge island
- Vaughan Avenue – Refuge Island, reconstruction at River Rd
- Wilberforce Rd - Median Island
West Ward Projects

**Buildings**
- Amour Park – kitchen refurbishment
- Bankstown Basketball Stadium - compliance
- Condell Park Community Centre – upgrade kitchen and refurbishment
- Deepwater Park - (Blue Gum) building restoration
- Deverall Park – new toilet, changeroom amenities, First aid room alterations, garbage cage, BBQ shelter
- Georges Hall Senior Citizen Centre - Public toilet, Solar panels
- Gillman Reserve - public toilet
- Kelso North Softball - amenity upgrade and refurbishment and kiosk refurbishment, roof and gutter replacement
- Kelso Park South - kiosk and amenity refurbishment, new awning and BBQ area
- Kentucky Reserve - public toilet
- Manuka Reserve – new SES Headquarters
- Milperra Childcare Centre – shade structure, Exceloo refurbishment
- Milperra Community Centre - new awning, soundproofing,
- Revesby Community Centre - solar project
- Revesby Leisure and Aquatic Centre - Concourse refurbishment, toilet and changeroom refurbishment, backwash recycling tank installed
- The Crest of Bankstown - public toilet refurbishment, rugby change room alterations, rugby filed kiosk awning
- Vale of Ah Reserve – toilet Refurbishment, kiosk extension

**Environmental**
- Abel Reserve - water harvesting
- Carysfield Creek - bank stabilisation and habitat restoration
- Carysfield Reserve - creek restoration
- Deepwater Park - bush regeneration
- Gartmore Reserve gross pollutant trap
- Kelso Park - stormwater harvesting
- Kelso Tip/ Kelso Creek, rehabilitation, revegetation and restoration; Tip stabilisation
- Lake Gillawarna - Ibis land management, water quality improvement
- Lansdowne Reserve - bush regeneration
- Louisa Reserve - bush regeneration
- Mirambeena Regional Park - improving Prospect Creek
- Newland Reserve – new wetland and water quality improvement
- The Crest of Bankstown - stormwater harvesting, bush regeneration
Footpath Reconstruction
- Artegal Street
- Milperra Road
- Warringa Street

New Footpath
- Albert Street
- Amiens Avenue
- Bellevue Avenue
- Bullecourt Avenue
- Henry Lawson Drive
- Horsley Road
- Hume Highway
- Kiora St
- Lancelot St
- Marco Avenue
- Milperra Road
- Poziers Avenue
- Rex Road
- Simmat Avenue
- West Terrace
- Wilson Street

Parks - Active and Passive
- Amaroo Reserve - shared pathway links
- Amour Park – footpath and shade sail at skatepark
- Boggabilla Reserve - baseball dugouts and scorers sheds
- Bransgrove Reserve - shade sail to kiosk area
- Cammarlie Reserve - install picnic shelter
- Carysfield and Manuka Reserves - Bridge at Carysfield Creek and restoration
- Coleman Park - Tennis court fencing, accessible path from carpark to tennis courts, upgrade sportslighting, replace synthetic grass surface
- Deepwater Park - Bridge above the weir,
- Deverall Park - install fitness equipment, hard stand and shade area, sportslighting,
- Edwards Reserve – picnic shelter
- Garrison Point - reconstruct car parks, equal access play facilities, replace timber wharf and jetty, interpretative signage Georges River Walk
- Gillman Reserve - install shade shelter
- Gordon Parker Reserve - upgrade sportslighting
- Gowland Reserve - replace basketball post
- Grace Reserve - shade shelter
- Henry Lawson Drive Overpass
- Kelso Beach – bush regeneration, fence and car park upgrade, regional accessway and shared cycleway
- Kelso Park – install fitness equipment and shade and bubbler

The Crest - stormwater harvesting

Henry Lawson Drive - new footpath

Poziers Ave - new footpath
Parks - Active and Passive (cont)

- Kelso Park North: Baseball /sports field upgrade, Baseball scorer shed and dugouts, baseball batting cages, upgrade AFL sportsfield
- seating extension
- Kentucky Reserve - re construct Rabaul Road Boat Ramp,
- Killara Reserve - upgrade sportslighting, carpark lighting,
- Kinch Reserve - upgrade BBQ area
- Lake Gillawarna - playground replacement and stretching station
- Manahan Reserve - bush regeneration
- Marco Reserve - footpath to clubhouse, active field reconstruction, shared pathway links
- Mirambeena Regional Park - landscaping and upgrade, Flinders Slopes picnic shelter
- Newland Reserve –exercise equipment and softfall
- Reliance Reserve – new playground
- The Crest of Bankstown - athletics track resurfacing, remove timber jetties, Athletics - new long jump pit, runups, bush regeneration, Supersoppers
- Toby Reserve – picnic shelter
- Vale of Ah Reserve - off lead fencing
- Vasta Reserve – picnic shelter
- Walshaw Park - CARES playground – sail cover

Stormwater and Drainage

- Harley Crescent - drain stabilisation
- Lucas Road - Drainage
- Milperra Drain - detention basin
- Carysfield and Manuka res - bridge Kurrajong Ave - Road rehabilitation Sandra Ave - Road resurfacing
- Rex Road - Road Intersections

Town Centres

- Condell Park
- Georges Hall

Road Rehabilitation

- Bullecourt Avenue
- Eldridge Road
- Horsley Road
- Kurrajong Avenue
- Queen Street
- Rabaul Road
- Selems Parade
- Warrina Road
**Road Resurfacing**
- Alison Street
- Amaroo Avenue
- Bertram Street
- Birdwood Road
- Cheattle Avenue
- Conroy Lane
- Creswell Street
- Edgar Street
- Elizabeth Crescent
- Fourth Avenue
- Georgina Street
- Guerney Rd
- Hinkler Avenue
- Johnston Road
- Killara Road - Kerb and Gutter
- Lucinda Ave
- Marion Street
- Saric Ave/Surrey
- Neville Street
- Parer Avenue
- Queen Street
- Rex Road
- Sandra Avenue
- Simmat Ave
- Works Place

**Traffic Management**
- Amaroo Reserve - shared path and road crossing
- Amiens Ave – refuge island at Henry Lawson Drive
- Auld Ave – refuge island, shared pathway
- Bass Ave – refuge island and kerb extension at Henry Lawson Drive
- Beaconsfield Street - wombat crossing upgrade
- Birrong Swimming Centre - Car park resurfacing
- Bransgrove Road - wombat crossing upgrade
- Bullecourt Avenue - kerbside islands
- Carysfield and Manuka Reserve – footbridge and paths
- Cheattle St – refuge island near Henry Lawson Drive, median island at Enright St
- Condell Park – Local Area Traffic Management
- Edgar Street - roundabout islands
- Fourth Avenue - Refuge Island
- Georges Hall Senior Citizens - car park upgrade
- Georges River Cycleway - Henry Lawson Drive, Milperra Rd to Poziers, Market St, Norman Street, Milperra Bridge underpass
- Condell Park - Roundabout
- Marco Ave – footpath and kerb adjustment
- Marion St – road rehabilitations
- Market St/ Norman St - roundabout
- Sandra Ave – Refuge island
- Surrey Avenue - traffic calming
- Swan St – Refuge island
- Tarro Avenue and Weston Street – Roundabout at Panania
- Townsend Street / Simmat Avenue – roundabout
- Flinders Rd and Denman Ave – refuge islands, pedestrian crossing at Henry Lawson Drive (Amaroo Park)
- Surrey Avenue – refuge island
- Yanderra Street footpath

**Images:**
- Kelso Pk fitness circuit equipment
- Deepwater Park - upgrade boardwalk
- New Rabaul Rd boat ramp
Council undertakes biannual community satisfaction surveys which identify the needs and priorities of the Bankstown community. These surveys allow Council to measure our progress in achieving the vision of the Bankstown Community Plan by tracking the satisfaction and wellbeing of the community.

In 2008, the beginning of the Council term, a total of 553 community members participated in the Community Satisfaction Survey. Community members rated their areas of top importance and the areas in which they felt Council performed best. Of these, Waste and City Cleaning services stood out as an area that the community felt was both very important and well performed.

The top five areas of improvement for Council as perceived by community members in 2008 were:
1. Promoting safety of residents and their property (e.g. safety audits of suburbs, safety advice brochures, domestic violence prevention program)
2. Council consulting with the community*
3. Council making responsible decisions
4. Availability of parking in local shopping centre
5. Public toilets provided by Council in parks

In 2011, the year that the Bankstown Community Plan was adopted, a total of 500 Bankstown residents were surveyed. 68% of community members surveyed said that they were 'satisfied' or 'very satisfied' with the overall performance of Council. The top five areas of improvement for Council as perceived by community members in 2011 were:
1. Maintaining local roads
2. Traffic flow
3. Maintaining footpaths
4. Availability of car parking
5. Removal of illegally dumped rubbish

These surveys have driven improvement and review of Council’s services to benefit the community, informing a number of the key projects and programs that have been described in this report. It is noted that some of the most important aspects of life identified by community members in surveys across this term are not wholly within the control of Council, including perceived personal safety and traffic flow. In addressing these issues, Council has worked in partnership with other organizations and agencies, including the State government, to advocate the needs of the Bankstown community.

Council has run a number of other community engagement activities to gather feedback from the community on Council’s performance at a service level, including particularly successful networking events for the business community.
The Way Ahead

Bankstown City Council is proud of its progress during this term, with exceptional achievements in financial sustainability, community planning, infrastructure delivery, and civic and organizational leadership. Council consolidated its strong financial position, reducing the need to borrow $4 million annually. Sound financial management has allowed Council to complete projects that have been planned for a number of years including the construction of the Bankstown Arts Centre and the widening of the Bankstown CBD underpass transport corridor. The CBD plaza upgrade of North and South Terrace, at has been an integral part of revitalizing the Bankstown CBD and supporting local businesses.

A number of organizational changes assisted this progress, with Council's first major organizational restructure in over sixteen years bringing Council's services into four new departments. A number of new meeting schedules and communication processes were introduced to improve information flow within the organization and organizational changes including the adoption of a Business Excellence framework, ensures that Council continues to be managed, innovative, and responsive to community needs.

Council has recently revised the Operational Plan 2012/13, Delivery Program 2011/15 and Long Term Financial Strategy to ensure that services and activities are in line with the aims of the Community Strategic Plan.

Council has reviewed the services of aquatics, sister cities, events and city cleaning as well as the management processes for parks and capital works. These reviews have resulted in productivity improvements and cost savings. The review of aquatic services resulted in Council reinvesting $1.3 million in capital works to upgrade Birrong, Revesby and Wran Aquatics and Leisure Centres and provided for an in-house Learn to Swim program that has increased use of aquatic centres and reduced the financial subsidies provided by Council. A roads services review has also been substantially completed. Council is currently developing a priority program for further service reviews to ensure a best practice approach consistent with Council's business excellence framework and organizational values.

The upcoming 2012 Community Satisfaction Survey will provide further indicators of the progress of the Community Strategic Plan and the success of Council’s initiatives over the past term and into the future.