



## Attachment 9.2

# STATE PRIORITIES AND COMMUNITY STRATEGIC PLAN

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                 | Targets                                                                                                 | Link to CSP                      | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------|--------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Improve the performance of the NSW economy | <i>Grow business investment by an average of 4% per year</i>                                            | 1.50<br>3.20<br>5.20             | <ul style="list-style-type: none"> <li>City of Botany Bay's GRP is \$9.5 billion, which represents 2% of the State's GSP</li> <li>Council as an employer - Business Unit provides further opportunities for increased local employment</li> <li>Employment Capacity - Jobs to resident ratio in 2013/2014 was 2.8</li> <li>23.4% of City of Botany Bay's working residents were employed locally</li> <li>Support of Souths Cares and their Indigenous Employment Program</li> <li>Employment of an Aboriginal Programs Officer to engage and build positive relationships with local Aboriginal youth.</li> <li>A greater number of women are employed in non-traditional industries compared to the State average. This includes Construction 15.7% compared to 13.3% and Manufacturing 29.4% compared to 27.5%</li> </ul> |
|      |                                            | <i>Grow GSP per capita by an average of 1.5% per year to 2020 with specific industry growth targets</i> | 16.10<br>16.20<br>16.30<br>16.40 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            | <i>Grow employment by an average of 1.25% per year to 2020</i>                                          | 16.50                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            | <i>Reduce gap in employment outcomes between Aboriginal and non-Aboriginal people within a decade</i>   |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            | <i>Increase the proportion of young people in employment or learning (15-24 years)</i>                  |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            | <i>Increase the proportion of people over 55 participating in employment</i>                            |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            | <i>Increase the proportion of women employed in non-traditional occupations in NSW</i>                  |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2    | Rebuild State Finances                     |                                                                                                         | 2.10<br>2.20<br>16.30<br>16.40   | <ul style="list-style-type: none"> <li>Contribution through strong investment in our City, confidence in the local property market and the City being a desirable place to live, work and invest. This includes stamp duty and contribution to Planning Reform Fund.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            |                                                                                                         |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            |                                                                                                         |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|      |                                            |                                                                                                         |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                            | Targets                                                                                                                                           | Link to CSP           | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4    | Increase the competitiveness of doing business in NSW |                                                                                                                                                   | 11.10<br>16.50        | <ul style="list-style-type: none"> <li>• Support Red Tape Reduction Bill</li> <li>• Participation in Small Business Friendly Council program</li> <li>• Support economic development through our Business Enterprise Centre</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 5    | Place downward pressure on the cost of living         | <i>Improve housing affordability and availability</i><br><br><i>Contain electricity costs through energy efficient energy use</i>                 | 11.10<br>11.20        | <ul style="list-style-type: none"> <li>• LEP 2013</li> <li>• Metropolitan Strategy – exceed dwelling and employment targets</li> <li>• Administration of State Environmental Planning Policy Building Sustainability Index (BASIX) requirements for development applications</li> <li>• Sustainable design DCP</li> <li>• Employment of Sustainability Officer</li> <li>• Sustainability Action Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 6    | Strengthening the NSW Skill Base                      | <i>More people gaining Higher Level Tertiary Qualifications</i><br><br><i>More Young People participate in Post School Education and Training</i> | 16.30<br>7.90<br>4.10 | <ul style="list-style-type: none"> <li>• The City of Botany Bay has a higher percentage of residents with Bachelor or Higher Qualifications compared to the NSW average (20.1% compared to 19.9%). Residents in the Mascot Station Precinct have a much higher average percentage than Greater Sydney or NSW with a percentage of 46.1%.</li> <li>• Provide support to local youth to undertake higher education through Council's Youth Centres</li> <li>• Free Tutoring program to local youth undertaking the HSC</li> <li>• Lionel Bowen Memorial Scholarship Program providing up to \$3,000 to assist in a resident's first year at University.</li> <li>• Support Council staff attain higher level tertiary qualifications through our Learning and Development Programs</li> <li>• Employment and support of Apprenticeship Programs</li> <li>• Support information, training and workshop sessions through our Business Enterprise Centre</li> </ul> |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                                               | Targets                                                                                                                       | Link to CSP | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7    | Reduce Travel Times                                                      | <i>Improve the efficiency of the road network during peak times on Sydney's road corridors</i>                                | 14.10       | <ul style="list-style-type: none"> <li>Improve the integrity of road infrastructure through maintenance and construction works</li> <li>Advocate on behalf of the community</li> <li>Undertake traffic analysis and implement traffic management initiatives</li> <li>Deliver projects on behalf of other levels of Government - Roads to Recovery, Black Spot Program, RMS Block Funding</li> <li>Parking Enforcement</li> </ul>                                                                                                                                                                                                                       |
|      |                                                                          |                                                                                                                               | 14.20       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 14.30       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          | <i>Minimise public transport waiting times for customers</i>                                                                  | 14.40       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 8    | Grow Patronage on Public Transport by Making it a More Attractive Choice | <i>Increase share of commuter trips made by public transport</i>                                                              | 15.10       | <ul style="list-style-type: none"> <li>Jobs to residents ratio 2.8 mean increased opportunity for residents to work locally</li> <li>Advocate for Light Rail to Eastgardens</li> <li>Advocate for reasonable access fee Mascot Station</li> <li>Plan for commuter carparks in Mascot Precinct</li> <li>Transport Plan for City</li> <li>Maintain safe and accessible pedestrian infrastructure</li> <li>Construct safe and accessible cycleways</li> <li>Promote health benefits of exercise</li> <li>Support Walk to Work and Walk to School Days</li> <li>Launch of Bike Botany Bay in June 2014 with Mayoress Kristina Keneally as Patron</li> </ul> |
|      |                                                                          |                                                                                                                               | 15.20       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          | <i>Increase the proportion of total journeys to work by public transport in the Sydney Metropolitan Region by 28% by 2016</i> | 15.40       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 15.50       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 10   | Improve Road Safety                                                      | <i>Reduce fatalities to 4.3% per 100,000 population by 2016</i>                                                               |             | <ul style="list-style-type: none"> <li>Asset management planning</li> <li>Coordinate Local Traffic Committee</li> <li>Undertake road safety initiatives</li> <li>Delivery on projects on behalf of other levels of Government - Roads to Recovery, Black Spot Program, RMS Block Funding</li> <li>Parking enforcement</li> <li>Children's Bike Path at Sir Joseph Banks Park complete with crossings and traffic lights to educate young children on road safety</li> </ul>                                                                                                                                                                             |
|      |                                                                          |                                                                                                                               | 7.80        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 8.30        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 12.10       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 14.10       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 14.30       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|      |                                                                          |                                                                                                                               | 14.40       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                                                                      | Targets                                                                                                                                                                                                                | Link to CSP                                  | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                                                                 |                                                                                                                                                                                                                        |                                              | <ul style="list-style-type: none"> <li>• Education Sessions at local schools</li> <li>• Campaign - Safety Around School Zones - Hold My Hand</li> <li>• Host Learner Driver Workshops with RMS</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 11   | Keep People Healthy and Out of Hospital                                                         | <i>Reduce Smoking Rates</i><br><i>Reduce overweight and obesity rates</i><br><i>Reduce risk drinking,</i><br><i>Improve health outcomes in mental health</i><br><i>Reduce potentially preventable hospitalisations</i> | 9.10<br>9.20<br>9.30<br>9.40<br>9.50<br>9.60 | <ul style="list-style-type: none"> <li>• World No Tobacco Day held in conjunction with NSW Health</li> <li>• Healthy Kids Munch and Move Program</li> <li>• Active After School Hours Program - Awarded Super Site</li> <li>• Youth - Healthy Eating Program</li> <li>• Regular exercise programs for all target groups Recreational facilities - including tennis, squash, soccer, athletics, golf, basketball, swimming, fitness stations</li> <li>• Information sessions and workshops</li> <li>• Alcohol Free Zones</li> <li>• Free Monthly Children's Immunisation Clinics</li> <li>• Development consent conditions for licensed premises</li> <li>• Mental Health Week promotion</li> <li>• Mental Health information sessions</li> <li>• Counselling and referral services</li> <li>• Networking with Police and NSW Health</li> <li>• Regular monitoring of clients of Council's HACC Service Programs</li> <li>• Information sessions and workshops conducted in collaboration with NSW Health and other Peak Bodies</li> </ul> |
| 13   | Better Protect the Most Vulnerable Members of Our Community and Break the Cycle of Disadvantage | <i>Child wellbeing</i><br><i>Reduce the number and rate of people who are homeless</i>                                                                                                                                 | 4.10<br>4.20<br>9.20                         | <ul style="list-style-type: none"> <li>• Host Allied Health Language Information Workshops for identification of language concerns and to support early intervention services</li> <li>• Provide priority services at Child Care Services for children at risk</li> <li>• Provide Parenting Workshops</li> <li>• Provide "Love Bites Program"</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                                                                                                             | Targets                                                                                                                                                          | Link to CSP                           | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                                                                                                        |                                                                                                                                                                  |                                       | <ul style="list-style-type: none"> <li>• Support and promote White Balloon Day and Child Protection Week</li> <li>• Support strategies to reduce Domestic Violence</li> <li>• Support programs aimed at improving outcomes for Indigenous children and families such as Souths Cares</li> <li>• Affordable housing planning policies</li> <li>• Support and referral services</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| 14   | Increase opportunities for people with a disability by providing support that meets their individual needs and realise their potential | <p><i>Person Centred Approach to disability services</i></p> <p><i>Increase participation of people with a disability in employment or further education</i></p> | <p>4.20</p> <p>4.40</p> <p>5.20</p>   | <ul style="list-style-type: none"> <li>• Direct delivery of services to people with a disability through HACC Programs</li> <li>• Council Human Resources Policies</li> <li>• Procurement of services from Australian Disability Enterprises</li> <li>• Council Policy in regard to supporting the employment of people with a disability</li> <li>• Support local organisations Windgap and Disability Services Australia</li> </ul>                                                                                                                                                                                                                                                                                   |
| 15   | Improve Education and Learning Outcomes for all Students                                                                               | <p><i>All children have access to quality early childhood education</i></p> <p><i>More Students finish HSC or equivalent</i></p>                                 | <p>4.10</p> <p>10.20</p> <p>10.30</p> | <ul style="list-style-type: none"> <li>• Council operated Long Day Care Services (Hillsdale and Mascot) and Family Day Care Service.</li> <li>• Council supported Pre School (John Brothie)</li> <li>• Compliance with National Quality Standards for children's services</li> <li>• Priority access policy for children from Aboriginal backgrounds and children at risk</li> <li>• Free HSC tutoring classes</li> <li>• Individual and group study areas at Council libraries</li> <li>• Specific library resources for HSC curriculum</li> <li>• Free internet access and Wi Fi at Council's libraries</li> <li>• Support through Council's Youth Services</li> <li>• Support to local school communities</li> </ul> |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                         | Targets                                                                                                                     | Link to CSP | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16   | Prevent and Reduce the Level of Crime              | <i>Reduce crime level</i>                                                                                                   | 7.30        | <ul style="list-style-type: none"> <li>Support strategies to reduce Domestic Violence</li> <li>Appropriate planning policies and development control for licensed premises</li> <li>Partner with local Police Command to implement crime prevention strategies</li> <li>Refer appropriate development applications to local Police for comment (safer by design)</li> <li>Local PCYC</li> <li>Strong collaboration with local police through regular meetings</li> <li>Police presence at community events</li> <li>Co-host annual Police Awards</li> </ul> |
|      |                                                    | <i>Increase confidence in Police</i>                                                                                        | 7.80        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                    |                                                                                                                             | 7.90        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 18   | Improve Community Confidence in the Justice System |                                                                                                                             | 7.20        | <ul style="list-style-type: none"> <li>Promote awareness of dispute resolution through Community Justice Centres</li> <li>Participate in Law Week activities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |
|      |                                                    |                                                                                                                             | 7.80        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 19   | Invest in Critical Infrastructure                  | <i>Increase expenditure on critical NSW infrastructure</i>                                                                  | 1.5         | <ul style="list-style-type: none"> <li>NSW Government's Local Government Infrastructure Audit and Council's Infrastructure Management Assessment</li> <li>Undertake Road Maintenance and Improvement Program</li> <li>Support NSW Freight Strategy and SEPP Three Ports</li> </ul>                                                                                                                                                                                                                                                                          |
|      |                                                    |                                                                                                                             | 12.10       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                    | <i>Improve the quality of urban roads,</i>                                                                                  | 14.10       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                    |                                                                                                                             | 14.50       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                    | <i>Enhance rail freight movements</i>                                                                                       | 17.40       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                    |                                                                                                                             | 17.50       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 20   | Build Liveable Cities                              | <i>Planning policy to encourage job growth in centres close to where people live and provide access by public transport</i> | 1.1         | <ul style="list-style-type: none"> <li>Targets identified by the NSW Government for the City of Botany Bay will be exceeded</li> <li>2013 LEP</li> <li>Active member of the Metropolitan and Sub-Regional Planning Panels</li> </ul>                                                                                                                                                                                                                                                                                                                        |
|      |                                                    |                                                                                                                             | 11.20       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                                                               | Targets                                                                                                                                                                                                                                                                                                                                                                                                                                        | Link to CSP                                                                                              | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21   | Secure Potable Water Supplies                                                            | <i>Secure long-term potable water supplies for towns and cities supported by effluent management</i>                                                                                                                                                                                                                                                                                                                                           | 18.60<br>19.50                                                                                           | <ul style="list-style-type: none"> <li>• Water Action Plan</li> <li>• Educate community members on how to conserve water</li> <li>• National Water Day</li> <li>• Require development applications to comply with BASIX requirements</li> </ul>                                                                                                                                                                                                                                                                                                                                 |
| 22   | Protect our Natural Environment                                                          | <i>Protect and restore priority land, vegetation and water habitats</i><br><br><i>Protect local environments from pollution, Increase the devolution of decision making, funding and control to groups and individuals for local environmental and community activities</i><br><br><i>By 2016, NSW will have the lowest litter count per capita in Australia</i><br><br><i>Increase recycling to meet the 2014 NSW waste recycling targets</i> | 19.10<br>19.20<br>19.30<br>19.40<br>19.50<br>19.60<br>19.70<br>19.80<br>19.90<br>20.10<br>20.20<br>20.30 | <ul style="list-style-type: none"> <li>• Weed Control Policy</li> <li>• Pesticide Notification Plan</li> <li>• State of Environment Report</li> <li>• Protection of natural environments</li> <li>• Bushland regeneration (Sir Joseph Banks Park)</li> <li>• Identification and protection of Aboriginal sites</li> <li>• Enforcement under the Protection of the Environment Act</li> <li>• Policy and enforcement to reduce incidence of illegal dumping</li> <li>• Air and noise monitoring</li> <li>• Chemical Clean-Up Day</li> <li>• Waste Management Strategy</li> </ul> |
| 23   | Increase opportunities for people to look after their own neighbourhoods and environment |                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4.10<br>4.20<br>7.10<br>7.30,<br>17.50<br>18.10<br>18.20<br>18.70,<br>18.80                              | <ul style="list-style-type: none"> <li>• Keep Australia Beautiful initiatives</li> <li>• Bushcare volunteer group</li> <li>• E-waste and Mattress Collection Service</li> <li>• Provide 2 free scheduled clean-up services and 2 free pre-booked services</li> <li>• Garden Competition</li> <li>• Nature Strip Rebate</li> <li>• Community Gardens</li> </ul>                                                                                                                                                                                                                  |

## Community Strategic Plan – Link to State Plan Priorities

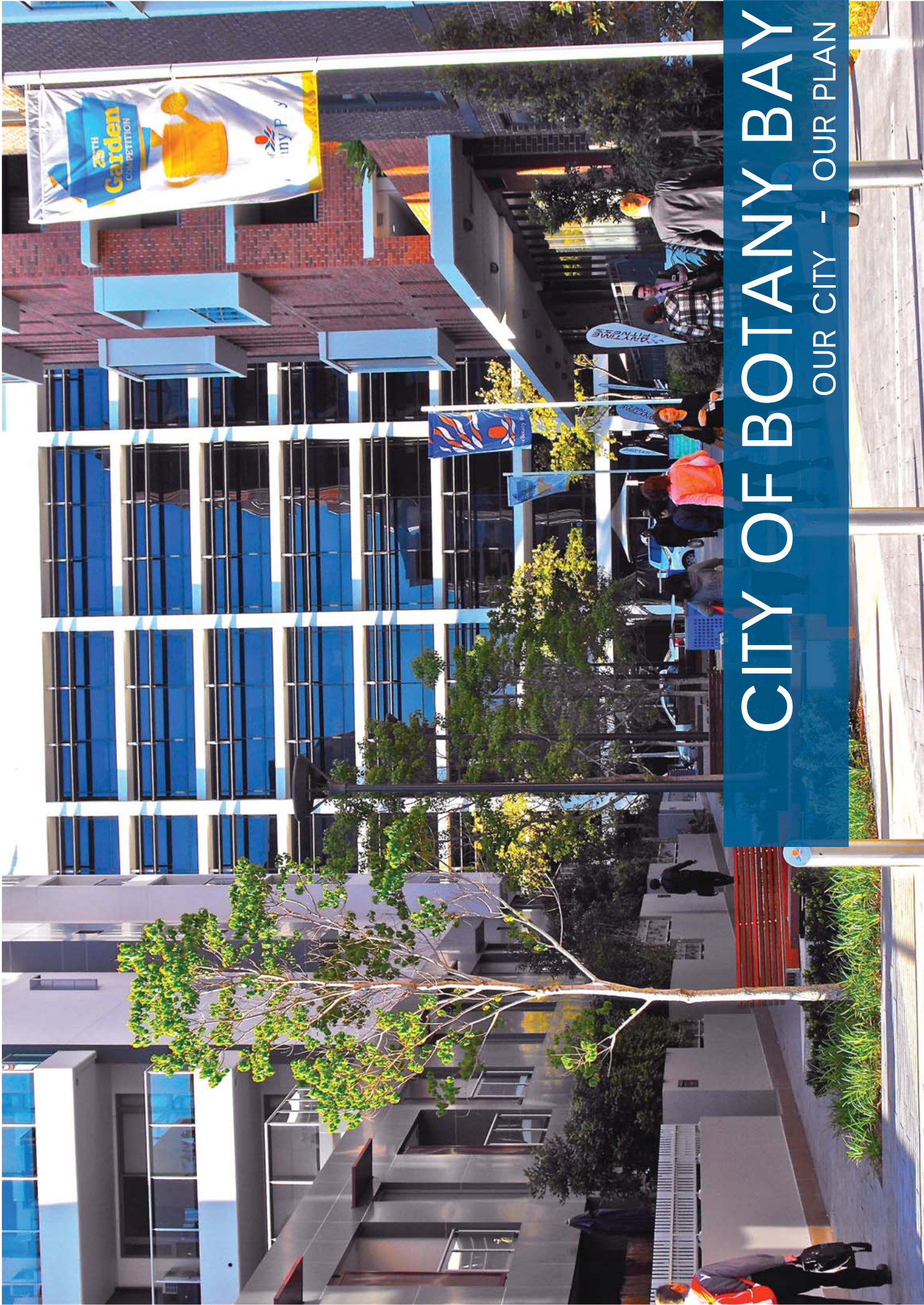
| Goal | State Plan                                                                       | Targets                                                                                  | Link to CSP | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24   | Make it Easier for People to be Involved in their Communities                    | <i>Increase volunteering</i>                                                             | 4.20        | <ul style="list-style-type: none"> <li>• Provide a range of volunteering opportunities</li> <li>• Volunteer Recognition Function</li> <li>• 10.5% of our community are volunteers</li> <li>• Conduct information session for prospective councillors</li> <li>• Advisory Committees with community representation</li> <li>• Community Engagement Policy and Protocol</li> <li>• Botany 2040 Community Engagement Project</li> <li>• Annual Community Event Calendar</li> <li>• Provide opportunities to showcase community talent and celebrate our cultural diversity at community events (Multicultural Fair, Harmony Day, Community Days)</li> <li>• Support local community-based sporting groups</li> </ul>                                                                                                           |
|      |                                                                                  |                                                                                          | 4.30        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                                                  | <i>Increase community participation</i>                                                  | 6.10        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 25   | Increase opportunities for seniors in NSW to fully participate in community life | <i>Develop and implement a whole of NSW Government Strategy on Ageing by 1 July 2012</i> | 4.10        | <ul style="list-style-type: none"> <li>• Ageing Strategy Senior Citizens Advisory Committee</li> <li>• Direct delivery of HACC programs (Meals on Wheels, Centre Based Day Care and List Shopping)</li> <li>• Safe, accessible infrastructure</li> <li>• Partner with NSW agencies to provide information sessions for senior residents (Change your Smoke Alarm Battery Day, Tech Savvy Seniors Program, Falls Prevention, Legal information etc.)</li> <li>• HR Policies</li> <li>• Grandparents Days at Long Day Care Centres and Family Day Care</li> <li>• Provide Pensioner Concessions - Pensioner Rebate on Rates, Free entry to Botany Aquatic Centre, Discounts at tennis, squash and golf facilities, Companion Animals registration</li> <li>• Active Seniors - Exercises classes, line dancing etc.</li> </ul> |
|      |                                                                                  |                                                                                          | 4.20        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|      |                                                                                  |                                                                                          | 4.30        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                                               | Targets                                                                                                                                                                                                                                  | Link to CSP                    | Examples of Activity                                                                                                                                                                                                                                                                                                                                                                 |
|------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 26   | Fostering Opportunity and Partnerships with Aboriginal People            | <i>Close the life expectancy gap within a generation</i><br><br><i>Increase the number of Aboriginal communities the State Government is partnering with to improve local outcomes</i>                                                   | 5.10<br>5.20                   | <ul style="list-style-type: none"> <li>Information, awareness and advocacy</li> <li>Aboriginal and Torres Strait Islander Advisory Committee</li> <li>Member of Eastern Region Local Government Aboriginal and Torres Strait Islander Forum</li> <li>Employment of Aboriginal Programs Officer to assist in better community engagement with local Aboriginal communities</li> </ul> |
| 27   | Enhance Cultural, Creative Sporting and Recreation Opportunities         | <i>Increase participation in sport, recreational, arts and cultural activities in Sydney from 2010 to 2016 by 10%</i>                                                                                                                    | 4.10<br>9.10<br>12.10<br>17.50 | <ul style="list-style-type: none"> <li>Directly deliver sporting programs - exercise classes for seniors, learn to swim classes, six-a-side soccer, 3-on-3 basketball, squash, tennis, golf, Active Healthy Kids Programs, Youth Week</li> <li>Botany Historical Trust</li> <li>George Hanna Memorial Museum</li> <li>Community Exhibitions - JJ Cahill High School</li> </ul>       |
| 28   | Ensure NSW is ready to deal with major emergencies and natural disasters | <i>Local emergency management planning</i><br><br><i>Information and awareness</i><br><br><i>Neighbourhood safer places in bush prone areas</i><br><br><i>Floodplain risk management plans</i><br><br><i>Manage Biodiversity threats</i> | 8.10<br>18.20                  | <ul style="list-style-type: none"> <li>Botany / Randwick SES Unit</li> <li>Complete flood management plans</li> <li>Assist on local emergency responses eg Hailstorm, localised flooding, Caltex oil spill, Eastgardens collapse</li> <li>Biodiversity threat response – Fire Ant invasion at Port Botany</li> </ul>                                                                 |
| 29   | Restore confidence and integrity in the planning system                  | <i>Implement new planning system</i><br><br><i>Provide stakeholder feedback</i>                                                                                                                                                          | 11.10<br>2.50                  | <ul style="list-style-type: none"> <li>Development application processing</li> <li>Resident consultative meetings on development</li> </ul>                                                                                                                                                                                                                                          |

## Community Strategic Plan – Link to State Plan Priorities

| Goal | State Plan                                                                           | Targets                                        | Link to CSP   | Examples of Activity                                                                                                                                                                                              |
|------|--------------------------------------------------------------------------------------|------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 30   | Involve the community in decision making on government policy, services and projects | <i>Increase local planning decision making</i> | 11.10<br>6.10 | <ul style="list-style-type: none"><li>• Resident consultative meetings on development</li><li>• Community Advisory committees</li><li>• Coordination of community response on issues</li><li>• Advocacy</li></ul> |



# CITY OF BOTANY BAY

OUR CITY - OUR PLAN



# introduction

Our Plan – Our City” - a shared vision for the future.

Council prepared its first suite of integrated planning and reporting documents in 2012. Our Plan has been revised and refined to reflect our most current research and community input into the changing needs and aspirations of our community over the next ten years.

It is based upon social justice principles and incorporates and supports the key elements contained within State, Regional and Local Plans including the NSW State Plan 2021, the Metropolitan Strategy and Council's new Local Environmental Plan (LEP).

“Our Plan – Our City” provides a high level overview of our blueprint for the future – it is the overarching document in our suite of integrated planning and reporting documents. It is based on five main themes: -

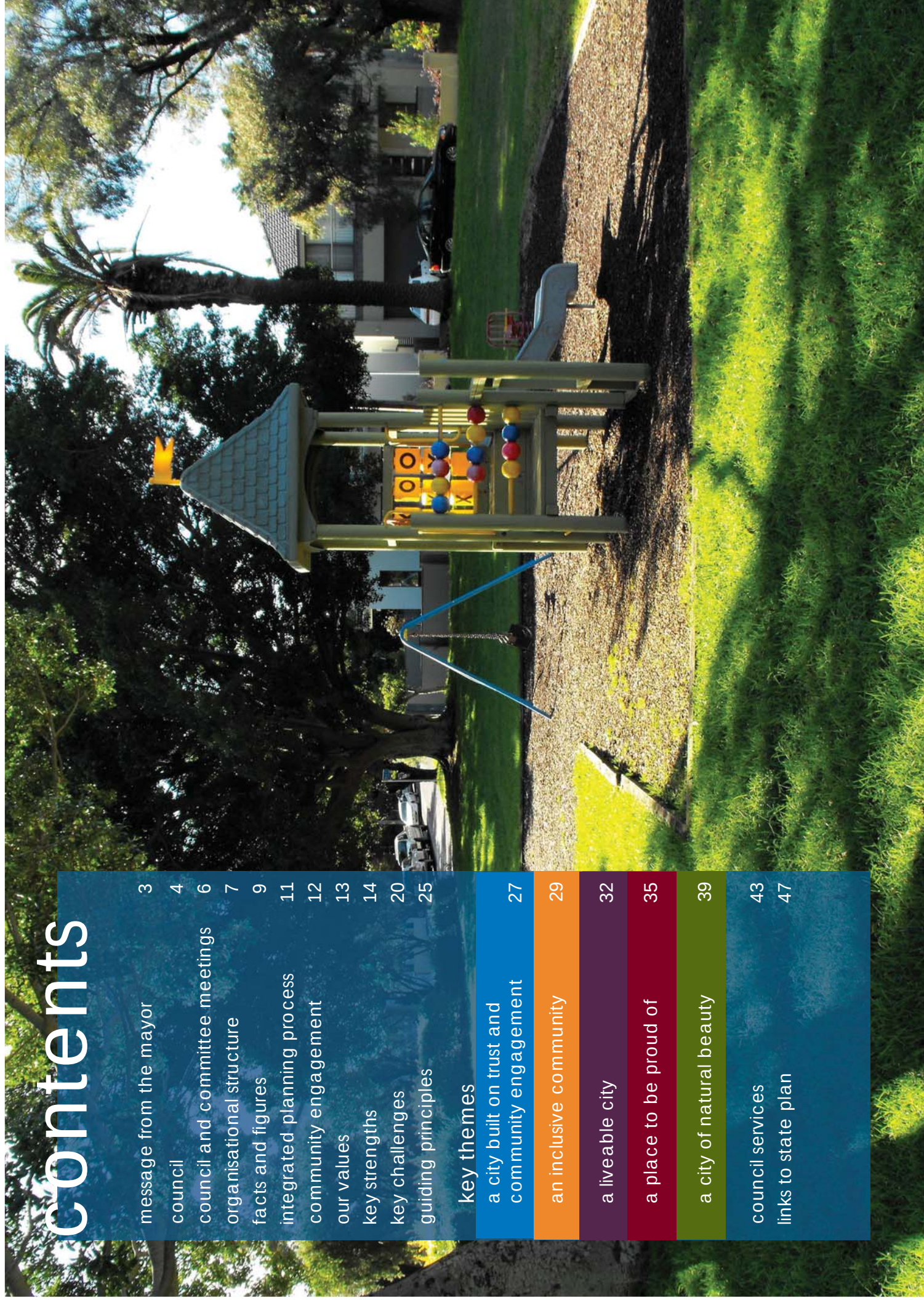
- An inclusive community
- A liveable city
- A city of natural beauty
- A place to be proud of
- A city built on trust and community engagement

Other documents that complement and support the strategic planning process are: -

- The Delivery Program – covering a four-year period, outlines our strategies and actions relating to each of the themes contained in “Our Plan – Our City”
- The Operational Plan – outlines our strategies and actions relating to each of the themes contained in “Our Plan – Our City” and our budget for the forthcoming period 2013/2014
- The Long-Term Financial Plan – outlining our ten year projected financial forecasts
- An Asset Management Strategy – Outlines how our asset portfolio supports the service delivery needs of the community into the future
- A Workforce Plan - addresses the human resources requirements to enable Council to implement and deliver the strategies outlined in the Delivery Program

# contents

|                                                   |    |
|---------------------------------------------------|----|
| message from the mayor                            | 3  |
| council                                           | 4  |
| council and committee meetings                    | 6  |
| organisational structure                          | 7  |
| facts and figures                                 | 9  |
| integrated planning process                       | 11 |
| community engagement                              | 12 |
| our values                                        | 13 |
| key strengths                                     | 14 |
| key challenges                                    | 20 |
| guiding principles                                | 25 |
| key themes                                        |    |
| a city built on trust and<br>community engagement | 27 |
| an inclusive community                            | 29 |
| a liveable city                                   | 32 |
| a place to be proud of                            | 35 |
| a city of natural beauty                          | 39 |
| council services                                  | 43 |
| links to state plan                               | 47 |



# message from the mayor



Our Council is a community, service and delivery focused level of government. At the City of Botany Bay, our aim is to ensure that we provide a quality service to our residents, ratepayers and local businesses. It is important to us that we are a leader in the management and delivery of high quality services to our community.

This is something we take very seriously. To do this we are working hard to listen and engage, to deliver efficient and effective services and to ensure the highest standard in everything we do.

I am pleased to be able to share this Corporate Strategic Plan. This Plan outlines what Council will strive to deliver over the next four years. It sets out a clear commitment of what our community can expect from us. It also provides our staff with direction and guidance on the community's expectations.

Each year we will release an Operational Plan that details the specifics of what we will deliver in that financial year. The Operational Plan will provide the next level of detail, with measurable deliverables and milestones to keep us on track to deliver the longer term Corporate Strategy.

"Our Plan – Our City" is a commitment that will hold us accountable to our community. We will report against our progress and ensure our strategies and the annual Corporate Delivery Plan are updated to reflect any new commitments that emerge.

I hope you will find "Our Plan – Our City" an informative document that shows we, as Council, are committed to engaging, communicating, listening to and responding to our community. A community that encourages and inspires creativity and innovation; values honesty and integrity and works collaboratively to achieve our shared vision.

---

**BEN KENEALLY**  
MAYOR

# Council



The Council of the City of Botany Bay comprises seven elected representatives:

His Worship the Mayor, Cr Ben Keneally

Deputy Mayor, Cr George Glinatsis

Cr Mark Castle

Cr Christina Curry

Cr Stan Kondlios

Cr Greg Mitchell

Cr Brian Troy

The Mayor and Councillors are elected to office every four years.

The current Council was elected in September 2012 for the term ending in September 2016.

The Mayor's role is to exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council; to exercise such functions of the Council as the Council determines; to preside at meetings of the Council, to carry out the civic and ceremonial functions of the Mayoral office.

CONNECT

CARE

VALUE

TRUST

PRIDE

HERITAGE

PROTECT

SAFE

ENGAGE

PLAN

BUILD

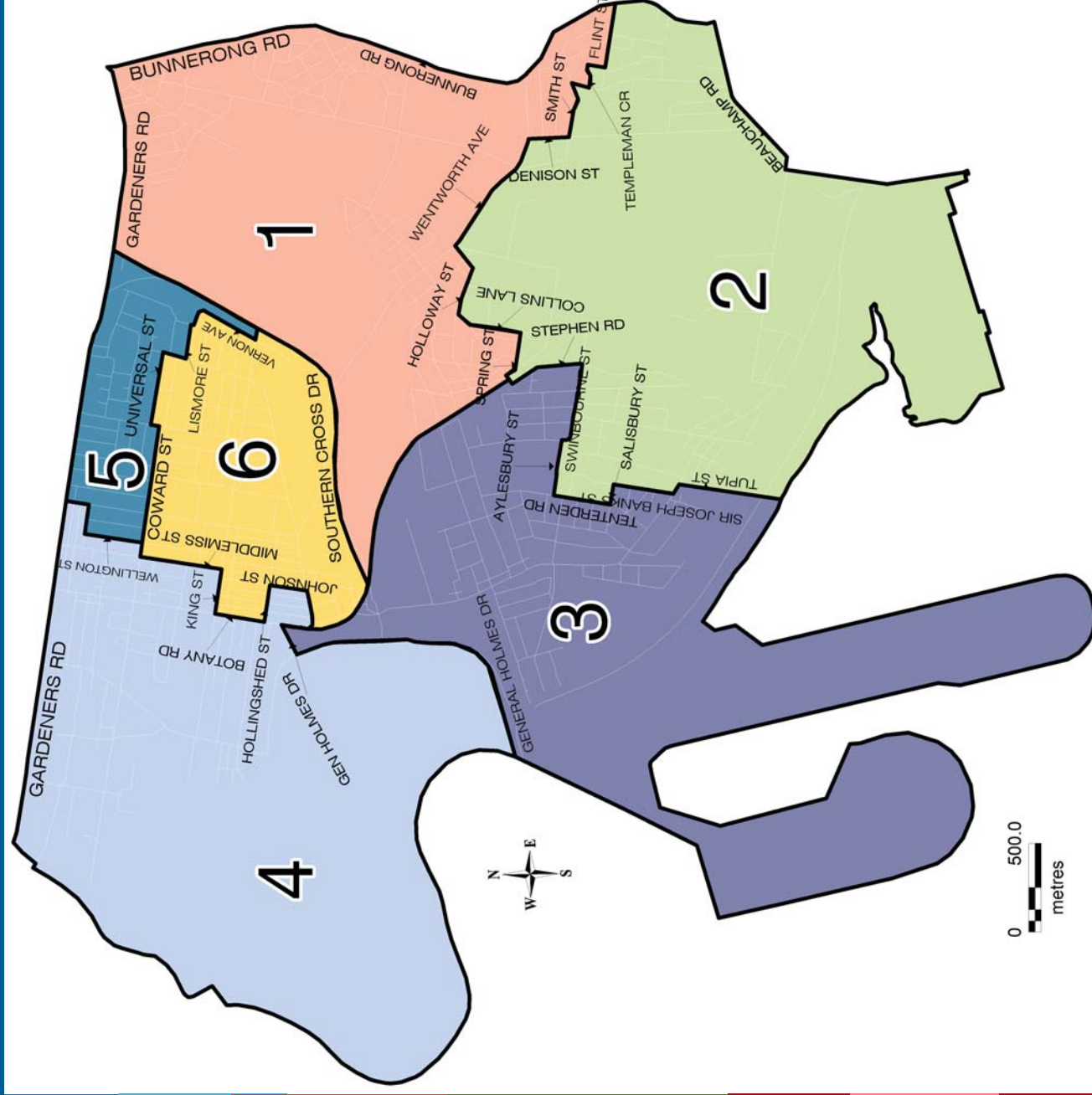
GROW

ACTIVE

HEALTHY

THRIVE

INNOVATE



# council and committee meetings

## council's schedule of committee meetings

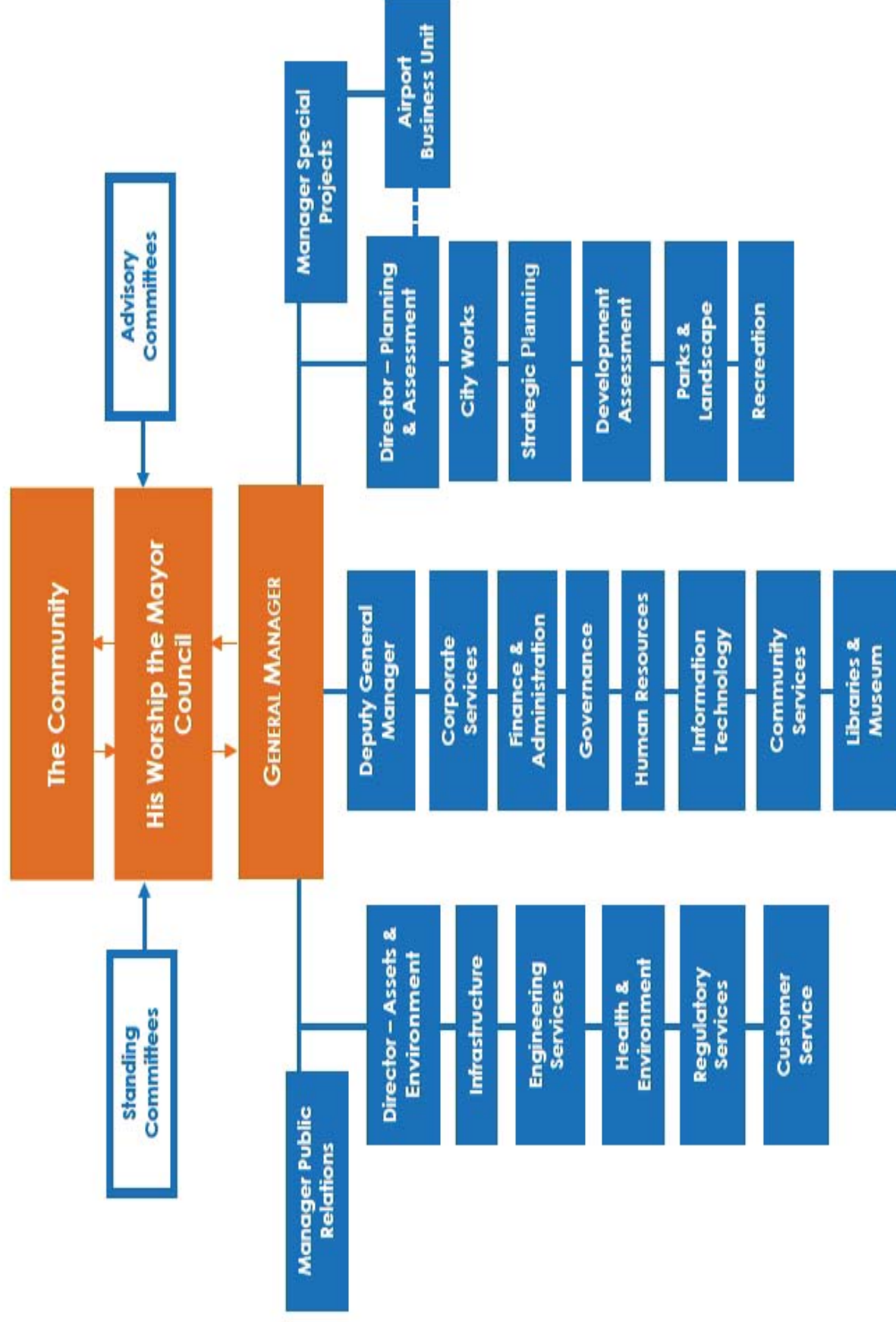
| Standing Committees               | Sub Committees          |
|-----------------------------------|-------------------------|
| Policy and Priorities Development | Local Traffic           |
| Health and Environment            | Advisory Committees     |
| Public Works                      | Access                  |
| Community Services                | Botany Historical Trust |
| Library                           | Recreation              |
| Parks and Landscape               | Senior Citizens         |

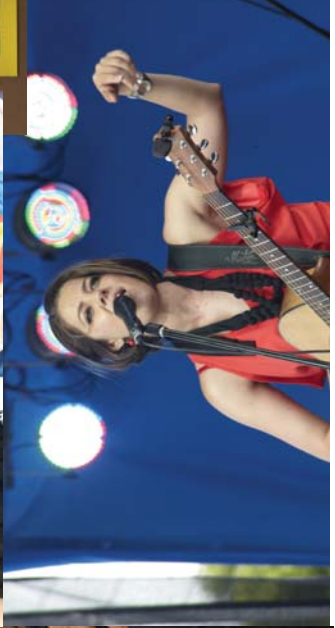
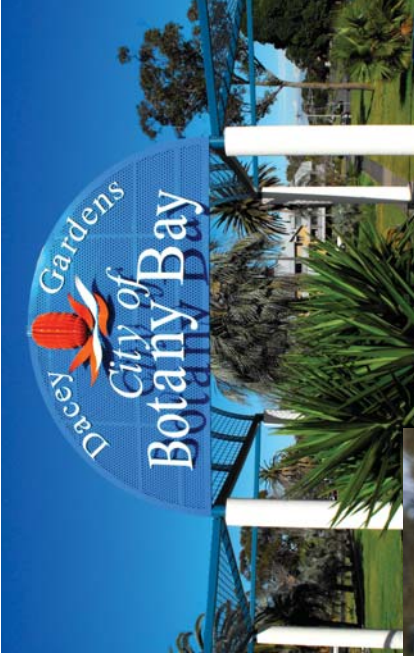


## the council administration

The General Manager is responsible for the day-to-day management of the Council. The role of the General Manager is outlined in the Local Government Act as being responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without delay, of decisions of the Council.

# organisational structure







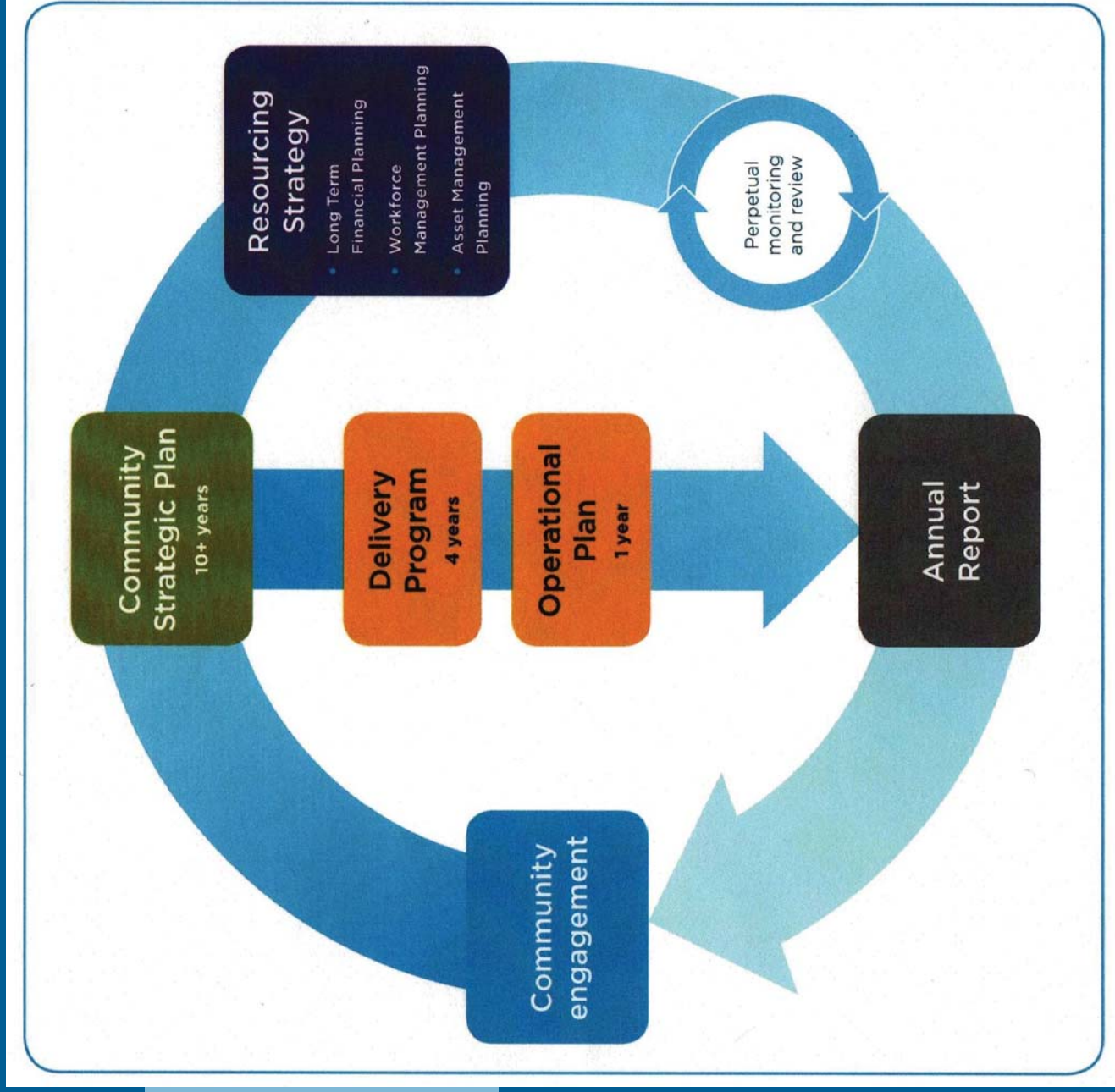
# facts and figures

The City of Botany Bay is located in the inner south-eastern suburbs of Sydney, about 7km south of the Sydney CBD. Our City boundaries are Gardeners Road to the north, Bunnerong Road and Beauchamp Roads to the east, Botany Bay in the south and the Sydney Airport and Alexandra Canal in the west. Our City includes the suburbs of Bankstown, Botany, Daceyville, Eastgardens, Eastlakes, Hillsdale, Mascot, Pagewood and parts of Rosebery.



|                                   |                                                                                                                                              |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Population                        | 39,355                                                                                                                                       |
| Land area                         | 2,169 hectares (27km <sup>2</sup> )                                                                                                          |
| Population born overseas          | 42.1%                                                                                                                                        |
| Main birthplace overseas          | China, Bangladesh, Indonesia, United Kingdom, New Zealand, Greece, Philippines, India, Turkey and Egypt                                      |
| Main languages other than English | Greek, Bengali, Indonesian, Spanish, Mandarin, Cantonese, Turkish and Arabic                                                                 |
| Indigenous population             | 1.6% of our population identify themselves as indigenous Australians                                                                         |
| Need assistance                   | 1,955 or 5% of the population report needing help in their day-to-day lives due to a disability                                              |
| Volunteers                        | 10.5% of our residents undertake volunteer work                                                                                              |
| Households                        | 33.1% of households are made up of couples with children, 20.2% couples without children, 11.7% are one parent families and 23.2% live alone |
| Dwelling type                     | 38.6% of dwellings are separate houses, 21.3% are town houses and semis and 39.4% are apartments                                             |
| Qualifications                    | 9,195 residents have a tertiary qualification                                                                                                |
| Education Institutions            | 23% of our population attend an educational institution                                                                                      |
| Employment status                 | 18,401 of our residents are employed, of which 66% are working full-time and 31% part-time                                                   |
| Local Jobs                        | 44,639                                                                                                                                       |
| GRP                               | Our City contributes 1.82% of the Gross Regional Product (GRP) of the State.                                                                 |
| Number of businesses              | There are 4,309 businesses in our City                                                                                                       |

# integrated planning process





# community engagement

“Our Plan – Our City” reflects the changing needs, expectations, priorities and aspirations of our community identified through our community engagement processes undertaken over recent years, and in particular, throughout 2012/2013. Our community engagement strategy identifies the various ways in which we communicate and consult with our community members, as well as other stakeholders in the wider community.

The development of “Our Plan – Our City” has included information gathered from: -

- The development of the 2012 CS
- A community survey in 2012
- Consultation in respect of the new LEP
- Councillor street meetings and community days
- Consultative and Advisory Committees
- Representations received by the Mayor and Councillors
- Various “Have your say” promotions in respect of a wide range of community issues
- Consultation in respect of the 2013 “Our City – Our Plan”, Delivery Program, Operation Plan and Resourcing Strategy

“Our Plan – Our City” reflects our shared vision for the City of Botany Bay.



# our values

## **Leadership**

We are inspired by a shared vision, lead by example and encourage and support others to do the same

## **Collaboration**

We are committed to working collaboratively across the whole organisation for the common good of the Council and the community we serve

## **Customer Service**

We are committed to understanding and responding to customers' needs

## **Accountability**

We hold ourselves accountable for our actions, celebrate our success and learn from our mistakes

## **Integrity**

We are committed to acting ethically, fairly, selflessly, impartially, honestly and with Integrity in everything we do

## **Communication**

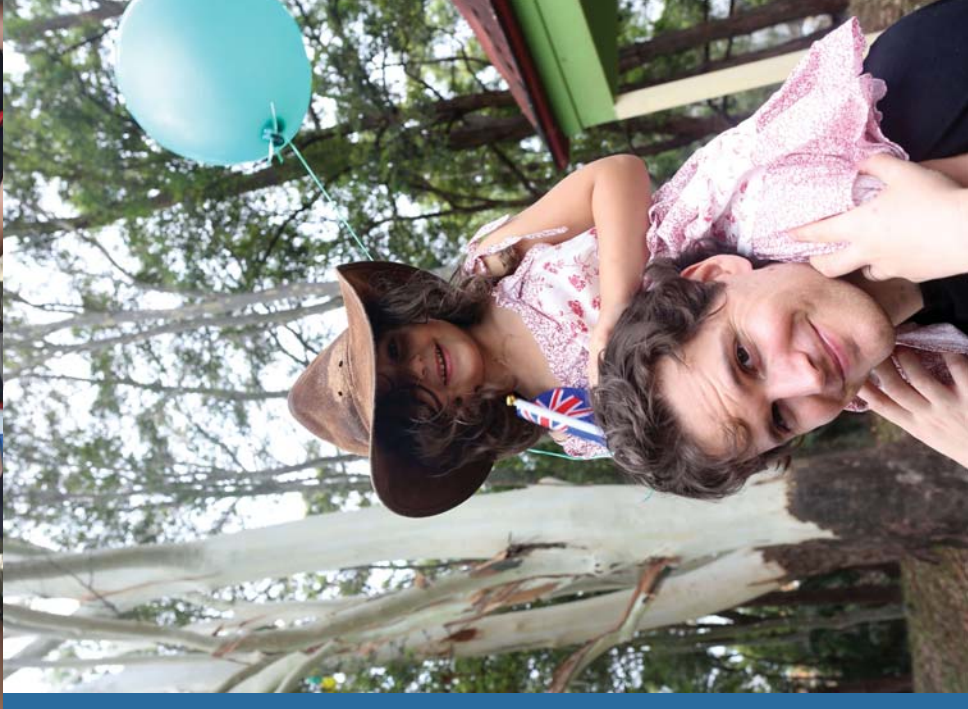
We are committed to communicating openly, transparently and clearly

## **Excellence**

We will strive for excellence in all that we do

## **Innovation**

We value innovation, initiative, resourcefulness and creativity



# key strengths

## a long history - providing a sense of identity

The City has a rich history with the heritage of the area closely linked to the discovery of the eastern seaboard of Australia and the beginning of the nation. The Endeavour sailed into what they named Stingray Harbour, later named Botany Bay, on April 29, 1770. Captain James Cook accompanied by botanists Joseph Banks and Daniel Solander, impressed by the fertile soil and the quality of the land for animals to graze, claimed the land for Britain. The area with its plentiful water supply became home to market gardeners, fishing villages, lime and salt manufacturers and other industries reliant on water for their operations. Our City's emblem today features a banksia and waves representing these strong ties to our heritage. As the Sydney area grew, so too did our City. Infrastructure was upgraded and extended to service our growing communities and to transport food and other products to the growing population of the Sydney region. The City was home to Australia's first public housing estate - the garden suburb of Daceyville; Australia's first zoo and international foot race at the Sir Joseph Banks Pleasure Gardens; Australia's busiest airport and major seaport, to name but a few.

Our history and heritage provide us with an insight into how our City developed and evolved - it provides us with a sense of identity. Many of our streets and parks are named after those individuals who were instrumental in shaping our City and our nation. We are continuing this tradition through our new initiative "History Walk" designed to acknowledge, and to continue to tell the story, of those individuals who have helped shape our City.

## collaborative democratic

## governance - a shared vision to guide our future

Our City has a clear, articulated and shared vision. We have a commitment to developing and maintaining strong partnerships with other Government agencies, businesses, community groups and residents to encourage and facilitate civic collaboration and the sharing of new ideas to enhance decision-making. We understand and accept our responsibilities, welcome being held accountable for our actions and value the trust placed in us by the community. We are committed to monitoring, measuring and reporting on our progress openly and transparently.



# proximity our city is strategically located

Proximity is a key element of creating successful cities. The history of our City shows how our area was shaped by its location - being close to Sydney and having an abundant supply of water.

Today our City is located within close proximity to Sydney Airport, the Sydney CBD, educational institutions, hospitals, shopping centres, accommodation and recreational facilities. The City of Botany Bay's strategic location is ideally placed as a desirable City to live and work.



Our City has an enormous capacity to build social capital and contribute to our City's vision of a desirable place to live and work. This is demonstrated through our cultural diversity and a willingness to embrace community life based upon harmony, tolerance, respect and understanding; our historically low crime rates; our willingness to participate in volunteering and community based activities such as at our Meals on Wheels service, helping with school activities and sitting on P&F Committees, helping local sporting groups; assisting with local church activities; volunteering time, skills and energy to sit on our Senior Citizens, Access, Botany Historical Trust and Recreation Advisory Committees, Knitting Network as well as on management committees of Senior Citizens Clubs and local community groups; the collaboration among local church groups to assist with the planning of Carols in the Park; businesses providing financial or in-kind support of community activities; as well as those in our community who help their fellow citizens out on a day-to-day basis, without anyone else's knowledge or seeking any recognition from others. This caring and cohesiveness is what helps make our City special and socially sustainable.

a caring and  
cohesive community  
strong community capacity

A group of students in school uniforms are gathered around a table, looking at a document. The students are of various ethnicities and are focused on the paper. The background is slightly blurred, showing more students and a school setting.

# a changing community a proud history and a bright future

The physical change to our City is apparent - our City has changed from an area known for its industrial heritage, noxious trades and affordably priced residential areas abutting these industries to one of urban renewal with high-quality, highly-priced and highly-sought after developments.

What perhaps is less apparent is the change in our demographics. Our population has increased by over 10% in the past 10 years. Two key trends are shaping the demographic composition of the City - an ageing in the area's traditional multicultural and working class population, and a population regeneration by younger, more affluent, professionals.

The composition of our workforce is also changing. In 2013, our workforce population was estimated at 65,652. In 2021 and 2031 it is projected to increase to 70,196 and 79,036 respectively. Traditionally blue collar positions dominated our workforce now, a large proportion of our workforce is employed in manufacturing and freight/logistics sectors, the retail sector, accommodation and food trades, financial and insurance, health care and social assistance, education and training and other professional services.

This urban renewal, an increase in the number of more affluent, younger professionals moving into the area and strong workforce projections would indicate our City is experiencing strong growth in wealth and a robust local economy.

# a healthy active community inclusive of all ages and abilities

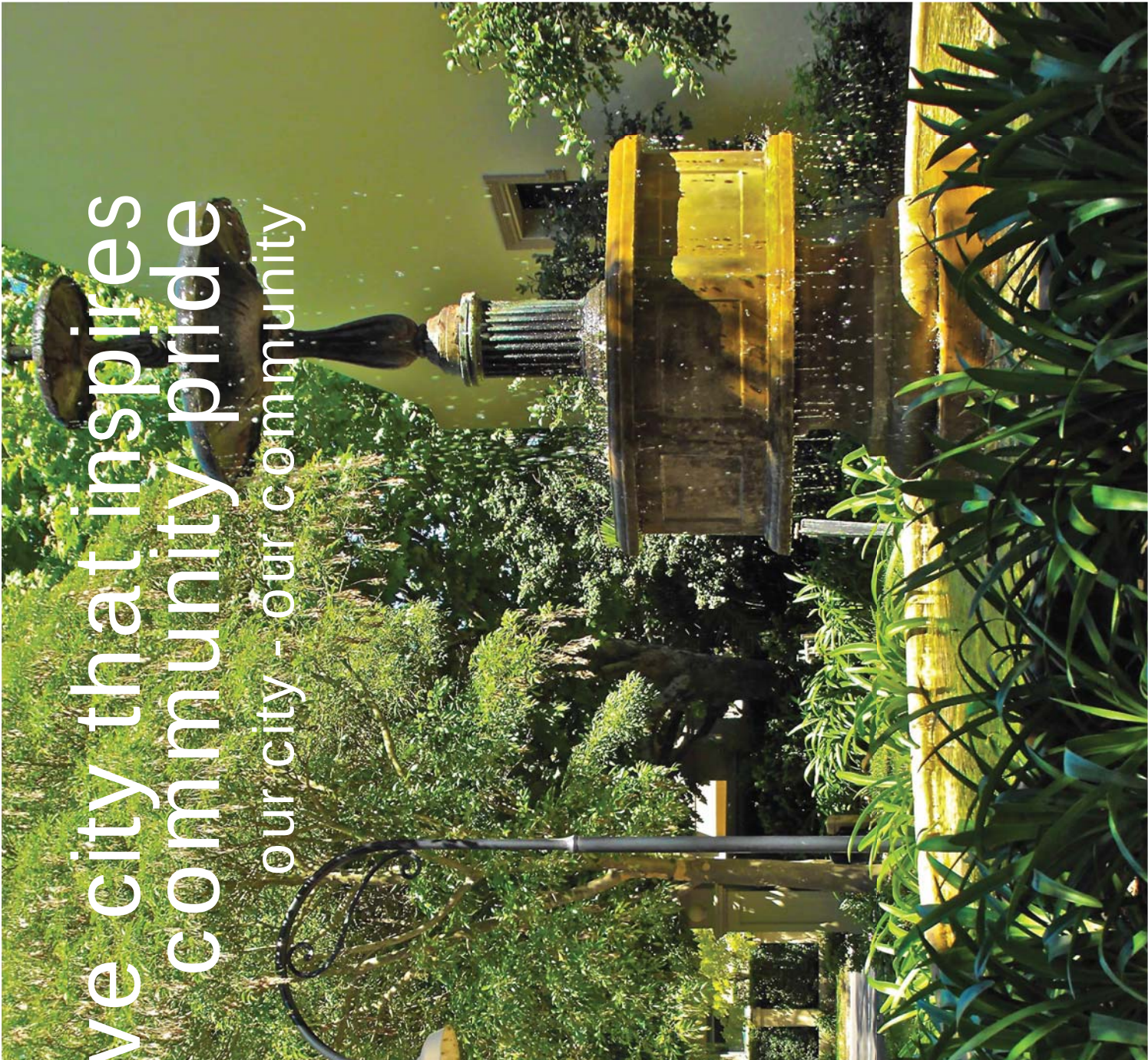
Our City has always had an interest in promoting healthy, active lifestyles. Our early historical records show canoeing and speed tree climbing (also assisting with daily living in food gathering) as competitive sports. The City was home to Australia's first zoo at Sir Joseph Banks Pleasure Gardens with the area later expanded to become home to the largest gardens and menagerie in Sydney. The Gardens and surroundings included horse riding, pony racing, boat hire, a sporting arena for cricket, a bowling green, a football field, an archery range and a running track that was home to the international foot race the Bay Gift. The area also included a polo ground, golf courses and the Ascot Racecourse.

Our tradition and love of a healthy and active lifestyle continues to this day with community sporting and recreational facilities dotted throughout the City. These include sporting grounds for football, soccer and cricket, premier athletic and soccer facilities at Hensley Athletic Field, squash and tennis court facilities, swimming and water activities at the Botany Aquatic Centre and personal training facilities at Garnet Jackson Reserve.

Facilities to engage children and families are provided as part of our parks and playground capital works programs. Recently completed facilities include Booralee Park, L'Estrange Park, Sir Joseph Banks Park, Jellicoe Park and Mascot Park.

These facilities play an important role in the social and recreational life of the community. They facilitate social connections, encourage an active and healthy lifestyle, help in building upon our strong sense of belonging, and allow and encourage support networks to develop amongst members of the community, including those who may be vulnerable and isolated.



A photograph of a park with a fountain, trees, and a street lamp. The fountain is in the foreground, with water spraying upwards. There are many green trees and bushes in the background. A black street lamp is visible on the left side of the image. The overall scene is bright and sunny.

# an attractive city that inspires community pride

## our city - our community

The look or attractiveness of the City inspires a sense of pride amongst members of the community, as well as helping to achieve our vision of the City being a desirable place to live and work.

The goal to achieve a City of beauty can be traced back to the early 1900's when the garden suburb of Daceyville was built. It was one of the first suburbs in Sydney to have fenceless front gardens, breaking down the boundaries between private and public space. Historic records show that residents planted colourful gardens, often roses, adding to the overall look of the City. This partnership with our residents continues today through our annual Garden Competition where the front gardens of residents' home complement the Council's streetscape program, adding to the colour and beauty of our area. Our street tree planting and replacement program ensures the ongoing greening of our area and encourages an increase in native bird and animal life throughout the City.

In addition to our streetscape program, Council undertakes regular and extensive cleaning throughout the City. This includes mechanical and manual street sweeping, emptying of street and park litterbins, removal of illegally dumped rubbish, removal of abandoned items, public convenience cleaning and mowing and maintenance of public space areas. Whilst Council undertakes regular nature strip mowing, it encourages residents to maintain a sense of community pride by mowing the nature strip outside their homes.

Our program to revitalise local shopping strips includes regular cleaning and maintenance upgrades of pavements and street furniture, as well as distinctive plantings to add to the colour and improve the visual amenity of the urban environment.



# key challenges community assets planning to meet our current and future needs

Community assets are the backbone of local communities - local infrastructure provides access to transport, education, sport and recreation, programs, activities and services - it comprises the essential foundation of the fabric of our community.

Council, together with other levels of government, plays an important role in the management of community assets - across our City - essential assets on which our community relies.

These assets include roads and bridges, kerb, gutters and drainage, power and communications, community open space such as parks, reserves, playgrounds and recreational facilities, streetscape trees and furniture as well as community buildings.

Many of our community facilities were built in the 1970's often with the assistance of one-off capital grants from other spheres of government and, over time, requires a significant commitment of resources to extend their economic life.

The ability to maintain our assets requires careful and long-term financial planning. This includes developing a strategic plans to understand and predict the future and changing needs and aspirations of our community; to ensure that infrastructure meets, and continues to meet, legislative standards; and to ensure that Council has sufficient financial capacity to meet these costs.

# affordable, accessible, intergrated transport connecting communities

As our City's population increases, further demands will be placed on transport systems. A lack of affordable, accessible, integrated transport within the City affects the ability of community members to fully participate in community life.

This includes barriers to participation in employment, education, recreation and social and other daily activities - it reduces connectedness and increases the reliance on the use of private cars.

Council will continue to lobby the NSW Government for better transport options for our City. Strategies aimed at increasing the opportunities available for alternatives to private car usage, such as shuttle bus services, community transport, walking and cycling, will also be developed and refined.



# a global gateway critical to our state's economic future

Whilst recognising the critical part these entities play in ensuring the economic future of the State, these activities can also have a detrimental affect on the environmental and residential amenity of our City.

The majority of Australia's busiest Airport and second largest Port - The Economic Gateway for NSW- are located within the boundaries of the City of Botany Bay.

Port Botany accounts for 95% of freight container movements in NSW. Container movements have doubled in volume from 1 Million TEU 1999/00 to 2 Million in 2010/11. Of this total volume, only 14% were moved by rail, with the remainder carried by road.

Container volume growth is forecast to continue at between 5 and 8 per cent per annum over the next 25 years. This equates to an estimated increase in volume to around 4.5 Million TEU in 2022/23.

Council will continue to lobby the NSW Government to adhere to undertakings given by the former State Government and Sydney Ports Corporation to achieve a rail share target of 40% and, if possible, exceed this target.

In 2010, Sydney was ranked as the 27th busiest airport in the world catering for around 36 million passengers. In 2007, airfreight amounted to 471,000 tonnes. There were 290,000 aircraft movements. By 2029, it is projected that the airport will cater for 425,000 aircraft movements carrying almost 80 million passengers and 1,077,000 tonnes of freight.

These projections provide an undeniable reason for all levels of government to collaborate on identifying and constructing a second international airport. A second airport will relieve, or at least cap growth, in airport movements in our City as well as continuing to provide an important employment generator for NSW.



A photograph of four children sitting on the red seats of a fire truck. They are all wearing black seatbelts. From left to right: a girl with long brown hair in a pink shirt, a boy with curly blonde hair in a blue t-shirt and checkered shorts, a girl with blonde hair in a striped tank top, and a girl with blonde hair in a green t-shirt. The fire truck has a white ladder with circular rungs on the side. The background shows green foliage.

# a changing city

## strong population growth

## and a changing demographic profile

Whilst residential and workforce population growth are important elements of a strong local economy and community, changing community profiles require careful and strategic planning to ensure we continue to meet the changing needs of our community.

Our population has increased by over 10% in the past 10 years. Two key trends are shaping the demographic composition of the City - an ageing in the area's traditional multicultural and working class population, and a population regeneration by younger professionals. This trend is likely to see our population significantly increase by another 22% over the coming twenty years, and at the same time, change our demographic profile. Younger, more affluent residents (often families with children) are likely to require different services and facilities than those that have been required over past decades. This will require careful planning to ensure the needs and aspirations of our community continue to be met into the future.



# contamination requiring careful environmental management

The City of Botany Bay and surrounding areas have been heavily used by industries such as petrochemical, tanneries, metal platers, service stations and depots, dry cleaners and wool scourers over much of the last 100 years. As a result, land contamination is an important issue in the City of Botany Bay.

The recent urban consolidation pressures have resulted in residential redevelopment of former industrial and commercial sites. Whilst carrying out its planning functions, Council has a responsibility to consider the possibility that a previous land use has caused contamination of the site, and the potential risk to human health or the environment from that contamination.

The NSW Government through the Office of Environment and Heritage - Environment Protection Authority also has a role in managing contaminated land through its investigative and regulatory powers.

Council continues to work closely with the Office of Environment and Heritage, industry and the community to address the issue of contaminations within our City.

# guiding principles of equity and diversity council is committed to:-

Providing an opportunity for all members of the community to fully participate in the planning and delivery of services, programs and activities provided by the City of Botany Bay

Identifying, developing and implementing the most appropriate way to engage with local communities, particularly those groups considered to be marginalised or in vulnerable situations

Identifying and removing barriers that may reduce the ability of all members of the community to participate in the planning and delivery of services, programs and activities provided by the City of Botany Bay

Increasing the awareness and understanding of our City's rich cultural diversity in order to promote harmony throughout the community

Celebrating our rich cultural diversity

Monitoring and reporting our progress in improving the ability of all members of the community to fully participate in the planning and delivery of services, programs and activities provided by the City of Botany Bay Principles of Social Justice

## principles of social justice equity

There should be fairness in decision-making, prioritising and allocation of resources, particularly for those most in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interest of people in vulnerable circumstances.

### access

All people should have fair access to services, resources and opportunities to improve their quality of life.

### participation

Everyone should have the maximum opportunity to genuinely participate in decisions affecting their lives

### rights

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



# principles of multiculturalism

Council is committed to the principles of multiculturalism. These principles are defined in the Community Relations Commission and the Principles of the Multiculturalism Act 2000 as:-

- a) The people of NSW are of different linguistic, religious, racial and ethnic backgrounds who, either individually or in a community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious, racial and ethnic heritage
- b) All individuals in NSW, irrespective of their linguistic, religious, racial and ethnic backgrounds, should demonstrate a unified commitment to Australia, its interests and future and should recognise the importance of shared values governed by the rule of law with a democratic framework
- c) All individuals in NSW should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate
- d) All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language
- e) All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programmes provided or administered by the Government of NSW
- f) All institutions of NSW should recognise the linguistic and cultural assets in the population of NSW as a valuable resource and promote this resource to maximise the development of the State



# a city built on trust and community engagement

An elected body that is reflective of its community; is committed to engaging, communicating, listening to and responding to its community; encourages and inspires creativity and innovation; values honesty and integrity; and works collaboratively to achieve a shared vision.

## what we are already doing

We have adopted a Community Strategic Plan to guide our City's future.

We have adopted a long-term financial plan to ensure financial sustainability

We have developed a Workforce Management Strategy to ensure we have the right mix of people, skills and capacity to meet our changing organisational needs into the future

We have a range of policies and procedures to ensure a high standard of governance across our organisation

Responding to the changing demographics of our City to ensure we continue to provide services, programs and activities to meet our community's changing needs

We communicate and engage often and openly with our community

We encourage and value community input and feedback

We are never complacent - we continually strive to be creative and innovative to provide the best level of service to our community



## local democracy

- 1.10 Encourage a diverse range of citizens with the opportunity to serve the community as elected representatives
- 1.20 Ensure Councillors are provided with training and development opportunities to assist in understanding their roles and responsibilities
- 1.30 Ensure that Councillors are provided with timely and accurate information to enable informed decision-making
- 1.40 Ensure that Councillors are supported effectively to discharge their civic duties and responsibilities
- 1.50 Represent and advocate on behalf of the community

## responsible governance

- 2.10 Ensure the financial, environmental and social sustainability of the Council through strategic planning processes
- 2.20 Sound financial management and business practices
- 2.30 Ensure the implementation of a robust governance framework based upon the principles of accountability, openness and transparency, integrity, ethics and responsibility, efficiency and leadership
- 2.40 Maintain a good understanding of our community profile
- 2.50 An engaged community
- 2.60 Accountable and transparent decision-making
- 2.70 Communicate clearly and often with the community about Council activities
- 2.80 Minimise risk
- 2.90 Effective Records Management
- 3.10 Excellence in Customer Service
- 3.20 Innovative, creative, talented staff

## key partnerships

- Our community
- NSW Department of Premier and Cabinet, Division of Local Government
- Federal - Council of Australian Governments
- NSW Local Government Association
- Federal Member for Kingsford Smith
- State Member for Heffron
- NSW Ombudsman
- Independent Commission Against Corruption
- NSW Electoral Commission
- Metropool
- Southern Sydney Regional Organisation of Councils
- Australian Bureau of Statistics
- United Services Union
- Local Newspapers

## key indicators to success

### what we will measure

Our ongoing sustainability

Community satisfaction with our level of community engagement is increasing

Community satisfaction with the opportunity to participate in decision making is increasing feedback

Community satisfaction with doing business with Council is increasing feedback

Employees who consider the Council to be a good employer is increasing

### how we will measure our success

Benchmarking against the DLG and industry and QBL indicators

Community feedback and surveys

Complaints managements

Staff feedback and surveys

# an inclusive community

A culturally diverse and cohesive community based on tolerance, understanding and respect and supports and encourages all community members to fully participate in community life.

## what we are already doing

- Incorporating social justice principles and multiculturalism principles in all that we do
- Providing a wide-range of accessible and affordable community services programs and activities for individuals of all ages and abilities
- Reducing barriers and increasing the opportunity for all members to participate in community life
- Supporting local community groups and organisations
- Providing and promoting volunteering opportunities
- Conducting Citizenship Ceremonies
- Hosting a wide-range of community events
- Promoting community safety
- Providing facilities, programs and education to promote healthy lifestyles and community well being
- Providing library and programs to entertain, inform, empower and educate our community



## opportunities to participate in community life

- 4.10 Ensure all community members have fair and equitable access to programs, services and activities
- 4.20 Identify and implement strategies to reduce barriers to participation
- 4.30 Develop the capacity of local community groups and organisations to provide best practice community programs
- 4.40 Provide programs, services and activities for residents of all ages and abilities
- 4.50 Ensure all community members are afforded the opportunity to fully participate in community life

## a community where cultural diversity is valued, celebrated and respected

- 5.10 Acknowledge and celebrate our cultural heritage, including our Indigenous and multicultural heritage
- 5.20 Encourage tolerance, understanding and respect through a better-informed community
- 5.40 Celebrate Australian citizenship
- 5.50 Foster international relationships that provide opportunities for sharing of cultural knowledge and experience

## a cohesive community operating for the good of all members

- 6.10 Encourage community involvement in decision-making
- 6.15 Identify and promote volunteering opportunities

## a strong sense of community through community events programs

- 7.20 Increase community connectedness and strengthen cohesiveness through holding community events

## a safe community

- 7.30 A community where members have the opportunity to safely participate in community life
- 7.40 Ensure the design of public spaces, community facilities and major developments incorporate safer by design principles
- 7.50 Promote water safety
- 7.60 Increase perceptions of the City of Botany Bay being a safe place to live, work, visit and invest
- 7.70 Encourage responsible pet ownership
- 7.80 Safer streets
- 7.90 Empower through community education
- 8.10 Ensure the City is well prepared in the event of a disaster occurring
- 8.20 Safe infrastructure and facilities

## a healthy active community

- 9.10 Provide a diverse range of well-maintained and affordable sporting facilities
- 9.20 Encourage the community to access and participate in a wide range of activities and services to promote good health and wellbeing
- 9.30 Increase community health through promotion of healthy lifestyles and disease prevention
- 9.40 Increase the availability of appropriate, affordable and accessible health services for the community
- 9.50 Reduce the likelihood of illness caused by unsafe food and food practices
- 9.60 Reduce the likelihood of illness and disease caused by environmental factors
- 9.70 Ensure compliance with fire safety standards

## valuing life-long learning

- 10.10 Ensure a well-resourced library service to meet the current, and future, social, recreational and educational needs of the community
- 10.20 Investigate further opportunities for community members of all ages and stages of life to participate in programs and activities designed to entertain, inform, empower and educate
- 10.30 Encourage a strong foundation for life-long learning at an early age

## key partnerships

- Our community
- Community volunteers
- Senior Citizens Advisory Committee
- Access Advisory Committee
- Recreation Committee
- Local Traffic Committee
- Federal Department of Families, Housing, Community Services and Indigenous Affairs
- Federal Department of Immigration and Citizenship
- Federal Department of Education, employment and Workplace Relations
- Federal Department of Veterans Affairs
- Federal Department of Broadband, Communication and the Digital Economy
- Federal Department of Health and Ageing
- Federal Department of Human Services
- Human Rights and Equal Opportunities Commission
- NSW Department of Ageing Disability and Home Care
- Housing NSW
- NSW State Library
- NSW Department of Health
- NSW Police Force
- NSW Fire and Rescue
- State Emergency Services
- NSW Department of Education and Communities
- NSW Department of Premier and Cabinet
- NSW Department of Families and Community Services
- NSW Department of Attorney General and Justice
- NSW Aboriginal Land Council
- Metropolitan Land Council
- La Perouse Local Aboriginal Land Council
- Aircraft Noise Ombudsman
- TAFE NSW
- Local Schools

## key indicators to success

- Participation in community activities is increasing
- Crime statistics are decreasing
- The health of the community is increasing
- Road accidents are decreasing
- Volunteer numbers are increasing
- Volunteering opportunities

## how we will measure our success

- Participation rates in community activities
- NSW Bureau of Crime statistics
- NSW Health statistics
- RMS accident statistics
- Australian Bureau of Statistics and participation rates in Council



# a liveable City

A City with a built environment that has character and architectural integrity; community open space and facilities that are accessible, well maintained and well managed; safe, accessible and well maintained infrastructure that connects communities together and to places; vibrant, sustainable and well supported business precincts that meet the needs of local communities.

## what we are already doing

Our policies and codes encourage high-quality planning and design outcomes in line with our City's vision

Our infrastructure is safe, accessible and well-maintained

Preserving our City's heritage

We are increasing and upgrading community open space

Managing and investigating opportunities for increased parking opportunities

Encouraging and promoting cycling and walking as alternate transport options

Upgrading and improving local shopping precincts

Working in partnership with key stakeholders to support business and employment opportunities within our City



## sustainable development outcomes

- 11.10 Encourage high-quality planning and urban design outcomes that enhance the character and local needs of the community
- 11.20 Encourage environmentally sustainable developments
- 11.30 Identify, preserve and protect items of heritage value

## community facilities

- 12.10 Ensure the long-term sustainability of infrastructure and community assets for current and future generations

## provide areas of open space

- 13.10 Encourage new developments to include usable open green space
- 13.20 Pursue partnerships and opportunities to increase usable open space
- 13.30 Ensure parks, reserves and other open spaces are accessible, maintained and well managed to meet the current and future recreational needs of the community

## safe and less congested roads

- 14.10 Ensure a safe and well-maintained local road network
- 14.20 Monitor and reduce where possible the impact of traffic on local roads
- 14.30 Promote road safety
- 14.40 Ensure parking is well managed
- 14.50 Lobby for alternate transport option for freight movements to and from Port Botany and Sydney Airport

## greater use of alternate transport options

- 15.10 Efficient and effective integrated transport options
- 15.20 Encourage the use of alternate transport options
- 15.30 Ensure safe, accessible, well-connected, well-maintained cycleway network
- 15.40 Ensure a safe, accessible, well-connected, well-maintained footpath network
- 15.50 Ensure safe, accessible bus stops and bus shelter sheds

## vibrant and economically viable shopping precincts

- 16.10 Support local shopping precincts to maintain and develop their character
- 16.20 Encourage a mix of businesses to meet community needs and expectations
- 16.30 Support the creation and development of business and employment opportunities in the City
- 16.40 Support businesses to be economically, environmentally and socially sustainable
- 16.50 Investigate and implement appropriate economic development strategies



## key partnerships

- Our community
- Federal Department of Transport and Infrastructure
- NSW Department of Planning and Infrastructure
- NSW Roads and Maritime Services
- NSW Department Fair Trading
- NSW Environmental Trust
- Transport NSW
- Railcorp
- City Rail
- Sydney Buses
- Pedestrian Council of NSW
- Botany Bay Business Enterprise Centre
- Botany Historical Trust
- Mascot Mainstreet
- Local businesses and industry
- Developers
- Community transport providers

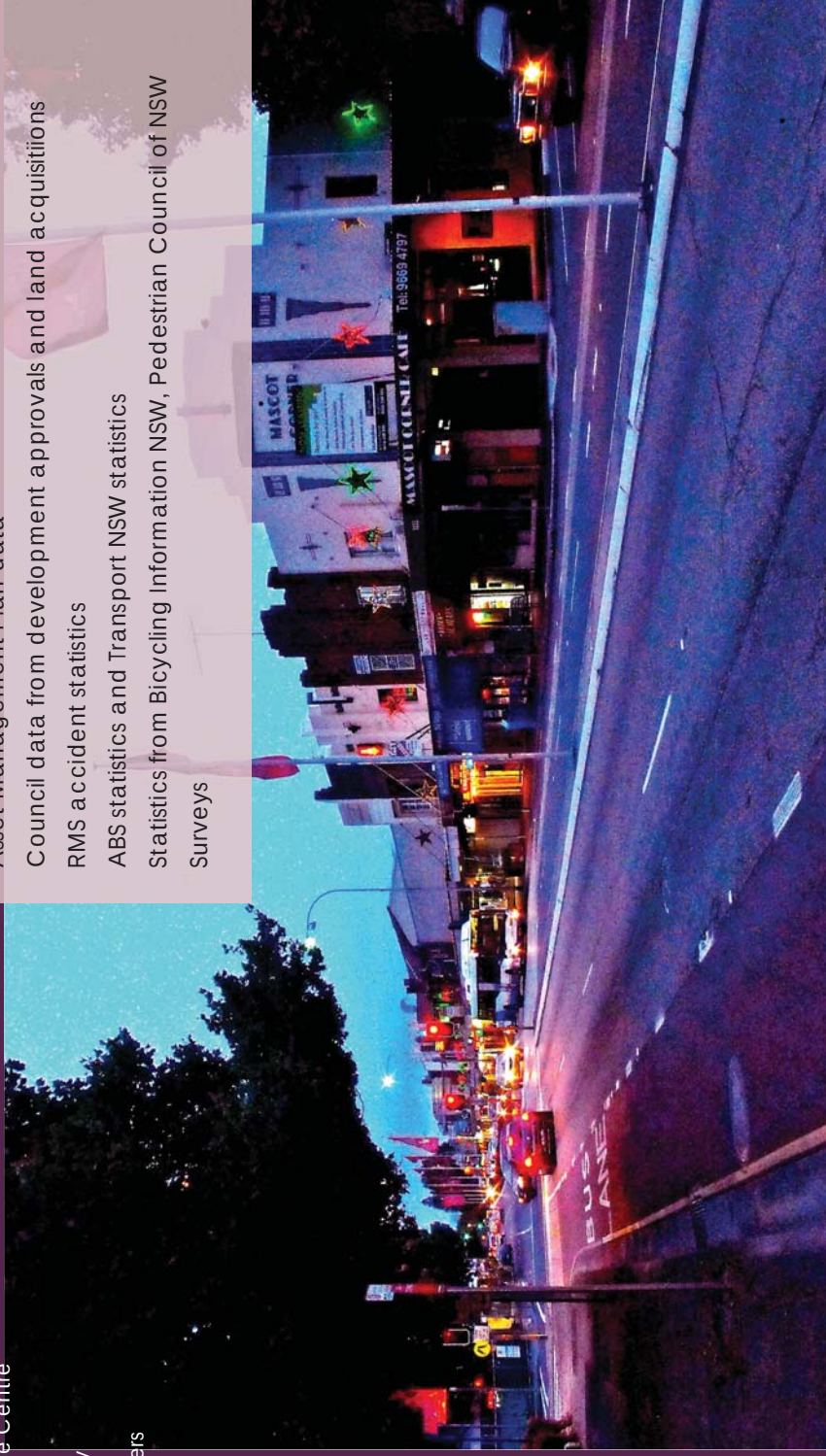
## key indicators to success

### what we will measure

Satisfaction with planning outcomes  
Community facilities are being well maintained and improved  
Increase in open space  
Decrease in road accidents  
Decrease in road congestion  
Increase in use of alternate transport

### how we will measure our success

Community feedback and surveys  
Asset Management Plan data  
Council data from development approvals and land acquisitions  
RMS accident statistics  
ABS statistics and Transport NSW statistics  
Statistics from Bicycling Information NSW, Pedestrian Council of NSW  
Surveys



# a place to be proud of

A City that engenders a sense of pride and community spirit  
- a City where people are proud to say they come from the  
City of Botany Bay



## what we are already doing

Promoting our values within the organisation and the community

Support the Botany Historical Trust to assist Council in documenting and preserving the City's history and heritage

Refreshing our City identity program to increase community recognition and pride

Recognising and celebrating the achievements of community members

Maintaining clean and attractive streetscapes and public spaces

Encouraging a 'good neighbour' attitude amongst community members

Encourage community members to maintain their homes, businesses and gardens to enhance the attractiveness of streetscapes

Encourage community members to keep a 'lookout' and to report incidents of illegal activity such as illegal dumping, graffiti and vandalism

Working with local police to maintain law and order



## a proud City

- 17.10 Engender a sense of community pride
- 17.20 Promote city identity and community values through corporate branding opportunities
- ### an attractive City
- 17.30 Maintain attractive and green streetscapes
- 17.40 Maintain attractive streetscape signage, furniture, lighting and public art
- 17.50 Maintain City infrastructure
- 17.60 Partner with the community to enhance our Cityscape

## a clean City

- 17.70 Maintain clean streets and public spaces
- 17.80 Eliminate the incidence of illegal dumping
- 17.90 A City free of graffiti
- 18.00 A zero tolerance towards vandalism
- 18.10 Public areas free of abandoned items

## community recognition

- 18.20 Recognise and celebrate the contribution and achievement of community members
- 18.30 Document and preserve our City's history and heritage for current and future generations
- 18.40 Encourage a greater understanding among the community of our history and heritage
- 18.50 Promote and celebrate our history and heritage

## key partnerships

- Our community
- Our community
- NSW Office of the Environment and Heritage
- NSW Environmental Protection Authority
- Department of Planning and Infrastructure
- Arts NSW
- NSW Aboriginal Land Council
- Metropolitan Land Council
- La Parouse Local Aboriginal Land Council
- Local Businesses
- Botany Historical Trust
- NSW Environmental Trust
- Local Schools



# key indicators to success

## what we will measure

- Increase in pride indications
- Decrease in visual amenity complaints
- Decrease in illegal dumping
- Increase in membership of Botany Historical Trust
- Increase in community arts projects

## how we will measure our success

- Community feedback and surveys
- Community feedback and complaints management data
- Illegal dumping statistics and garbage disposal data
- BHT Membership Register
- Number of community arts projects approved and undertaken





# a city of natural beauty

Clean and green - a natural environment with a future, for the future

## what we are already doing

Undertaking programs to control noxious weeds and feral animals

Undertake programs to improve biodiversity

Undertaking bushcare programs

Undertake programs to improve stormwater pollution control

Undertaking community programs such as Keep Australia and Trees for Mum

Conducting environmental education, programs and events

Implement policies and programs to conserve water, reduce energy consumption and address climate change

Working with key stakeholders to reduce the incidence of contamination and remediate contaminated land



## an environmentally sustainable city

19.10 A high standard of environmental sustainability

## thriving natural habitats

19.20 Protect and preserve the local environment for current and future generations

19.30 Assess the impact of proposed development on the natural environment

## lands free of contamination

19.40 Manage contaminated lands

## clean waterways

19.50 Protection of Waterways

## a water sensitive city

19.60 Conserve Water

## an energy efficient city

19.70 Reduce energy consumption

## improved waste management

19.80 Ensure efficient waste services

19.90 Ensure efficient recycling services

20.10 Ensure efficient clean up services

20.20 Promote services for the appropriate disposal of hazardous waste

20.30 Promote alternate waste disposal options to reduce illegal dumping

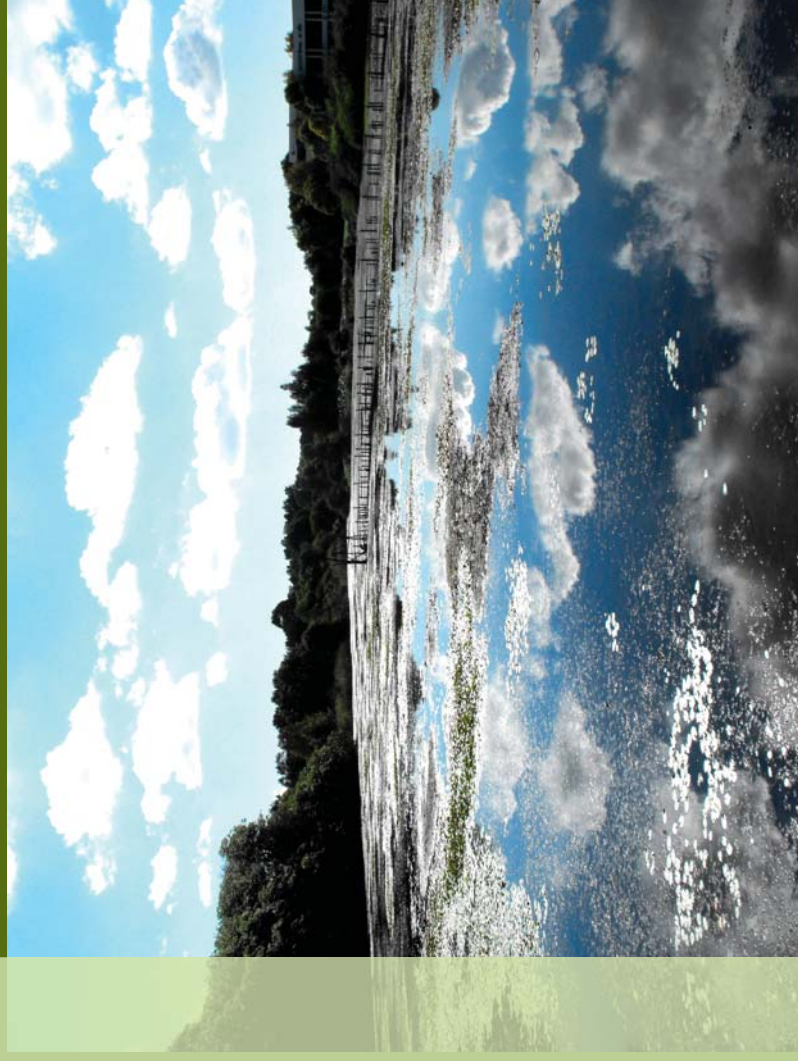
## increase community participation in

## sustainable practices

20.40 Develop community networks and capacity to create sustainable neighbourhoods

## key partnerships

- Our community
- NSW Department of Planning and Infrastructure
- NSW Environmental and Protection Authority
- NSW Office of Environment and Heritage
- Federal Department of Climate Change and Energy Efficiency
- Federal Department of Sustainability, Environment and Energy Efficiency
- Sydney Water
- Ausgrid
- NSW Department of Trade and Investment, Regional Infrastructure and Services
- Orica





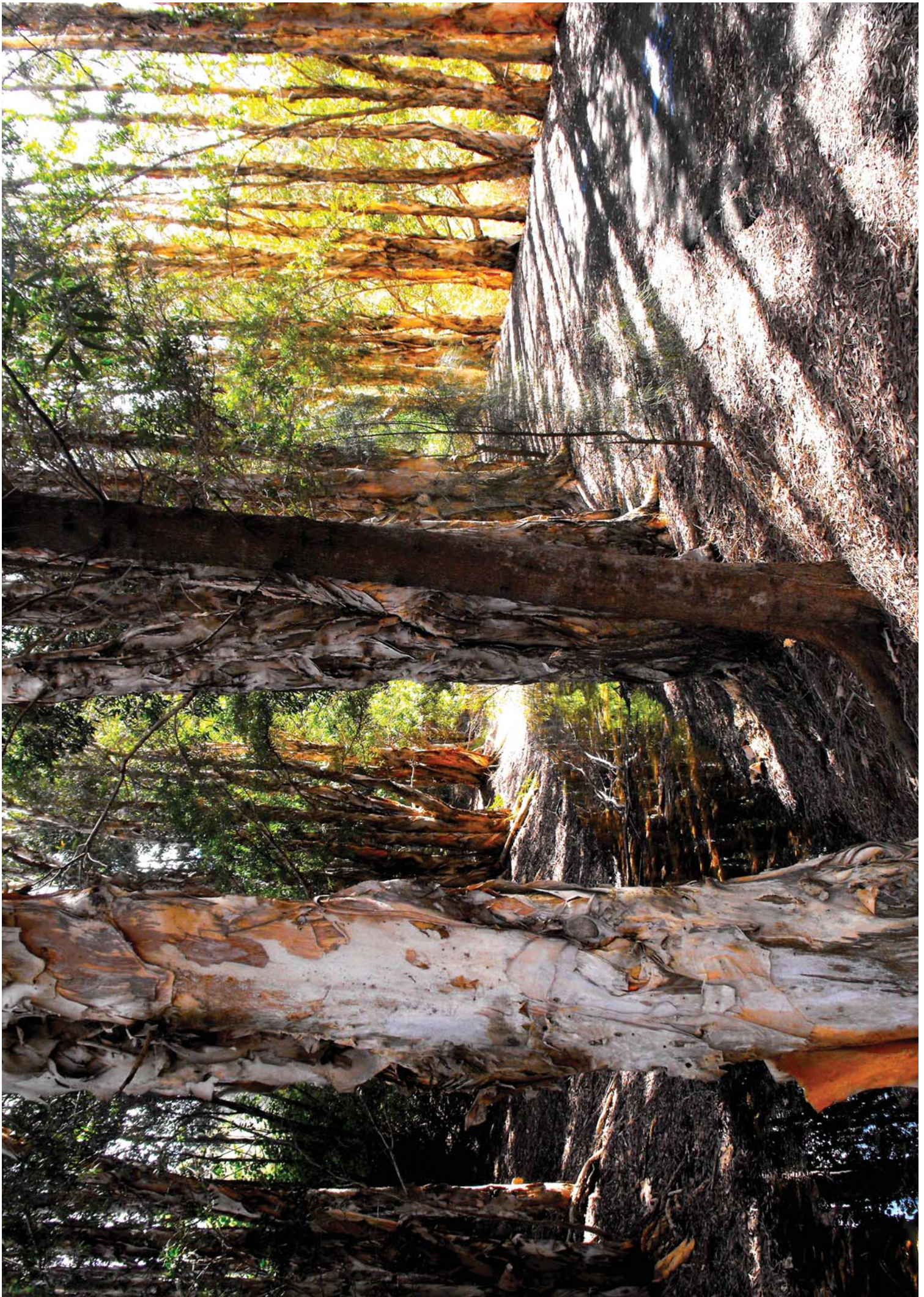
# key indicators to success

## what we will measure

- Increase health of the natural environment
- Decrease in water usage
- Decrease in energy usage
- Increase in recycling rates
- Decrease in waste going to landfill

## how we will measure our success

- State of Environment Report
- Sydney Water data
- Ausgrid data
- Council recycling collection and disposal data
- Council DWM and clean up collection and disposal data



# council services

asset management

Asset management planning  
Asset design services  
Building maintenance and construction  
Land information and mapping

business services

Business Unit contracts  
Botany Bay Business Enterprise Centre  
Economic development  
Business ethics  
National Competition Policy management



city planning services

Section 94 Contribution Plans  
Planning Certificates  
Strategic planning policies and codes



city services

Road maintenance and construction  
Footpath maintenance and construction  
Drainage maintenance and construction  
Kerb and gutter maintenance and construction  
Car park maintenance  
Parks maintenance and construction  
Streetscape maintenance  
Unpaved paths maintenance  
Bus shelter shed maintenance  
Recycling services

Streets sweeping  
Green Waste services  
Street tree planting, maintenance and removal  
Public convenience cleaning  
Public place maintenance and construction  
Cycle-way maintenance  
Graffiti removal  
Vandalism maintenance

# community services general

Community planning and development  
Community groups - support and assistance  
Community Grants Program  
Community safety  
Cultural planning

# community indigenous services

Aboriginal Advisory Group  
Eastern Region Local Government  
Aboriginal & Torres Strait Islander Forum  
NAIDOC Week  
Information and referral services

# community youth services

Hillsdale Youth Centre  
Eastlakes Youth Centre  
Youth Week  
Information Sessions  
Lionel Bowen Scholarship  
Tutoring Program

# community childrens services

Mascot Child Care Centre  
Hillsdale Child Care Centre  
Family Day Care  
Botany Vacation Care  
Rhyme-time sessions  
Story-time sessions  
Botany Before and After School Care  
Pagewood Before and After School Care

# community multicultural services

Diversity & Equity Services  
Language Translations

# community aged & disability services

Senior Citizens Advisory Committee  
Access Committee  
Meals on Wheels  
Centre-based meals  
List shopping  
Housebound Library services  
Pensioner Lawn Mowing Scheme  
Information Referrals  
Senior Citizens Committee  
Knitting Network  
55 Plus Network  
Computer Pals  
Australian Hearing  
Senior Citizens Centres  
Seniors Week activities  
Seniors programs, services and activities



# customer service

Telephone and  
One-Stop Shop

# communications

Community information  
Community consultations  
Community Report  
Community events

# finance

Rating services  
Financial services  
Rating Certificates  
Rate hardship  
Fees and charges

# health & environmental services

Food inspections and regulations  
Immunisation Services  
Legionella control  
Skin Penetration Clinics  
Boarding houses  
Pollution control  
Air quality monitoring  
Noise monitoring  
Biodiversity management programs  
Energy management programs  
Climate change programs  
Water saving management programs  
Environmental sustainability education

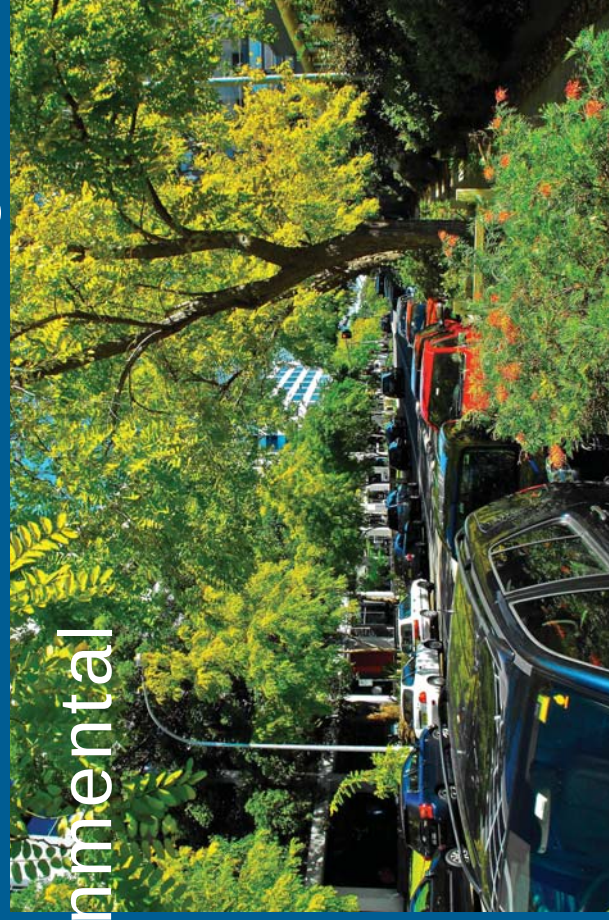
# development & compliance

Development Application assessment  
& approvals  
Development compliance  
Building and fire safety regulation  
Planning and Building Certificates  
Fire safety

# emergency management services

Local Emergency Management  
Committee

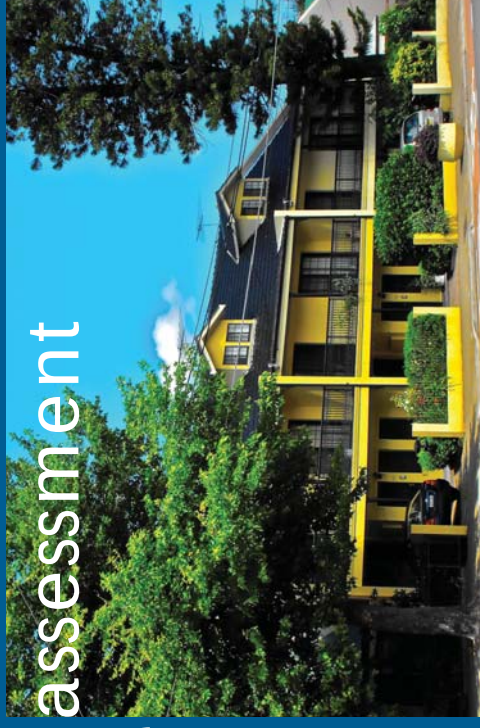
# engineering services



Planning and design  
Traffic management  
Parking management  
Local Traffic Committee  
Cycle-ways  
Resident's Parking Scheme  
management

# regulatory services

Parking control  
Illegal dumping and litter control  
Pollution control  
Abandoned cars  
Animal control and enforcement



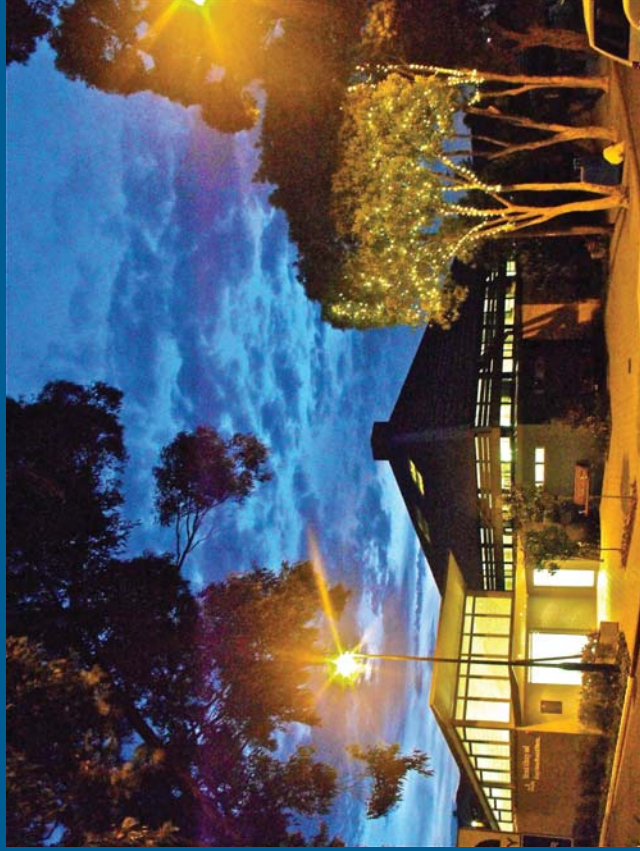
# governance

Integrated Planning  
Policy development and management  
Business Papers  
Internal Audit  
Citizenship Ceremonies  
Public information (GIPA Act)  
Business ethics  
Complaints management  
Privacy management

## Library Services

Community information  
Local Studies  
Botany Historical Trust Advisory Committee  
Botany Historical Trust services  
Museum exhibitions

# library & museum services



# recreation services

Sporting field management  
Hensley Athletic Field  
Botany Aquatic Centre  
Mutch Park Tennis & Squash Centre  
Aloha Street Tennis Courts  
Botany Golf Course

# landscape services

Planning & design services  
Street tree planting, maintenance and removal  
Tree preservation



| STATE PLAN GOAL                                                                                                                                | STATE PLAN TARGETS & PRIORITY ACTIONS                                                                     | LINKS TO COMMUNITY STRATEGIC PLAN                  |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Goal 1 Improve the performance of the NSW economy                                                                                              | Local economy<br>NSW Freight and Ports Strategy<br>Local tourism<br>EEO targets<br>Support small business | 1.50; 3.20; 5.20; 16.10; 16.20; 6.30; 16.40; 16.50 |
| Goal 4 Increase the competitiveness of doing business in NSW                                                                                   | Improve development approval and plan making processes                                                    | 11.10                                              |
| Goal 5 Place downward pressure on the cost of living                                                                                           | Improve housing affordability and availability<br>Metropolitan Planning Strategy                          | 11.10                                              |
| Goal 10 Improve road safety                                                                                                                    | National Road Safety Strategy                                                                             | 7.80; 8.30; 14.30                                  |
| Goal 11 Keep people healthy and out of hospital                                                                                                | Improve wellness and illness prevention<br>NSW Immunisation Campaign                                      | 9.10; 9.20; 9.30; 9.40; 9.50; 9.60                 |
| Goal 13 Better protect the most vulnerable members of our community and break the cycle of disadvantage                                        | Child wellbeing<br>Homelessness                                                                           | 4.10; 4.20; 9.20                                   |
| Goal 14 Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential | Person centred approach to disability services                                                            | 4.20; 4.40; 5.20                                   |
| Goal 15 - Improve education and learning outcomes for all students                                                                             | Access to quality early childhood education<br>Increase the opportunity to finish the HSC                 | 4.10; 10.20; 10.30                                 |
| Goal 16 - Prevent and reduce the level of crime                                                                                                | Reduce crime levels<br>Increase confidence in Police<br>Information awareness                             | 7.30; 7.80; 7.90                                   |

| STATE PLAN GOAL                                                                                    | STATE PLAN TARGETS & PRIORITY ACTIONS                                                                                                                                                                                                                                                                                                                                               | LINKS TO COMMUNITY STRATEGIC PLAN                         |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Goal 19 - Invest in critical infrastructure                                                        | <ul style="list-style-type: none"> <li>Asset Management Planning - Infrastructure backing</li> <li>Local infrastructure renewal program</li> <li>Improve the quality of roads</li> <li>Enhance rail freight movement</li> </ul>                                                                                                                                                     | 1.5; 12.10; 14.10; 14.50                                  |
| Goal 20 - Build liveable centres                                                                   | Metropolitan Strategic Planning Framework                                                                                                                                                                                                                                                                                                                                           | 1.10; 11.20                                               |
| Goal 21 - Secure potable water supplies                                                            | Metropolitan Water Plan - Water efficiency                                                                                                                                                                                                                                                                                                                                          | 18.60;                                                    |
| Goal 22 - Protect our natural environment                                                          | <ul style="list-style-type: none"> <li>Protect and restore priority land, vegetation and water habitats</li> <li>Protect and conserve land, biodiversity and native vegetation</li> <li>Protect rivers, wetlands and coastal environments</li> <li>Protect local environments from pollution</li> <li>Increase renewable energy</li> </ul>                                          | 18.10; 18.20; 18.30; 18.40; 18.50; 18.60; 18.70           |
| Goal 23 - Increase opportunities for people to look after their own neighbourhoods and environment | <ul style="list-style-type: none"> <li>Funding opportunities</li> <li>Bush Care Groups</li> <li>Anti-litter campaigns</li> <li>Support recycling</li> <li>Reduce graffiti</li> <li>Increase neighbourhood crime prevention</li> <li>Understand and reduce the impacts of climate change</li> <li>Increase community participation</li> <li>Plan for an ageing population</li> </ul> | 4.10; 4.20; 7.10; 7.30; 17.50; 18.10; 18.20; 18.70; 18.80 |
| Goal 26 - Fostering opportunity and partnerships with Aboriginal people                            | Support Aboriginal Culture, Country and Identity                                                                                                                                                                                                                                                                                                                                    | 5.10; 5.20                                                |

| STATE PLAN GOAL                                                                                | STATE PLAN TARGETS & PRIORITY ACTIONS                                                                                                                                                 | LINKS TO COMMUNITY STRATEGIC PLAN |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Goal 27 - Enhance cultural, creative, sporting and recreation opportunities                    | Increase participation in sport, recreational, arts and cultural activities                                                                                                           | 4.10; 9.10; 12.10; 17.50          |
| Goal 28 - Ensure NSW is ready to deal with major emergencies and natural disasters             | Local Emergency Management Planning<br>Information and awareness<br>Neighbourhood Safer Places in Bush Prone Areas<br>Floodplain Risk Management Plans<br>Manage biodiversity threats | 8.10; 18.20                       |
| Goal 29 - Restore confidence and integrity in the planning system                              | Implement new planning system<br>Provide stakeholder feedback                                                                                                                         | 11.10                             |
| Goal 29 - Involve the community in decision making on government policy, services and projects | Increase local planning decision making                                                                                                                                               | 11.10                             |