

**Australian Government****Department of Infrastructure, Transport,
Regional Development, Communications and the Arts**

Priority Community Infrastructure Program - Application Form

ABOUT THE PRIORITY COMMUNITY INFRASTRUCTURE PROGRAM

The Priority Community Infrastructure Program (PCIP) delivers the Government's 2022 election commitments for community infrastructure and eligible Community Development Grants Programme commitments announced by the former Government during the 2022 Pre-Election Fiscal and Economic Outlook with funding over \$5 million, and selected commitments under \$5 million.

The program is a one-off, closed, non-competitive grants program. Your project has been identified to receive grant funding. An application is required for this program as funding cannot be provided to ineligible entities or for ineligible activities.

The PCIP program will run over 5 financial years from 2022-23 to 2026-27 and has been designed to achieve the following outcomes:

- Enhance community infrastructure;
- improve equity outcomes and social inclusion; and
- encourage communities to thrive, economically and socially.

Whilst the Australian Government has made a commitment of funding to your project, funds are public monies and relevant legislation applies. As such, the department has an obligation for funding to be assessed against value for money principles, prior to funding decisions being made.

Completing this form

You must read the [Grant Opportunity Guidelines](#) prior to submitting your application.

We recommend you keep the guidelines open as you are completing your application so you can refer to them when providing your responses.

Your application must be received no later than six (6) months from the date you receive the invitation to apply.

You will need to submit this Application Form with all required supporting documentation to:
PCIP@infrastructure.gov.au

If your response is likely to include large documents, please email the department to make arrangements to transfer these documents electronically.

You must complete all sections of the application. If a section is not applicable to your application, please indicate as N/A.

Please note the response sections in this form are character restricted. If additional space is required for your answers, include them as an attachment.

Disclosure of Information

The Commonwealth's use and disclosure of your information, provided in your application or otherwise, is set out in the program guidelines.

Getting Help

If you require assistance completing this form please contact us by email at PCIP@infrastructure.gov.au or on 1800 044 938.

ELIGIBILITY

We cannot consider your application if you do not satisfy all of the eligibility criteria. If you are deemed ineligible you will be advised in writing.

Has your organisation been invited to apply for this program by the Australian Government or are you a sponsor organisation that has been approved to deliver the project by the department?

☒ Yes

☐ No

Has the department agreed that your organisation can act as a sponsor organisation for the project?

☒ Yes

☐ No

Do you have an Australian Business Number (ABN)?

☒ Yes

☐ No

Are you one of the following eligible entities?

☐ an incorporated association

☐ a registered charity or not-for-profit organisation

☒ an Australian local government body

☐ an Australian state or territory government body

☐ an incorporated trustee on behalf of a trust

☐ an Aboriginal and/or Torres Strait Islander Corporation registered under the [Corporations \(Aboriginal and /or Torres Strait Islander\) Act 2006](#)

☐ a University

☐ None of the above **(if selected, please specify)**

Are you registered for the purposes of GST?

☒ Yes

☐ No

Do you have an account with an Australian financial institution?

☒ Yes

☐ No

Is your organisation, or your project partner, an organisation included on the National Redress Scheme's website on the list of 'Institutions that have not joined or signified their intent to join the Scheme (www.nationalredress.gov.au)?

☐ Yes

☒ No

Are you an employer of 100 or more employees that has not complied with [Workplace Gender Equality Act \(2012\)](#)?

☐ Yes

☒ No

Does your project include the construction, upgrade or extension of infrastructure that provides economic and social benefits to the community?

Refer to section 4 of the grant opportunity guidelines for further information on eligible and ineligible activities.

☒ Yes

☐ No

Does your project involve the development of a business case, feasibility study, master plan or similar?

If your proposed project is solely the development of one of these options, no additional funding will be available for the construction phase of the project under this program.

☐ Yes

☒ No

Do you own the land and infrastructure for the project?

☒ Yes

☐ No

If you answered no, you must answer yes to the following question.

If your project is situated on private land, do you have a formal arrangement, such as a lease, for the use of the land?

☐ Yes

☐ No

ENTITY DETAILS

Organisation Name	Canterbury-Bankstown Council
ABN	45985891846

Your Organisation's Physical (registered) Address

Street Address Line 1	66-72 Rickard Road
Street Address Line 2	
Suburb/Town	BANKSTOWN
State/Territory	NSW
Postcode	2200
Organisation Email	council@cbc.city.nsw.gov.au
Organisation Website	www.cbc.city.nsw.gov.au

Your Organisation's Postal Address

Postal Address Line 1	PO Box 8
Postal Address Line 2	
Suburb/Town	BANKSTOWN
State/Territory	NSW
Postcode	1885

Authorised Person Details

An authorised person is nominated by the entity to act on behalf of the organisation and to enter into a funding agreement on behalf of the organisation.

Title (e.g. Mr/Mrs/Ms/Dr)	s22(1)(a)(ii)
First Name	
Surname	
Position	Forward Works Planning Coordinator
Telephone	s22(1)(a)(ii)
Email Address	

PROJECT DETAILS

In this section you must provide detailed information about your proposed project.

If your application is successful, we are required to publish some details on GrantConnect and other government publications. Published details include:

- *name of the grant recipient*
- *a project title*
- *a brief project description and its intended outcome*
- *amount of grant funding awarded.*

Project Title

Use the title from the confirmation of the funding commitment. If proposing an alternative project title, provide reasons why.

We may adjust this title for administrative purposes.

Campsie Cultural Hub

Project manager contact details

Title (e.g. Mr/Mrs/Ms/Dr)	s22(1)(a)(ii)
First Name	
Surname	
Position	Principal Design Manager
Telephone	s22(1)(a)(ii)
Email Address	
Other details relevant to the project e.g. qualifications, experience, and professional memberships (if applicable)	

Project location

You must provide the address where your project will be undertaken. If you have multiple sites you must provide the address of each site.

If a street number is not known, please provide the Lot number.

A project site must be a street address. Do not provide a postal address, institution or building name.

If the project is at more than one location, please provide details of all locations as an attachment.

Note if your project will be located on school or similar closed grounds, the project must demonstrate how it will deliver social benefits to the broader community.

Street Address Line 1	141-155 Beamish Street
Street Address Line 2	
Suburb/Town	CAMPSIE
State/Territory	NSW
Postcode	2194
What is the name of the Traditional Custodians of the land in which the	Daruk and Eora

project address is located? https://aiatsis.gov.au/explore/map-indigenous-australia	
What is the project geolocation (latitude and longitude)?	Latitude: -33.9079 Longitude: 151.1038

Detailed Project Description

This information will be included in your grant agreement if your application is successful.

Provide a detailed description of your project including the project scope and key activities.

This project delivers a new music hub to be located within the new Campsie Cultural Precinct. The project will create a central space for recording, rehearsal and performance, offering dedicated rehearsal spaces, soundproof studios and specialist equipment. A place where students, musicians and the community can come together to collaborate and perform. It will co-locate with the existing heritage-listed Orion Theatre which is an important local performance space and will enhance and revitalise this facility. It will take shape as a vibrant focal point for the community and underpin Campsie's transition to a lifestyle and cultural destination.

If the PCIP funded project is part of a larger project, please provide details below (i.e. PCIP is funding one stage of a multi-stage project).

If the grant activity is part of a larger project you should provide evidence to show how the grant activity can be delivered in isolation and the outcomes to be achieved as a result of the grant.

The music hub project is part of the broader development of the Campsie Cultural Hub, but physically discreet from the larger project as shown in the appendix project plan. Therefore, a separate project budget and scope can be delivered regardless of impacts from the separate stages and components.

Project outcomes

This information will be included in your grant agreement if your application is successful.

Provide a summary of the expected project outcomes.

The project will deliver a range of social, economic, and strategic planning benefits in the short and long term.

Social outcomes

- Improved access to community and cultural facilities that meets community needs and supports richer learning, now and into the future.
- Increased sense of social inclusion and community connectedness.
- Supporting opportunities for artistic and cultural expression.
- Create additional opportunities for activations and community events.
- Improved amenities within the town centre.
- Support collaboration between government, communities, cultural and business partners to shape vibrant arts and cultural activity.

Economic outcomes

- Increased vibrancy of the town centre and access to community centres which will act as a catalyst for broader renewal within the area.
- Support the development of a night time economy through the delivery of activities and events.
- Employment from construction.
- Direct education benefits.
- Reduced operating / maintenance costs through new and consolidated infrastructure.
- Increased core and non-core revenue streams supporting the self-sustaining operations of the facility.

Strategic planning outcomes

- Support the broader Campsie town centre renewal in line with Campsie Town Centre Master Plan.
- Deliver on a high priority creative transformational project within Council's Creative City Strategic Plan to develop a major new cultural precinct at Campsie.

Eligible activities

Select the eligible activities that your project will include

- ☒ the construction of new infrastructure
- ☒ the upgrade to existing infrastructure
- ☐ the extension of existing infrastructure
- ☐ the replacement of infrastructure where there is a significant increase in benefit
- ☐ development of a business case, feasibility study, master plan or similar.

Where your activities involve the replacement of infrastructure, you will need to demonstrate the significant increase in benefit in criterion 1.

You may select more than one option.

Has your project commenced construction?

- ☐ Yes (if selected, please detail when)
- ☒ No

To be eligible, your project must not have commenced construction.

Regional Development Australia Committee

Has your project been endorsed by the local Regional Development Australia (RDA) Committee. Are your project priorities included in the RDA's Regional Plan?

- ☐ Yes
☒ No

[Regional Development Australia \(RDA\)](#) is an Australian Government initiative that brings together all levels of government to enhance the development of Australia's regions. A national network of RDA committees has been established to achieve this objective.

PROJECT BUDGET

Budget summary

You must provide a summary of your eligible project costs over the life of the project in a table as shown below.

We only provide grant funding based on eligible expenditure. Refer to the guidelines for guidance on eligible expenditure.

It is highly recommended you attach a detailed project budget as part of your supporting documentation.

Type of expenditure	Head of expenditure	Cost (GST exclusive)
Project expenditure		
Design services	Professional services for investigations, planning and design.	\$645,000
Project management	Project management fees	\$100,000
Engagement and consultation	Community consultation	\$5,000
Construction / Supply	Works include: • Site Preparation • Construction of music hub • Purchase of sound recording and other music / sound equipment for hub (including appropriate technologies) • Internal fit out • Services • External works including paving, lighting, signage and landscaping • Contractor prelims, margins	\$4,650,000
Contingencies		\$600,000
Total		\$6,000,000

Grant funding committed

Enter the amount of grant funding committed under the 2022/23 election commitment or PEFO announcement. This amount is detailed in your invitation to apply.

\$6,000,000

Source of funding

If the total project value in the budget above is more than the grant funding committed, you must provide details of how you will fund the difference.

The total of all sources of funding plus your grant, should be equal to your total project expenditure.

For all other sources of funding, you will need to provide the dollar value, name and type of contributor.

Contributors are divided into the following types:

- *your contribution*
- *other Commonwealth government grants*
- *other non-Commonwealth government grants*
- *other non-government contributions*

your own contribution to the project is also considered a 'source of funding' and must be provided. Do not include in-kind or non-cash contributions.

You may need to provide details around whether your contribution is sourced from bank loans, equity or cash flow etc. If the co-funding is not yet confirmed, please indicate when you expect to receive confirmation.

Contributor	Amount (\$)	Status (sought/confirmed)	Details of contribution
Canterbury-Bankstown Council	\$1.2 million	Confirmed	Confirmation of Council's ability to fund any project cost overruns as per the Accountant Declaration

You will need to attach evidence of all contributions.

Where you are receiving other government funding you will need to provide details. Any other government funding must be confirmed.

Council has a history of solid financial management and a track record of delivering projects of this nature. It is understood that Council is responsible for managing and covering all additional costs that are realised associated with the delivery of this project. Council has the capability to cover any project overruns from within its annual budget (as noted in the Accountant Declaration).

The project team will actively monitor the cost of the project to ensure that it is on track and on budget. Where a deviation has been identified the project team will actively find solutions to minimise the impact. Cost estimates and project forecasting will be undertaken to provide a clear understanding of the financial state of the project.

A project contingency sum has been included within the project budget upfront to ensure sufficient funding is allocated. In the event of a cost overrun, Council will cover any budget shortfall to ensure the project is delivered.

Funding contingencies

Provide details of how any cost overruns will be funded and managed for the length of the project.

We cannot increase the amount of funding you receive regardless of the reason. You must manage any contingencies and/or overruns. Inability to cover these costs can result in the withdrawal of grant funding.

ASSESSMENT CRITERIA

We will assess your application based on the weighting given to each criterion and against the indicators listed beneath each criterion. We will only consider funding applications that score at least 60 per cent against each criterion as these represent best value for money.

The amount of detail and relevant supporting evidence you provide should be commensurate with the project size, complexity and grant amount committed. You should define, quantify and provide evidence to support your answers.

To support your responses, you must include mandatory attachments to the application.

Assessment Criterion One

Economic benefits of your project to the Community (15 points)

You should demonstrate this by identifying:

- a. the extent to which your proposed project is a community priority, and meets community needs from an economic perspective,
- b. the broader economic benefits your proposed project will deliver for the community and the region during and beyond the term of funding.

Examples of how your proposed project could deliver economic benefits may include but is not limited to:

- increasing the number of value jobs, new businesses or the production of goods and services in the community (this includes direct and indirect opportunities created through the project);

- increasing indigenous economic participation, including indigenous employment and supplier-use outcomes;
- the use of local suppliers and goods, especially those that employ the use of sustainable work practices/good; and
- increasing efficiency of service delivery.

Where your proposed project is the development of a business case, feasibility study, master plan or similar, this may also include:

- economic development plans for the local government area or the broader region; and
- the potential of the consequent infrastructure project to attract further economic investment to the local government area or broader region.

Campsie is the second largest centre in Canterbury Bankstown and identified as a designated strategic centre in the Greater Sydney Commission's South District Plan. In recent years significant consultation and planning has identified a vision for Campsie as a lifestyle and cultural hub on the banks of the Cooks River. CBCity's Campsie Town Centre Master Plan was developed in close consultation with the community and takes a place-based approach to creating tomorrow's Campsie. The Canterbury (South) – Campsie precinct is one of the most populated in the LGA and has experienced the most growth in recent years. This will continue with Campsie identified in Council's planning strategies for increased residential density of around 5,600 new dwellings and 7500 jobs by 2036, supported by a new Metro Station, increased commercial activity and improved urban amenity.

Council has also heard from the community that Campsie needs investment and renewal and has fallen behind as an attractive, destination centre.

Council has earmarked Campsie as a town centre that will deliver key civic, cultural, recreation, retail and local employment.

The *Campsie Master Plan* has been shaped by input from the community. There is a broad community vision, and as noted in the Plan, that:

"Campsie will become a civic and cultural hub for Inner Sydney, supported by its close proximity to Central Sydney. The centre will have new and enhanced community, arts and cultural facilities complementing a growing night time as a visitor destination."

The music hub project is a key element of the broader Cultural Hub located within a large site in Campsie's core, presenting an exciting opportunity for re-development to catalyse Campsie's transformation and support both the existing and future populations.

As identified in the *Campsie Master Plan* and Council's *Creative City Strategic Plan*, the project will meet community needs with the provision of:

- New specialist arts and culture spaces and facilities, with a focus on recording, rehearsal and performance space.
- Adaptive re-use of the Orion Theatre .

Focus Areas

- Community infrastructure: To provide much-needed cultural infrastructure in fit for purpose facilities also allows for improvement to Council operating efficiencies and responds to the local needs of current and future residents, businesses and visitors. The co-location of key facilities also

allows for shared parking and an increased awareness and profile of civic facilities, and the services offered. The location is well serviced by mass transport including a new Metro Station, and in a walkable, connected location making it highly accessible to existing and future residents.

- Arts and cultural facilities: The strategic location of the hub will introduce new, accessible arts and cultural infrastructure to Campsie and surrounding areas, convenient to public transport including the new Metro Station – resulting in the creation of an integrated space for musicians and artists, community groups and may include start-ups or commercial use. The performance space in the adjacent Orion Theatre, will ensure the precinct takes shape as a vibrant focal point for the community and underpin Campsie's transition to a lifestyle and cultural destination.
- High Street activation: With an interface on Campsie's high street (Beamish Street) the Hub will inject further energy and activity into the existing fine grained commercial/retail environment with high levels of pedestrian activity. Its presence will attract diverse visitors during the day and evenings and will support greater utilisation of an emerging eat street focus in Beamish Street that will also appeal to nearby residents, delivering a stronger night-time economy.

The project will create a number of economic benefits, including:

- Direct employment from the design and construction of the project.
- Alternative employment opportunities due to change in operations from existing use of the site.
- Creation of a new Council run service.
- The operations and use of the arts and cultural spaces and facilities will support the creative industry and provide direct and indirect employment opportunities.
- Venue for events which will provide direct and indirect creative industry employment
- Improved local amenity which will result in increased commercial activities, tenant occupancy rates and increase in employment opportunity.
- Increased revenue streams supporting the self-sustaining operations of the facility.
- Reduced operating / maintenance costs through new/upgraded and consolidated infrastructure.
- Support the renewal of the broader Campsie town centres in line with Campsie Town Centre Master Plan leading to an increased visitation and usage rates of the commercial centre
- Support an increase the number and attendance of local events and activities.

An economic evaluation found that the broader *Community and Cultural Hub* project, of which the music hub is a key component, will provide a positive net benefit to the State of NSW as represented with a BCR greater than one. As part of this analysis, a number of factors were considered including:

- Economic assumptions
- Total economic costs – capital, operational and maintenance
- Economic benefits – user benefits and producer benefits

The project generally enables a mix of full-time and part-time jobs. The proposed development on the subject site is estimated to generate two total jobs from ongoing operations (subject to final service delivery model) as shown in the breakdown in the following section.

You may wish to attach letters of support from stakeholders, user groups or community members to substantiate your response.

Employment numbers

Please indicate how your proposed project will create or support employment (if applicable)

You must provide numerical values. Job numbers are expressed in terms of fulltime equivalent (FTE) jobs.

An FTE job is not a head count. It refers to the number of hours of work undertaken compared to that typically undertaken by a full-time employee. For example, if a full-time worker works 40 hours per week, a person working 20 hours per week is 0.5 FTE for that week.

Job numbers should only include additional jobs created by the project, and not any jobs that involve shifting existing employees onto the project.

During Project Delivery	FTE	After Project Completion	FTE
Direct Jobs ¹	10	Direct Jobs	2
Indirect Jobs ²	3	Indirect Jobs	Unknown
Indigenous Jobs	Unknown	Indigenous Jobs	Unknown

Assessment Criterion Two

Social benefits of your project for the community (15 points)

You should demonstrate this by identifying:

- the extent to which your proposed project is a community priority and meets the social needs of the community; and
- the broader social benefits that your proposed project will deliver for the region and community during and beyond the term of funding.

Social benefits for a region may cover improvements in community amenities, improving community connections and inclusion and providing opportunities for learning and knowledge creation.

Examples of how your project could deliver social benefits may include but is not limited to:

- how your project may benefit the wider community not just your organisation/operation, such as supporting upskilling, capability development, improving outcomes for women, 'closing the gap' for First Nations people or contributing to a healthy lifestyle';
- reducing or mitigating the impact of carbon emissions;
- addressing disadvantage within the community;
- the degree to which the project fills a 'gap' within the community, or increasing community volunteering;
- improving community connections and social inclusion;
- supporting or protecting local heritage and culture; and
- making a region a more attractive place to live.

Where your proposed project is a business case, feasibility study, master plan or similar this may also include:

- the inclusion of the proposed project in a masterplan for the organisation, local

¹ Direct jobs created as employment impacts of the job itself

² Indirect jobs created as employment that is expected to be generated in the community or organisations because they are affected by, benefit from or support or service the funded project.

- government area or broader region;
- the identification and consolidation of a number of small-scale community projects in a major project plan;
- demographic studies and/or growth forecasts for the local government area and/or broader region, demonstrating that existing infrastructure will not support future growth.

Council's Local Strategic Planning Statement, *Connective City 2036* identifies Campsie as the City's second strategic centre and an identified priority is to deliver cultural spaces and places in Campsie Town Centre. Today, the centre is a cultural and linguistic mosaic with over 65% of the community being born overseas.

In recent years, significant consultation and planning has identified a vision for Campsie as a lifestyle and cultural hub on the banks of the Cooks River. The Campsie Town Centre Master Plan indicates a significant urban growth of around 6,360 new dwellings and 7,500 jobs by 2036. The Plan acknowledges that the creation of the Cultural and Music Hub is a priority project for both Council and the community and will be the centerpiece of a revitalised town centre to underpin Campsie's transition to a lifestyle and cultural destination.

With this growth, the Campsie Civic Centre is shifting to a strategic cultural precinct. The new Metro Station will improve connectivity and position Campsie as a critical junction between Inner and Western Sydney. Campsie will also be supported by increased commercial activity and improved urban amenity.

Recent studies undertaken by Council such as The Resident Needs Study (Ethos Urban, 2019) and draft Student and Worker Needs Study (Ethos Urban, 2021) identified a shortfall of creative/cultural and communal facilities in Campsie for its projected resident and worker population to 2036. The Community Needs Analysis (2019) identified a multipurpose community cultural facility in Campsie as key city-shaping social infrastructure and the need for performance and creative maker spaces.

Delivery of this project will therefore be beneficial for current and future residents from within Canterbury-Bankstown and across metropolitan Sydney. It will ensure cultural and community facilities are in place to support community needs including opportunities to connect, share and access services in a safe, welcoming environment. There is an opportunity to make this one of the great cultural assets.

Benefits will include:

- Provision of an integrated central space for recording, rehearsal and performance, offering dedicated rehearsal spaces, soundproof studios and specialist equipment for musicians and artists, community groups and may include start-ups or commercial use.
- Support richer learning and social opportunities for all, including a place where students, musicians and the broader community can come together to collaborate and perform.
- Provision of facilities ahead of the anticipated housing delivery to meet the growing and diverse community needs.
- Newly improved accessible infrastructure and cultural amenities within the town centre to sustain future growth, injecting further energy and activity into the existing fine grained commercial/retail environment with high levels of pedestrian activity.
- Attract diverse visitors during the day and evenings and will support greater utilisation of an emerging eat street focus in Beamish Street that will also appeal to nearby residents, delivering a stronger night-time economy.
- Increased opportunities for community events in Campsie.

- Support the strategic outcomes of the Campsie Town Centre Master Plan and Campsie's transition to a lifestyle and cultural destination.
- Deliver on a high priority creative transformational project within Council's Creative City Strategic Plan to develop a major new cultural precinct at Campsie.

Figure 1 - Campsie Civic and Cultural Precinct, including the music hub (area marked in red). Image is taken from Campsie Town Centre Master Plan

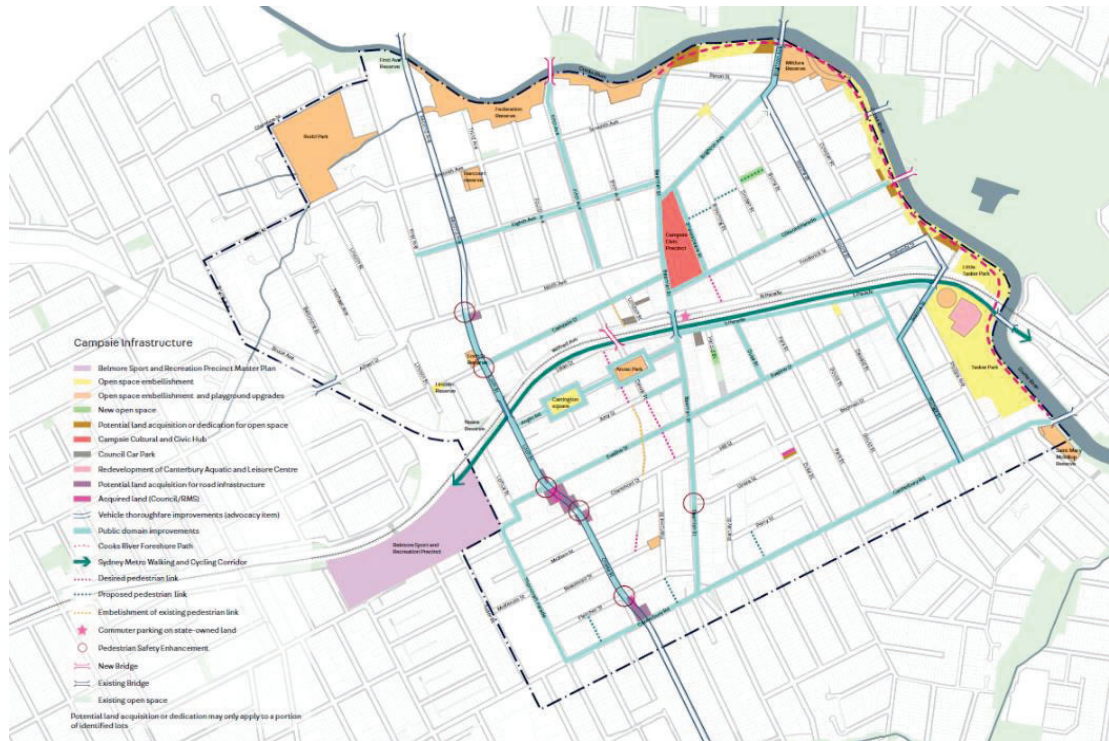
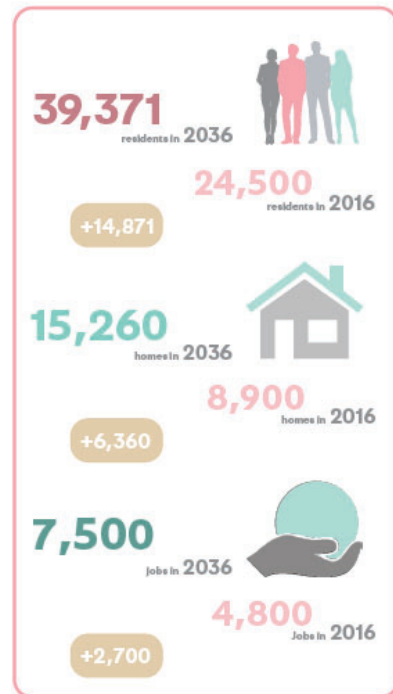


Figure 2 – Campsie growth forecast taken from Campsie Town Centre Master Plan



Assessment Criterion Three

Project viability and sustainability (15 points)

You should demonstrate this through identifying:

- a. How grant funding will impact the proposed project including:
 - whether the proposed project will proceed without funding; and
 - the scope and timing of the proposed project.
- b. Sound project planning to manage and monitor the proposed project, which addresses scope, implementation methodology, timeframes, budget, community consultation and risk management, commensurate to the size and nature of the project.

Where your proposed project is primarily an infrastructure project:

- c. You should describe the steps you have taken to ensure your project is ready to start and commensurate to the size and complexity of the project, including:
 - regulatory and/or development approvals are required or in place;
 - project designs and costing are underway or finalised;
 - authority from the land or infrastructure owner to undertake the project at the nominated site(s);
 - funding contributions from all sources; and
 - whether community consultation has taken place.

Where your proposed project is a business case, feasibility study, master plan or similar:

- d. your readiness to commence the proposed project including:
 - any preliminary work/studies that have been completed or are underway in relation to the proposed project;
 - tenders for or engagement of consultants for the proposed project is underway; and
 - whether initial community consultation for the infrastructure project has taken place.

The site that has been identified by Canterbury-Bankstown Council for this project possesses the ability to play a greater role in meeting community needs as identified in the *Campsie Town Centre Master Plan*. As previously indicated, this project is identified as a high priority in the *Campsie Master Plan* has the ability to help underpin Campsie's transition to a cultural destination.

Council is unlikely to find the matching funds without the sale of important community assets for the delivery of this element of the project, therefore the PCIP program will help to deliver a transformative and catalytic community facility in a strategic centre set for significant uplift and population growth.

Project Readiness

The project is planned to commence immediately and aims to be completed in December 2026. A Project Management Plan, in line with Council's Project Management Framework, has been prepared for this project and sets out the approach to manage and monitor this project.

Council has undertaken a site design for the precinct and further, more detailed design will be undertaken by external design consultants once the funding has been finalised for the project. A budget summary has been provided and further costings will be undertaken through the stages of the project as part of the project's cost control.

Project Management Plan

Detailed project scope, timeframes, cost estimates, regulatory approvals, risk management and delivery management plan is included in the attached *Project Management Plan*.

The scope of works for this project will include, but not necessarily be limited to, the provision of all labour, materials, plant, equipment, supervision, and all other things necessary to perform the work as detailed under the contract.

The Project Management Plan includes details and processes such as:

- Scope, specifically detailing project inclusions and exclusions
- Budget / cost estimates
- Procurement - Tender for design
- Concept design – Prepare concept design options; design review (internal); Community Engagement – concept design; Finalise & design signoff (internal)
- Regulatory/ statutory approvals (if required)
- Contract Documentation
- Procurement - Tender for construction contractor
- Delivery – site coordination and establishment; construction works
- Completion – Completion of works; removal of construction fencing; site handover; opening; commence operation.

As part of the procurement process to engage a suitable contractor to undertake the works, Council will consider a number of factors including:

- Financial capacity and insurances.
- Environmental management system.
- Compliance with quality assurance standards and systems of quality assurance.
- Degree of compliance with Work Health & Safety requirements.
- Compliance with Council's probity provisions
- Ability to demonstrate best value for money based on, the schedule of rates or lump sum price
- Overall technical experience, past experience, and performance, and quality of references.
- Capability and capacity to meet the volume of work required.
- Availability of skilled resources, quality of personnel and suitability of subcontractors.
- Service levels, response times and ability to achieve program.
- Program of works and methodology

Approvals and Consent

The regulatory approvals required for this project may include, subject to the final design, but not necessarily be limited to the following:

- Regional Planning Panel: Development Consent - As per Ministerial direction, development for which the applicant or landowner is a Council is to be determined by local planning panels on behalf of the Council. Further, schedule 6 of the State Environmental Planning Policy (Planning Systems) 2021 identifies that development with a capital investment value of \$5 million, which is:
 - Private infrastructure and community facilities, and
 - Council related

- Would be assessed by a regional planning panel
- Council: Development approvals related to the project, including demolition of existing structures

The nominated site is owned by Council and consent has been provided for the project.

Community Engagement

Council has also previously undertaken extensive community engagement to help inform our planning for the future of the Campsie town centre, and some of the outcomes of this engagement will help inform our planning for this project.

The need for providing a vibrant cultural hub was identified through extensive community consultation along with Campsie Master Plan. This has involved extensive consultation with residents, businesses, students, workers, landowners and members of the Aboriginal and Torres Strait Islander communities with more than 2000 individual engagements.

The need for more and higher quality cultural spaces was identified in developing the Council's *Creative City Strategic Plan 2019-29*. Through workshops with the wider community and Council's reference groups, as well as in-depth interviews with artists and professionals, Council heard what the community loves in Canterbury-Bankstown, and what should be prioritised for the future. Workshops were also conducted with Council's reference groups, including the Arts and Culture Reference Group, and the Aboriginal and Torres Strait Islander Reference Group. In addition, Council conducted four open workshops – two for the general public and two targeted at artists and arts organizations. At the end of these workshops, participants were given three votes to prioritize a list of opportunities that they had identified earlier. The highest priority was the development of a major new cultural precinct in Campsie.

“Currently there are a lot of young creatives working on projects happening organically. There is the opportunity to help generate more activity by providing support for young artists and spaces...”

– Community member as part of the consultation for Creative City Strategic Plan 2019-29

The delivery of a new Cultural and Music Hub at Campsie responds to these aspirations and will be a catalyst for not only the cultural precinct but Campsie as a Centre as envisioned in the Campsie Town Centre Master Plan.

During the design phase for this project, Council will undertake specific community engagement, seeking feedback on the concept design and proposed project inclusions. Feedback received will assist Council to finalise the design and enable the project to move to the construction phase.

There will be continued communication with the community during delivery of the project, providing regular updates on the new facility and opportunities.

Project duration

*Your project will be completed by **31 December 2026**.*

Estimated project start date 31/08/2023

Estimated project end date 30/06/2026

Project milestones

The department pays in arrears on the successful completion of milestones.

‘Project milestones’ refers to a specific point within your project timeline that signifies the successful completion of a major event or task. Examples may include plans approved by council, excavation or site, construction of buildings, completion of fit-out, etc.

You must break down your project into milestones. You should include the key activities occurring at each milestone. The start date of milestone 1 is the expected project start date. The end date of your last milestone activity will be the project end date. You can add up to 6 milestones. Milestones will be included in a funding agreement and negotiated with you.

Milestone name	Description	Estimated start date	Estimated end date
Milestone 1 – 30%	Funding deed and Project Initiation	31/08/2023	15/01/2024
Milestone 2 – 25%	Design, documentation and construction tender • Project briefing document completed • RFT for design consultant team advertised • Design consultant engaged • Concept design completed • Community consultation and report completed • DA documentation completed • DA lodged • Development approval + other authority approvals obtained • Construction tender drawings completed • Request for tender for construction advertised • Award of contract to principal building contractor • - Construction drawings completed + Construction Certificate obtained	16/01/2024	27/06/2025
Milestone 3 - 25%	Start of construction to 50% construction complete with works likely to include: • Bulk excavation cut to grade and removal of spoil • Detailed excavation external area and building area	30/06/2025	27/11/2025

	• Install pits and pipes for water / sewer • Install subsurface drainage • Install service pits and conduits for electrical and comms • Formwork for structural concrete • Footing and foundations • Pore and finish slabs, ramps • Structural walls / columns completed, structural steel / metalwork commenced • Structural walls and columns completed • Structural columns completed • Structural slabs completed • Structural steel / metalwork installed • Install roof framing and sheeting • Install plant and equipment • Install external cladding / glazing / soffit • External painting • Install insulation • Install FC linings to external • Internal wall framing • Internal ceiling framing • Rough in services		
Milestone 4 - 15%	Construction 80% complete, with works likely to include: • Fitout of services • Internal fitout • Install internal plasterboard • Painting • Install flooring (exact type to be determined through design process) • Install ceiling and ceiling services (exact type to be determined through design process) • Plumbing, wet areas fitout • Install lighting • Install furniture and joinery (exact type to be determined through design process) • Electrical, comms, IT equipment • Testing and commissioning of all services	28/11/2025	29/04/2026

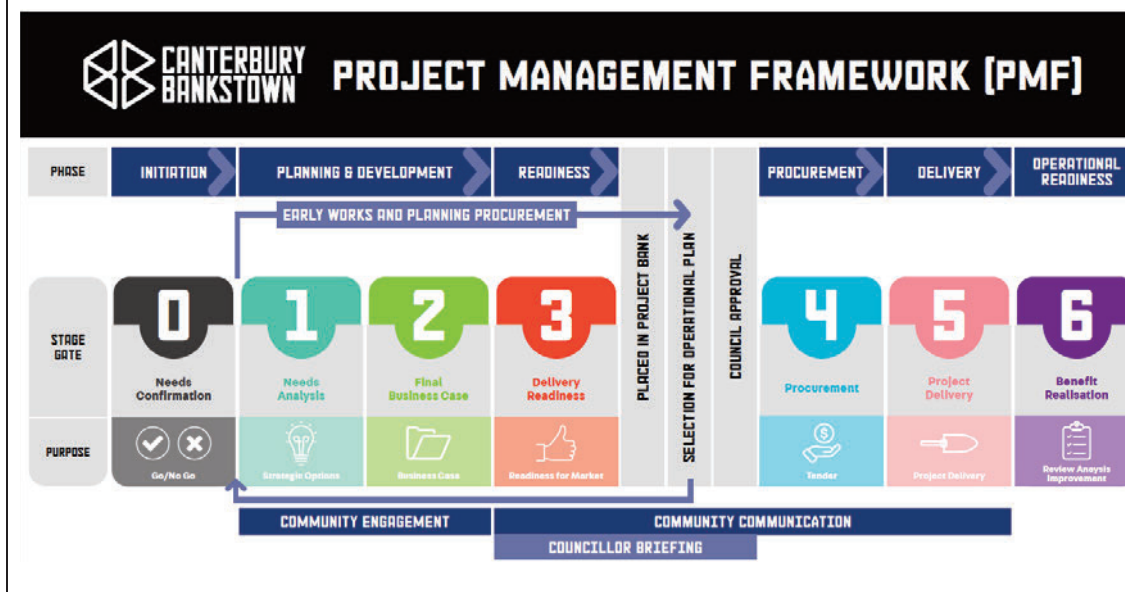
Milestone 5 - 5% of funding requested	Practical Completion • Internal fitout • Fit off services • Install internal plasterboard • Painting • Install flooring • Install furniture and joinery • Install lighting • Electrical, comms, IT equipment • Testing and commissioning of all services • Internal and external signage (type to be confirmed during consultation and design) • External concrete • External area paving • External lighting • Way finding signage	30/04/2026	30/06/2026
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Project Management

Describe how the project will be managed from commencement to completion. Include the following information (where applicable):

- Approvals in place or being sought
- How will goods and services be procured?
- How will you ensure the project is delivered on time, on budget and to the required standards? For example, will you have a dedicated project manager?

The management of the project will be in accordance with Councils Project Management Framework and proactively contribute to the delivery of the infrastructure projects to time, budget and quality and in accordance with Council objectives.



In addition, Council is able to mobilise a range of internal technical staff and resources to progress the project through all stages of the project. A Project Manager will be assigned to see the project through from initiation to completion, with support from the Project Management Office to oversee the management of the project and proactively contribute to the delivery of the infrastructure projects to time, budget and quality and in accordance with Council objectives.

A Project Control Group will be established for this project to ensure the appropriate governance arrangements are in place.

The key components of the PMF include:

- Monitoring conducted by the Project Management Office
- Reporting regularly on projects based on inputs provided by delivery units
- Gateway Reviews at each stage of the Project Lifecycle
- Sharing insights and building capability within Council for the delivery of projects

The PMO will continuously monitor project status and the findings of Gateway Reviews. This includes:

- Close-out Plans to address recommendations emerging from a Review
- Undertaking necessary steps to verify information provided by delivery units or prepared by Review Teams
- Seeking direct input from Reviewers
- Undertaking analysis and developing advice on key risks, recommended corrective actions and mitigation strategies

The PMO prepares regular project reports which provide an assessment of project development and delivery against time, cost, quality, risks and impediments to project development/delivery.

Additional information can be found in the corresponding section of the PMP as outlined below:

- Approvals being sought: Section 5 of the *PMP*
- Procurement: Section 6 of the *PMP*
- Time, budget and standard: Section 3 and 4 of the *PMP*

The regulatory approvals required for this project may include, subject to the final design, but not necessarily be limited to the following:

- Regional Planning Panel: Development Consent - As per Ministerial direction, development for which the applicant or landowner is a Council is to be determined by local planning panels on behalf of the Council. Further, schedule 6 of the State Environmental Planning Policy (Planning Systems) 2021 identifies that development with a capital investment value of \$5 million, which is:
 - Private infrastructure and community facilities, and
 - Council related
 - Would be assessed by a regional planning panel
- Council: Development approvals related to the project, including demolition of existing structures
- Utility Owner Approvals
 - When works require the adjustment or modification to utility assets, the owners just be notified an approval must be granted prior to commencement of the works. Assets include Telstra pits, gas valves and inspection pits.

Risk Management

Identify risks to the project and how you intend to mitigate the risks. If there are multiple risks to identify, please include these in your supporting documentation.

A Risk Management Plan is prepared in order to assess all the potential risks associated with the construction and delivery of the project and to ensure that mitigation procedures have been implemented, where appropriate.

The Plan is based upon risks related to project planning, management and execution. This is considered across all phases including design, procurement, construction, commissioning and asset handover as applicable.

Council's Risk Management Framework closely follows the Enterprise Risk Standards which sets out general risk management, management accountabilities and approach to systematically managing risk. This approach is in line with current requirements under the Risk Management Plan.

Key elements of the Project Risk Management Framework include:

- Establishment of risk assessment criteria for the project
- Risk identification via workshops involving relevant stakeholders
- Establishment of a Risk Register
- Development/identification and implementation of strategies to mitigate identified risks
- Regular monitoring and review processes.

A Risk Register has already been developed, which outlines the contingency and inherent risks associated with the design, management and scope of the project. The Risk Register has also been developed to outline the risks associated with the actual construction and delivery of the project as well as through the planning phases. All risks identified and captured in the Risk Register have been assessed and classified.

Please Refer to "Section 7 Risk Management Plan" in the attached Project Management Plan.

Assessment Criterion Four

Your capacity, capability and resources to carry out the project (15 points)

You should demonstrate this through identifying:

- a. your record with similar projects and access to personnel with the right skills and experience; any support or investment that will be leveraged to progress your project.
- b. The legal and financial status of the applicant including:
 - Your ability to pay debts when they fall due, and whether assets cover liabilities;

- Your financial capacity to progress the project. This is particularly relevant where payments of funding are made in arrears; and
- The nature of financial policies and procedures, and the governance structure of your organization.

Where your project is primarily an infrastructure project:

- c. Your ability to maintain the project for the duration of the operational period, as defined in the subclauses.

Indicate the current stage of development of your proposal. (i.e. concept or preliminary designs, final designs, independent cost estimates, ready to commence tender/procurement process or preferred contractor selected and contracted for the project.) If your project requires an Australian Industry Participation Plan of compliance with WHS or ABCC legislation please note your progress towards obtaining these.

Provide any supporting documents if available.

The City of Canterbury Bankstown is a leading Council in the local government sector, managing annual budgets exceeding \$400 million, including over \$100 million in capital projects (annually). Council has demonstrated financial and operational capacity to undertake the proposed works, ongoing management and maintenance of its assets. The project identified in this grant application is a development consistent with the broad range of projects that Council delivers on an annual basis.

More recently, Council has delivered a range of major projects, including the following:

- Canterbury Town Centre Upgrade;
- Ewen Park Outdoor Learning Centre;
- Hurlstone Memorial Reserve Community Centre;
- Greenacre Splash Park;
- Kelso North Regional Sports Complex;
- Lang Road Bridge and shared Pedestrian and Cycleway;
- Parry Park Destination Play Space;
- Synthetic Sportsfields at Padstow Park and Rudd Park;
- Yagoona Community Centre.

Council has the required financial capacity to carry out and cover the financial responsibility and liabilities involved with this project. Council has in place sound integrated planning, financial management and operating principles, while maintaining financial sustainability for the longer term.

This will be underpinned by current financial management practices that ensure delegation of integrated planning, financial and operational responsibilities. Further robust practices for budget and financial forecasting, compilation and audit of the financial statements and day to day financial processes are in place.

Council's *Financial Management Strategy 2022-2032* provides a clear direction and context for financial decision making that informs the allocation, management and use of its financial resources. It aims to ensure that Council remains financially sustainable while giving focus to financing key Council / Community priorities through strong and innovative financial management.

For more details please refer to the attached *Financial Management Strategy*.

The attached *Corporate Governance Framework* outlines the governance structure of council.

The City of Canterbury Bankstown Corporate Governance Framework has been developed to ensure that the key corporate governance elements accurately reflect current legislative requirements, best practice governance as well as the strategic direction and operational needs of Council. The Framework articulates Council's ongoing commitment in ensuring it is an ongoing contributor to excellence in the Local Government sector by reinforcing its ongoing delivery of a strong governance focus aligned to the strategic direction of Council.

Implementation of a robust governance model is important for supporting the efficient delivery of the Project in accordance with government guidelines, protocols and policies. To support this, Council has a specialised Major Projects Design team and Asset Construction team that are responsible for the design and delivery of capital projects. These multidiscipline teams are guided by Council's Project Management Framework.

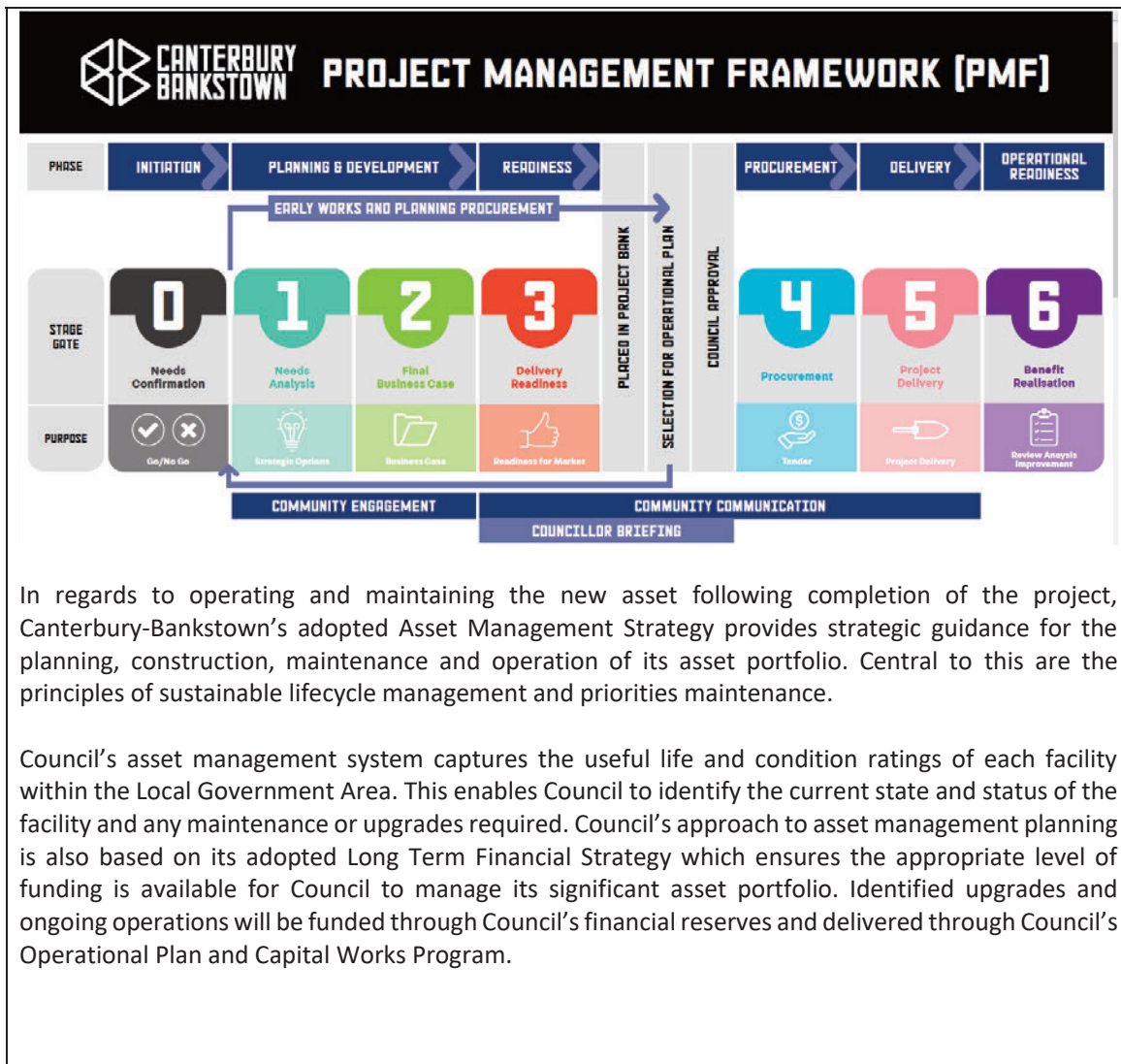
The framework, as shown below, provides the basis for all governance of project development in line with best practice design and within the existing corporate governance structures. It provides a tiered, risk-based approach to project assurance and ensures that all projects and programs completed by Council are governed and managed in a consistent and coordinated manner.

Governance arrangements are of particular importance to this Project due to its need for cross-agency collaboration and dependencies. These governance arrangements clearly establish:

- Lines of responsibility, accountability and reporting within the Project that will be applied to ensure commitment and delivery of the Project objectives
- Alignment of the Project to the strategic priorities of Council's Community Strategic Plan
- A consistent process that can support the Project in delivering the required outcome through the appropriate provision of resources, direction and timely decision making
- The mechanisms through which issues and risks will be escalated and resolved.
- Requirements for dissemination of information to stakeholders so that they can fulfil their roles effectively.

Council has established the following governance bodies:

- Gateway Review Panel (GRP) – GRP meetings are held at the completion of each Stage-Gate, within CBCity's Project Management Framework.
- Project Control Group (PCG) – Where scope, budget, quality, risk and issues, schedule, reporting and resources are reviewed to ensure continued good health of the project. Support the Project Sponsor and Responsible Officer.
- Executive Leadership Team (ELT) – Where and if required, the project will be escalated to the ELT (by the Project Sponsor) for decision-making to keep the project on track and to move forward.
- Project Management Office (PMO) – Support Responsible Officers throughout the project. May conduct peer reviews. Ensures risks and issues are managed effectively.



Maintaining project benefits

Where your proposed project is primarily an infrastructure project, you will be required to maintain the project benefits for the length of the operational period, which could be up to five years. Please detail below how you will achieve this. You should outline the operational needs of the project into the future and a strategy to maintain the viability of the completed project.

Council is the custodian of around \$4.9 billion in public assets throughout our local government area. Our responsibilities and/or obligations to ensuring they appropriately support our services, are fittingly maintained, is of the highest priority. Council's existing asset base of a good standard and support our existing services well.

In terms of managing its assets, which includes footpaths, cycleways and other active transport assets, Council has developed the required strategy and plan for each of Council's asset management groups. The strategy and plans will reflect best practice principles in addressing Council's asset management obligations and the need to accurately measure and address the consumption of its assets.

In managing its assets, Council will:

- manage the whole life of an asset, from planning, purchase, operation, maintenance, and disposal at life end using appropriate accounting practices;
- plan to allocate sufficient funds each year for routine maintenance and renewal of infrastructure; and
- ensure effective renewal and replacement strategies exist for operational plant and equipment to support Council's long-term service plans.

Identified upgrades will be funded through Council's financial reserves and delivered through the annual Capital Works program.

A more detailed assessment of Council's approach to managing its assets can be obtained by reviewing the attached *Asset Management Strategy* contained in the *Financial Management Strategy* document.

The project benefits for the music hub project will follow the benefit realisation plan aligned with CBCity 2036 and the Integrated Planning and Reporting (IP&R) Framework. This framework allows CBCity to evaluate the project alongside other council activities, enabling a comprehensive review process. By integrating the project, its value and outcomes can be better understood.

The IP&R process facilitates the sharing of information and lessons learned from the project throughout the council, considering other activities and KPIs. This provides Council with a clear view of the project's targeted benefits, measurement, and realisation, supported by established mechanisms for reflection and dissemination of lessons learned. Additionally, the project's outcomes and learnings will be incorporated into Quarterly and Annual Reporting to the community through the IP&R process. This ensures relevant information and insights are shared directly with the community, showcasing how the funded initiative has improved council operations and outcomes for residents and ratepayers.

Record of Previous Funding

Include your grant history below (if applicable).

Please avoid the use of acronyms when detailing your grant history to prevent any confusion. If you or your organisation encountered any difficulties in the delivery of these project/s, please provide further information.

Jurisdiction and managing Department name	Project name	Funding amount	Date of completion
State - Office of Sport	Upgrade of Marco Reserve	\$750,000	April 2023
Federal – Department of Infrastructure, Transport, Regional Development and Communications	Deverall Park – Court Resurfacing	\$600,000	April 2021
Federal - Department of Social Services	Padstow Park - Synthetic Field	\$1,300,000	January 2023

Financial Status

You should provide a detailed financial summary as an attachment. The below table provides a basic guide of what information should be included. This summary will assist you with providing clear evidence that you can easily manage payment in arrears and possible cost overruns.

Canterbury-Bankstown Council has a history of solid financial management and a track record of delivering projects of this nature.

A detailed financial statement can be found in the attached Annual Report.

APPLICATION FINALISATION

You must answer the following questions and note any supporting documentation to be included in your application.

Indigenous organisation

Is your organisation Indigenous owned?

An organisation is considered Indigenous owned where at least 51% of the organisation's board or management committee is Indigenous.

☐ Yes

☒ No

Conflict of interest

Do you have any perceived or existing conflicts of interest to declare?

☐ Yes

☒ No

Refer to sections 12.2 and 12.3 of the grant opportunity guidelines for further information on your conflict of interest responsibilities.

You will be required to sign a declaration at the end of the application form.

Within the last five (5) years, has your Organisation been subject to an event such as a Government investigation, liquidation, litigation or significant change of financial position?

☐ Yes

☒ No

If **yes**, please note which event(s) occurred and provide details below.

Significant change in financial position could also include the effects of COVID-19 or other natural disasters.

--

SUPPORTING DOCUMENTATION

You must attach supporting documentation to your application in line with the instructions provided within this form. You should only attach requested documents listed in the form. We may not consider information in attachments that we do not request.

Applicant type	Document
Mandatory Documents (must be submitted for our application to be eligible)	
Not for profit organisations	Evidence of your current not for profit status • Current Australian Charities and Not for Profits Commission (ACNC) registration; or • Incorporated association certificate; or • Constitutional documents and/or Articles of Association that demonstrate the not for profit character of the organisation.
For incorporated trustees applying on behalf of a trust	Trust documents showing the relationship of the incorporated trustee to the trust.
For grants >\$5 million	Accountant Declaration – this must confirm you can fund any project cost overruns, and if applicable, provide evidence of ability to fund your share of the total project cost.
All applicants	If additional contributions are confirmed, letters evidencing the cash or in-kind contribution confirmed from each contributing organisation or individual. They must: • Be on the organisation's letterhead, • Be signed and dated by an authorised person, and • Set out the value and timing of contributions and any conditions attached. If additional contributions are not yet confirmed (i.e. sought), applicants must provide advice as to when confirmation is expected.
All applicants	Project budget
Supporting Documents (evidence to support claims made against the criteria for assessment)	
All applicants	Evidence supporting how the project will benefit the community. This could include, but is not limited to: • Community Needs Assessment • Letters of support from community stakeholders • Economic modelling • Market research • Demographic studies

	Audited financial statements or similar for the last two (2) years for projects with grant funding over \$100,000 Business Plan and/or Feasibility Study Evidence of third-party leasing arrangements (if applicable) Designs Cost estimated or contracted costs Quotes
Grants >\$1 million	Project Management Plans, commensurate with stage of development of the project, which should include: • Scope • Proposed Implementation Methodology • Timeframes • Budget/Cost Estimates • Details of Regulatory Approvals • Procurement Plan • Risk Management Plan

Legal Authorisation

I	<u>s22(1)(a)(ii)</u>	<full name of Authorised Officer>
as	<u>Forward Works Planning Coordinator</u>	<position/title>
of	<u>Canterbury-Bankstown Council</u>	<organisation name>
	<u>PO Box 8, Bankstown, NSW, 1885</u>	<postal address>
	<u> </u>	

confirm that:

- I am a person authorised to make this declaration on behalf of my organisation and all relevant persons have made a full disclosure of information.
- The information provided in this form and all appended documents is complete and correct. I understand that information provided in this Application will form the basis of the funding agreement and that giving false or misleading information is a serious offence.
- The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the department) is authorised to undertake the necessary steps to assess the proposal from my organisation by checking the information provided in this proposal, or by obtaining additional information from:
 - Departmental databases and records, including information related to previous funding provided to my organisation;
 - Other Australian Government agencies such as the Australian Taxation Office and the Australian Securities and Investments Commission;
 - State, Territory or Local Government agencies;
 - Law enforcement agencies;
 - Credit reference agencies;
 - Courts or Tribunals; and
 - Any other appropriate organisation, information source or person as reasonably required to perform background checks.
- I agree that the department may arrange for an Independent Viability Assessment (IVA) of my project by an external adviser or consultant to the department. Where applicable, the department may request a yearly breakdown of costs for on-going operational and maintenance of the complete project for a minimum of five (5) years.
- To the best of my knowledge, I have disclosed (Part A Declaration of Conflict of Interest) all actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the proposal outlined in this Application or from entering into a Funding Agreement with the Australian Government to deliver a project which relates to this *Application*.

s22(1)(a)(ii)

(signature)

02-08-2023

(date)

Declaration of Conflict of Interest

Please complete either Part I or Part II of the Declaration of Conflict of Interest

Part I – No Known Conflict

I confirm that at the time of signing, to the best of my knowledge I am unaware of any actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the proposal outlined in this Application or from entering into a Funding Agreement with the Australian Government to deliver a project which relates to this Application.

I undertake that if at any time I become aware that I, or any other employees or persons associated with the **Canterbury-Bankstown Council** have an actual, apparent or potential conflict of interest, then I will:

- a) immediately notify the Department of Infrastructure, Transport, Regional Development, Communications and the Arts in writing of that Conflict and of the steps the **Canterbury-Bankstown Council** propose to take to resolve or otherwise deal with the Conflict;
- b) make full disclosure to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts of all relevant information relating to the Conflict; and
- c) take such steps as the Department of Infrastructure, Transport, Regional Development, Communications and the Arts may, if they choose to, reasonably require to resolve or otherwise deal with that Conflict.

I understand that if I fail to notify the department of any actual, apparent or potential conflicts of interest or am unable or unwilling to resolve or deal with the Conflict as required by the terms noted above, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts may seek to terminate any Funding Agreement established in relation to a project which relates to this *Application*.

s22(1)(a)(ii)

(signature)

s22(1)(a)(ii)

02/08/2023

s22(1)(a)(ii)

s22(1)(a)(ii)

02/08/2023

Part II - Disclosure of Interests

I disclose the following interests:

I undertake that if at any time I have an actual, apparent or potential conflict of interest, then I will:

- a) immediately notify the Department of Infrastructure, Transport, Regional Development, Communications and the Arts in writing of that Conflict and of the steps the **Canterbury-Bankstown Council** propose to take to resolve or otherwise deal with the Conflict;
- b) make full disclosure to the Department Infrastructure, Transport, Regional Development, Communications and the Arts of all relevant information relating to the Conflict; and
- c) take such steps as the Department of Infrastructure, Transport, Regional Development, Communications and the Arts may, if they choose to, reasonably require to resolve or otherwise deal with that Conflict.

I understand that if I fail to notify the Department of Infrastructure, Transport, Regional Development, Communications and the Arts of any actual, apparent or potential conflicts of interest or am unable or unwilling to resolve or deal with the Conflict as required by the terms noted above, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts may seek to terminate any Funding Agreement established in relation to a project which relates to this Application Form.

s22(1)(a)(ii)

(signature)

s22(1)(a)(ii)

02/08/2023

s22(1)(a)(ii)

s22(1)(a)(ii)

02/08/2023

Any information disclosed in this form will only be used by the Australian Government for the purposes of assessing PCIP proposals and will be maintained in accordance with the Privacy Act 1988.

STATEMENT OF COMPLIANCE

I, **s22(1)(a)(ii)** *Forward Works Planning Coordinator, Canterbury-Bankstown Council*, make the following statement for the benefit of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts:

Having made diligent inquiries, I have reasonable grounds to believe the organisation itself, and staff working with children on behalf of my organisation in relation to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, grant activity:

- comply with relevant legislation relating to requirements for working with children in the jurisdiction in which they work; and
- have complied with relevant legislation in their jurisdictions relating to mandatory reporting or suspected child abuse and neglect as required or otherwise defined by state or territory legislation.

I undertake to ensure that all staff will continue to comply for the duration of any grant agreement **Canterbury-Bankstown Council** hold with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

s22(1)(a)(ii)

(Signature)

02-08-2023

(Date)

Application declaration

In order to submit your application, you will be required to agree to the following declaration.

Privacy and confidentiality provisions

I acknowledge that this is an Australian Government program and that the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the department) will use the information I provide in accordance with the following:

- [Australian Government Public Data Policy Statement](#)
- [Commonwealth Grants Rules and Guidelines](#)
- [Priority Community Infrastructure Program Grant Opportunity Guidelines](#)
- applicable Australian laws

Accordingly, I understand that the department may share my personal information provided in this application within this department and other government agencies:

- a. for purposes directly related to administering the program, including governance, research and the distribution of funds to successful applicants
- b. to facilitate research, assessment, monitoring and analysis of other programs and activities unless otherwise prohibited by law.

I understand that where I am successful in obtaining a grant, the financial information that I provide for the purposes of payment will be accessible to departmental staff to enable payments to be made through the department's accounts payable software system.

I understand that information that is deemed 'confidential' in accordance with the Grant opportunity Guidelines may also be shared for a relevant Commonwealth purpose.

The department will publish information on individual grants in the public domain, including on the department's website, unless otherwise prohibited by law.

Applicant declaration

I declare that I have read and understood the Priority Community Infrastructure Program Grant Opportunity Guidelines, including the privacy, confidentiality and disclosure provisions.

I declare that the proposed project outlined in this application and any associated expenditure has been endorsed by the applicant's board/ management committee or person with authority to commit the applicant to this project.

I declare that the applicant will comply with, and require that its subcontractors and independent contractors comply with, all applicable laws.

I declare that the information contained in this application together with any statement provided is, to the best of my knowledge, accurate, complete and not misleading and that I understand that giving of false or misleading information is a serious offence under the *Criminal Code Act 1995* (Cth).

I acknowledge that I may be requested to provide further clarification or documentation to verify the information supplied in this form and that the department may, during the application process, consult with other government agencies, including state and territory government agencies, about the applicant's claims and may also engage external technical or financial advisors to advise on

information provided in the application.

I agree to participate in the periodic evaluation of the services undertaken by the department.

I approve the information in this application being communicated to the department in electronic form.

I acknowledge that if the department is satisfied that any statement made in an application is incorrect, incomplete, false or misleading the department may, at its absolute discretion, take appropriate action. I note such action may include excluding an application from further consideration; withdrawing an offer of funding; using the information contained in the application for a fraud investigation that would be consistent with the Australian Government's Investigations Standards and Commonwealth Fraud Control Framework and/or for a grant under management, terminating a grant agreement between the Commonwealth and the grantee including recovering funds already paid.

I declare that I am authorised to submit this form on behalf of the applicant and acknowledge that this is the equivalent of signing this application.

s22(1)(a)(ii)

02/08/2023

APPLICATION CHECKLIST

Please tick all points that apply to your application and ensure any attachments you plan to submit are listed below.

- ☒ All eligibility questions answered on pages 2 and 3
- ☒ All mandatory attachments included for application submission (refer to pages 17 and 18)
- ☒ All declarations have been signed and dated on pages 19 to 23

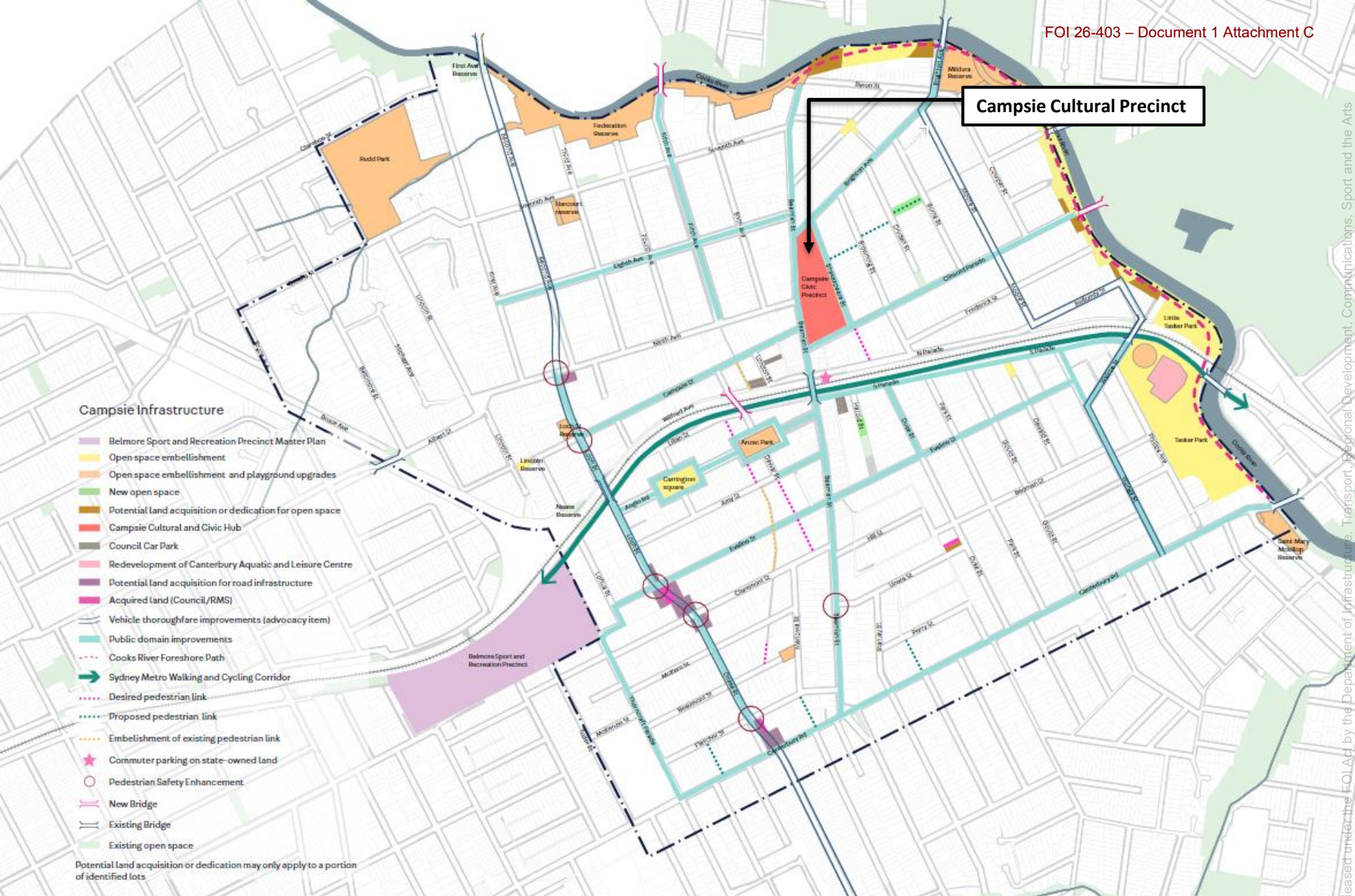
Supporting documents included for application submission:

- ☒ Evidence supporting how the project will benefit the community
- ☒ Audited financial statements or similar for the last two (2) years for projects with grant funding over \$100,000
- ☐ Business Plan and/or Feasibility Study
- ☐ Evidence of third-party leasing arrangements (if applicable)
- ☐ Designs
- ☐ Cost estimates or contracted costs
- ☐ Quotes
- ☒ Project Management Plans (if applicable)
- ☐ Other – if selected, please list below



Campsie Cultural and Music Hub

Location Plan



Strategic Background

Source: Campsie Town Centre Master Plan



Proposed Music Hub (PCIP Funded)

 Music Hub (300sqm)

Others

 Civic Plaza (1,500sqm)

 Outdoor open spaces for a diversity of users and uses (4,000sqm)

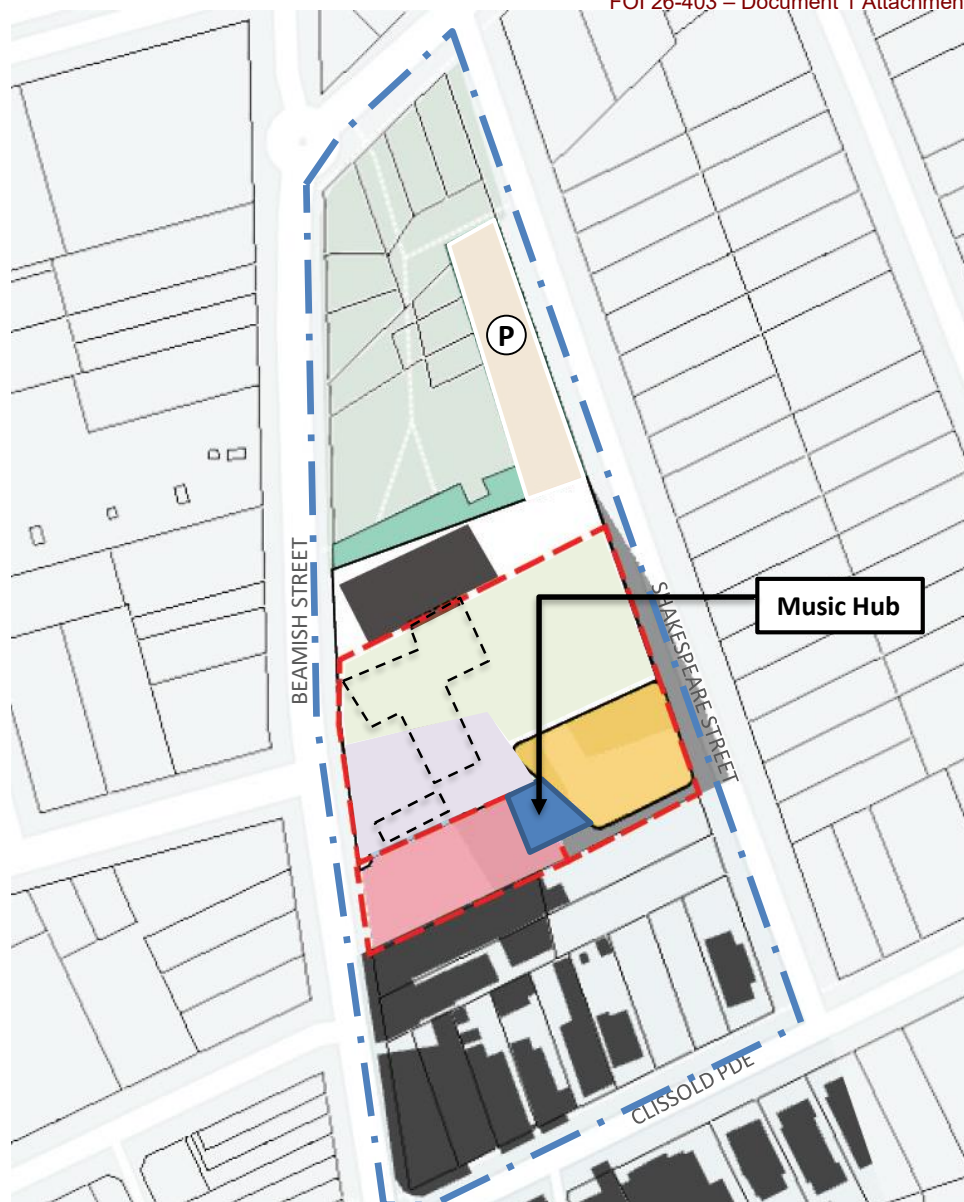
 Orion Theatre – Heritage restoration for performance spaces (1,500sqm)

 Demolition

 Co-located library (Subject to separate funding)

 Existing Built Form (Maintained)

 Campsie Cultural Precinct



Investing in Our Communities Program

Campsie Cultural Hub – Project
Management Plan

PROJECT MANAGEMENT PLAN

Campsie Cultural Hub

This Project Management Plan is intended to provide the information commensurate with the development of Campsie Cultural Hub under the Priority Community Infrastructure Program from project inception until implementation or project completion. It describes how the project will be delivered including details of

1. Scope
2. Proposed Implementation Methodology – Delivery plan, tender for design + construction;
3. Timeframes
4. Budget/Cost Estimates
5. Details of Regulatory Approvals
6. Procurement Plan
7. Risk Management Plan

1. Scope

1.1. Project Scope of Works

This project delivers a new music hub to be located within the new Campsie Cultural Precinct. The project will create a central space for recording, rehearsal, and performance, offering dedicated rehearsal spaces, soundproof studios, and specialist equipment. A place where students, musicians, and the community can come together to collaborate and perform. It will collocate with a new library and integrate with the existing heritage-listed Orion Theatre which is an important local performance space and will enhance and revitalize this facility. It will take shape as a vibrant focal point for the community.

Inclusions:

The scope of works for this project will include, but not necessarily be limited to, the provision of all design consultancy, authority approvals, labour, materials, plant, equipment, supervision, and all other things necessary to undertake the project:

- Detailed Needs Analysis
- Procurement - Tender for design
- Concept design – Prepare concept design options; design review (internal); Community Engagement – concept design; Finalise & design signoff (internal)
- Regulatory approval
- Contract Documentation
- Procurement - Tender for contractor to deliver the project construction
- Delivery – site coordination and establishment; construction of the project
- Completion – Completion of works; removal of construction fencing; site handover
- 'Test drive' operation, opening, community awareness communication

Exclusions:

- No design elements of the proposed project have been excluded from the scope
- Outdoor open space and civic plaza (subject to separate funding)
- New carparking (Noting the existing carparking will meet the needs of the proposal)

1.2. Major deliverables

- New cultural space for music hub uses (300 sqm) including 3 studios, staff space and Back of House areas (BOH)
- Integration of Orion Theatre as a large function and performance space

2. Proposed Implementation Methodology

At CBCity, our projects include the following key stakeholders. We engage with internal and external stakeholders as required for each project, and importantly, we inform, involve, consult and collaborate with our community through various platforms, publications and forums as key stakeholders. The basis of our project teams includes, but is not limited to:

- Project Sponsor
- Responsible Officer
- Works & Projects Communications
- Internal Finance
- Internal Legal
- Internal Procurement
- Authorities (e.g. Sydney Water)
- Council Approval (post Gate 3)
- External Stakeholders – suppliers/contractors
- Our community

Throughout the life of the project, open communication and the sharing of crucial information in a timely manner will be prevalent, along with regular, consistent reporting and internal/external audit checks as required.

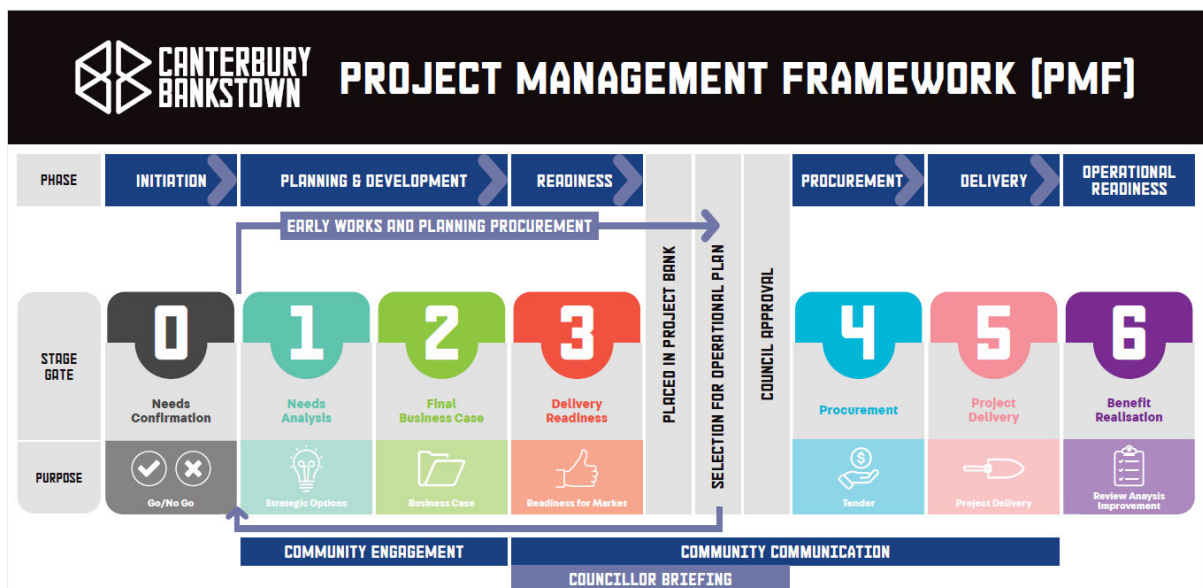
Table below outlines those persons within CBCity responsible for the management of the delivery of the next phase of the project.

Role	Responsibilities
Project Control Group (PCG)	• Support the project team in its role as a decision-making body with respect of this project; • Keep ELT, stakeholders, operators and deliverers informed of progress and issues affecting the development of the project; • Review and endorse the project management plan and schedule; • Endorse key deliverables such as design, budget and program before seeking the approval by delegation; • Review and comment on progress reports provided by the Project Management Team; • Monitor actual performance against the budget and program within the project management plan; • Endorse scope change requests; • Resolve project issues and management of project risks in accordance with the risk management process; • Regularly attend scheduled PCG meetings, or ensure an appropriate alternate delegate attend • Read PCG Papers distributed prior to the meeting, and seek clarification prior if possible
Project Sponsor	• Ensure the project's strategic significance • Provide approval and funding for the project • Promote support by key stakeholders

Role	Responsibilities
Principle Project Manager	- Overall accountability for the project - Accountable for PMP - Accountability includes authorizing the document, monitoring its effectiveness and performing a formal document review
Project Manager	- Responsible for monitoring the implementation and effectiveness of this plan. - Managing the key interfaces, requirements and approvals process. - Ensure that the contract and specifications are met.
Quality Manager	- Responsible for monitoring the implementation and effectiveness of the quality management plan. - Managing the key interfaces, requirements and approvals process. - Ensure that the contract and specifications are met.
Environmental Manager	Responsible for monitoring the implementation and effectiveness of the environmental management plan.

Implementation of a robust governance model is important for supporting the efficient delivery of the Project in accordance with government guidelines, protocols and policies. To support this, Council has a specialised Major Projects Design team and Asset Construction team that are responsible for the design and delivery of capital projects. These multidiscipline teams are guided by Council's Project Management Framework.

The framework, as shown below, provides the basis for all governance of project development in line with best practice design and within the existing corporate governance structures. It provides a tiered, risk-based approach to project assurance and ensures that all projects and programs completed by Council are governed and managed in a consistent and coordinated manner.



2.1. Resourcing

In addition to the key management positions outlined above, CBCity is able to mobilize a range of internal technical staff and resources to progress the project through the planning phase and beyond.

2.2. Other Key Advisors

Several preliminary reports have been commissioned to support this Business Case, including cost forecasts, demand forecasts, and preliminary impact analysis. This will continue as the project progresses. CBCity will seek to engage the best team available (i.e. experience, expertise, availability and price) to meet any further required technical analysis, development, refinement and delivery of the project.

A key component of the project governance structure is the key personnel responsible for the delivery of each component of the work.

CBCity will seek to engage the best team available (i.e. experience, expertise, availability and price) to meet any further required technical analysis, development, refinement and delivery of the project.

2.3. Reporting Structures

CBCity reporting structures support the project governance framework. CBCity's PMO will prepare regular project reports, which provide an assessment of project development and delivery against:

- Time
- Cost
- Quality
- Risks, and
- Impediments to project development/delivery.

In line with a risk-based assurance approach, a project's tier informs the reporting intervals and level of detail required. To support regular project reporting, delivery units provide the PMO with timely and comprehensive project information.

Project performance is tracked against safety, environment, communications, and product verification measures. Project risks and issues are recorded with mitigation actions, responsibility and timing. The PCG meetings review this status and make decisions to control progress. Variations form the baseline, mitigation actions and decisions outside the PCG's delegation are escalated to the ELT.

2.4. Monitoring and Reporting

The initial planning phase of the project will be monitored through monthly reporting processes to the Project Control Group (PCG). The PCG reports directly to the Executive Leadership Team of CBCity. The PCG will review progress and total spend of the project against the planned progress outlined by the program milestones. The following reporting structure will be implemented over the course of the project.

Report	Frequency
Forecasting, budgets and costs	Monthly
PCG papers, project status spreadsheet and minutes of the meetings including PCG endorsements	Weekly on a Thursday
Program schedule	As required but usually updated Monthly for PCG
Safety status report	Weekly
Accruals	Monthly, 2nd business day

Contract Forecasts	Monthly, 9th business day
Cost Code Forecasts	Monthly, 9th business day
Cost Code cashflows	Monthly, 9th business day
Safety Statistics and Incident Summary (SSIS)	Monthly, 6th business day

2.5. Project budget controls

The PCG will actively monitor the cost of the project to ensure that it is track on or below budget. Where a deviation has been identified the PCG will actively find solutions to minimise the impact. To reduce the possibility of such an event, the following cost management strategies are to be followed.

- **Variation Control.** The project will adopt an overarching philosophy behind variation control and management, by: identifying the variation and advising the right parties of the changes; evaluating the impacts of the variation on scheduling, costs, and resource allocations; seek approval from the relevant party for the variation; and implementing by briefing the team and monitoring the change. All variations opened will need to be recorded on the variations register and justifications need to be made to and signed off by the PCG or designated board member depending on the impact of the variation.
- **Variation register:** All Variations are recorded on the Variation Register which will be managed by the scheduler/cost controller.
- **Cost forecasts:** Project forecasting will be undertaken every month to provide the PCG and Executive Leadership Team with a clear understand of the financial state of the project. For this to be effective the Construction Manager and Procurement officer needs to ensure that all commitments are identified and communicated to the scheduler/cost controller.

3. Timeframes

Major Project Stages and Milestones		Project Plan Date
1	<i>Funding deed and project initiation</i>	01/2024
2	<i>Design, documentation and construction tender</i> • Project briefing document completed • RFT for design consultant team advertised • Design consultant engaged • Concept design completed • Community consultation and report completed • DA documentation completed • DA lodged • Development approval + other authority approvals obtained • Construction tender drawings completed • Request for tender for construction advertised • Award of contract to principal building contractor • Construction drawings completed + Construction Certificate obtained	06/2025

Major Project Stages and Milestones	Project Plan Date
3 <i>Start of construction to 50% construction complete</i> • Bulk excavation cut to grade and removal of spoil • Detailed excavation external area and building area • Install pits and pipes for water / sewer • Install subsurface drainage • Install service pits and conduits for electrical and comms • Formwork for structural concrete • Footing and foundations • Pore and finish slabs, ramps • Structural walls / columns completed, structural steel / metalwork commenced • Structural walls and columns completed • Structural columns completed • Structural slabs completed • Structural steel / metalwork installed • Install roof framing and sheeting • Install plant and equipment • Install external cladding / glazing / soffit • External painting • Install insulation • Install FC linings to external • Internal wall framing • Internal ceiling framing • Rough in services	11/2025

Major Project Stages and Milestones		Project Plan Date
4	<i>80% Construction complete</i> • <i>Fitout of services</i> • <i>Internal fitout</i> • <i>Install internal plasterboard</i> • <i>Painting</i> • <i>Install flooring (exact type to be determined through design process)</i> • <i>Install ceiling and ceiling services (exact type to be determined through design process)</i> • <i>Plumbing, wet areas fitout</i> • <i>Install lighting</i> • <i>Install furniture and joinery (exact type to be determined through design process)</i> • <i>Electrical, comms, IT equipment</i> • <i>Testing and commissioning of all services</i>	04/2026
5	<i>Practical completion</i> • Internal fitout • Fit off services • Install internal plasterboard • Painting • Install flooring • Plumbing, wet areas • Install furniture and joinery (exact type to be confirmed during consultation and design) • Install lighting • Electrical, comms, IT equipment • Testing and commissioning of all services • Internal and external signage (type to be confirmed during consultation and design) • External concrete • External area paving • External lighting • Way finding signage (type to be confirmed during consultation and design)	06/2026

4. Budget/Cost Estimates

Description		TOTAL project
Income:		
Approved income from PCIP		\$6,000,000
Expenditure:		\$6,000,000
Design services	Consultant Fees & Management Fees	\$650,000
Construction / Supply		\$4,650,000
	Music Hub building (incl. fitout):	
	Site Preparation	
	- Sediment fence, - Detailed excavation for slab, footings and pavement - Dispose spoil	\$215,472
	Substructure	
	- Formwork, - Footing - Reinforcing - Concrete slab	\$226,736
	Structure (columns, beams, slabs etc)	
	- Columns - Beams - Steel structure	\$1,096,736
	Base Building	
	- Roof incl purlins, sarking, insulation, roof sheeting, roof safety system	\$1,254,744

	- External walls - External glazed walls / windows - Internal doors - External doors - Internal walls - Wall finishes - Floor finishes - Ceilings - Lighting	
	Fitout + Equipment	
	- Studio fitout - Acoustic treatment - Furniture	\$594,020
	External works and landscaping	
	- Concrete areas including footpaths - Paving - Mass planting including mulch and topsoil - Common lawn - Irrigation	\$98,197
	Services + Infrastructure	
	- Mechanical - Electrical - Fire - IT - Hydraulic	\$294,583
	Contract	\$869,512
Project Management	Project management fee	\$100,000
Contingencies	Statutory & DA Fees and Project Contingency	\$600,000

Total		6,000,000
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5. Regulatory Approvals

5.1. Authorities and approvals

Authority	Approval Required	Responsibility
<i>Regional Planning Panel</i>	<i>Development Consent - As per Ministerial direction, development for which the applicant or landowner is a Council is to be determined by local planning panels on behalf of the Council. Further, schedule 6 of the State Environmental Planning Policy (Planning Systems) 2021 identifies that development with a capital investment value of \$5 million, which is:</i> <i>Private infrastructure and community facilities, and</i> <i>Council related</i> <i>Would be assessed by a regional planning panel</i>	<i>Project Manager</i>
<i>Roads Act</i>	<i>Road Occupancy License if required</i>	<i>Project Manager</i>
<i>Council</i>	<i>Development approvals - Demolition of the existing council building is permissible without consent under the Transport and Infrastructure SEPP, allowing works to commence before a replacement development is approved.</i>	<i>Project Manager</i>

5.2. Other special requirements and compliance obligations

Item	Required approvals	Issues / risks	Action
<i>Heritage listings</i>	<i>Heritage consultant</i>	<i>Heritage item at 151-155 Beamish St</i>	<i>Works may be limited to this item and need</i>

Item	Required approvals	Issues / risks	Action
			to be assessed
Environmental issues	Ecological consultant Environmental assessment	Potential tree removal although it is anticipated all existing trees will be protected and retained.	There are trees of varying sizes within the site area, therefore consideration will need to be given to the protection and/or requirements for removal during the planning of development. Investigation by an ecologist and or arborist to guide the project.
Contamination	Council – Review of Environmental Factors	Due to the nature of the works, a Review of Environmental Factors (REF) is required. The contractor will assess environmental impacts before the commencement of work as per the requirement of development application approvals.	The contractor must have an environmental management plan in place for the Campsie Community and Cultural Hub Contamination
Acid Sulfate Soils	Development consent is required by this clause for any works within 500 metres of adjacent Class 1, 2, 3 or 4 land that is below 5 metres Australian Height Datum and by which the water table is likely to be lowered below 1 metre Australian Height Datum on adjacent Class 1, 2, 3 or 4 land.	The land is identified as a Class 5 Acid Sulfate Soils area.	An acid sulfate soils management plan will need to be prepared for any proposed works in accordance with the Acid Sulfate Soils Manual.

6. Procurement Plan

Goods & Services	Cost Estimate	Procurement Method	Contract Form	Responsibility
Head Design Consultant	\$650,000	Request for Tender	Council's request for	Project Manager

Goods & Services	Cost Estimate	Procurement Method	Contract Form	Responsibility
<i>Head Contractor</i>	<i>\$4,650,000</i>	<i>Request for Tender</i>	<i>tender document, Tenderbox and AS4902-2000</i>	
<i>Total</i>	<i>\$650,000</i>			

7. Key Risks and Risk Management

A risk management plan is undertaken in order to assess all the potential risks associated with the construction and delivery of the project and to ensure that mitigation procedures have been implemented, where appropriate.

The risk management plan is based upon risks related to project planning, management and execution. This is considered across all phases including design, procurement, construction, commissioning and asset handover as applicable.

The risk management framework closely follows the Enterprise Risk Standards which sets out general risk management, management accountabilities and approach to systematically managing risk. This approach is in line with current requirements under the Risk Management Plan.

Key elements of the Project Risk Management Framework include:

- Establishment of risk assessment criteria for the project
- Risk identification via workshops involving relevant stakeholders
- Establishment of a *Risk Register*
- Development/identification and implementation of strategies to mitigate identified risks
- Regular monitoring and review processes.

A Risk Register has already been developed, which outlines the contingency and inherent risks associated with the design, management and scope of the project. The *Risk Register* has also been developed to outline the risks associated with the actual construction and delivery of the project as well as through the planning phases. All risks identified and captured in the *Risk Register* have been assessed and classified. The table below provides the consequence rating for the *Risk Register*.

7.1. Key Risks

CBCity will need to manage the risks of implementing the Cultural Hub project. A Risk Register and HSiD Register have been developed.

The Risk Register and HSiD Risk Register will continue to be reviewed and updated throughout the life of the project to ensure the risk register captures the relevant risks and actions throughout the different phases of the project delivery.

The following table presents the highest ranked risk hazards as identified within the HSiD Risk Register along with the mitigating actions and residual risks. The recommended mitigation techniques are specific to the hazard, however, usually it requires additional specific design requirements.

7.2. Risk Register (Summary of high risks)

Identified Risk	Owner	Likelihood	Consequence	Risk Rating	Risk Management Strategy
<i>What might happen?</i>	<i>Who is responsible?</i>	<i>What is the likelihood that</i>	<i>What would be the impact if it came true?</i>	<i>Refer to the risk matrix</i>	<i>What actions will be taken to prevent this risk from occurring or</i>

		<i>this will happen?</i>			<i>reduce its impact on the project?</i>
Concern over the demolition of assets	CBCity	Possible	Reputational risk	Low	Communication about benefits and reference to consultation and outcomes of Town Centre Master Plan.
Concern about heritage item (Orion Theatre) adjacent to the site. Note it will be retained and enhanced in future stages	Principal Project Manager	Possible	Community concern.	Low	CBCity will engage a suitably qualified heritage advisor to ensure heritage assets can be preserved and enhanced by development.
Project Scope: The scope of the Project does not meet stakeholder expectations.	Principal Project Manager	Possible	Unplanned delays and costs during construction	Extreme	The project plan that is well defined and thought out to meet stakeholder requirements. Good engagement with both internal and external stakeholders.
Scope Creep: Stakeholders changing initial thoughts on project outcome. Additional services added to the scope and not cost.	Principal Project Manager	Possible	Unplanned delays and costs during construction	Extreme	PM & QS to be strict on cost control and identify changes early in the design phase. PCG is to be informed and sign off at each

					stage of design development.
Inflation: Changes in the external environment due to economic activity.	QS	Unlikely	Unplanned delays and possible legal disputes	Extreme	PM & QS to ensure sufficient contingency funding is allocated & tracked at the various stages of the project, based on industry best practices.
Probity: Corrupt, fraudulent and/or inappropriate activity/behaviour.	Principal Project Manager & PSO	Unlikely	Delays and costs to the project. The project was placed on hold due to the potential corrupt behaviour of project personnel. ICAC investigation.	High	Ensure all stakeholders are aware of probity issues, and conflicts of interest, including DLG reporting requirements. Engage an independent Probity advisor.
Contractual issues: Contractual disputes with consultants and /or contractors due to the interpretation of contracts.	Principal Project Manager	Possible	Impact on cost and timing of the project	High	Utilize industry tried and tested contract documents. Avoid bespoke contracts.
Appropriateness of specifications: A lack of understanding of	Project Manager	Possible	Unplanned changes during later stages of project life.	High	Ensure parties involved have a clear understanding of the appropriateness

specifications or scope.					of specifications and scope via consultation early in the planning phase to eliminate uncertainty or ambiguity.
Political environment: Changing political environment or lack of 'buy-in'	Principal Project Manager	Likely	Delays and costs to the project	High	Good Councillor engagement and regular updates on project progress.
COVID 19: International pandemic	Principal Project Manager	Possible	Project personnel infected by virus causes lag in project delivery and/or loss of information.	High	Limit face-to-face meetings. Ensure project personnel is adhering to NSW Health guidelines.

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Economic Analysis - Campsie Cultural Hub

City of Canterbury Bankstown

30 June 2022

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Key Project Details

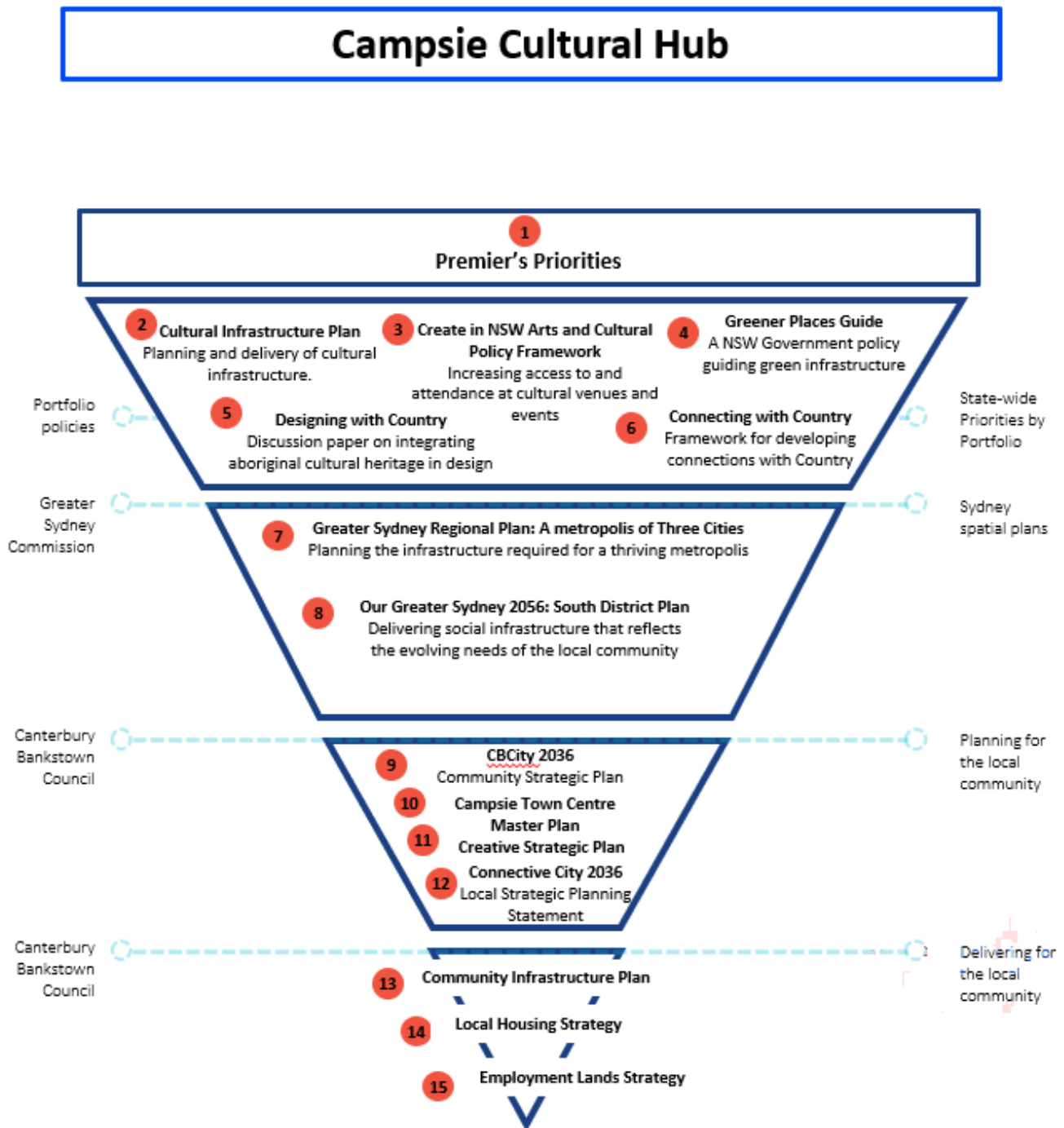
PROJECT INFORMATION	
Project name	Campsie Cultural Hub
Applicant	City of Canterbury-Bankstown
LEAD CONTACT	
Name	s22(1)(a)(ii)
Position	
Phone	
Email	
Address	Upper Ground Floor Bankstown Civic Tower 66 - 72 Rickard Road (Corner of Jacobs Street) Bankstown NSW 2200 Australia
PROJECT LOCATION	
Project site address(es)	141 – 145 Beamish Street Campsie
Local Government Area(s)	City of Canterbury-Bankstown
Local Aboriginal Land(s)	Darug and Eora
NSW electorate(s)	Canterbury
Federal electorate(s)	Watson

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 - 2.6. Cost Benefit Analysis Conclusion 14

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1. Strategic Alignment



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Table 1 Strategic alignment

#	Policy	Relevant policy intention	Strategic alignment
1	Premier's Priorities	Government's commitment to making a significant difference to enhance the quality of life of the people of NSW.	Well-connected communities with quality local environments, a strong economy, quality education, greener public spaces.
2	NSW Cultural Infrastructure Plan 2025	The NSW Government's guide for the planning and delivery of cultural infrastructure that will support a thriving and dynamic cultural sector.	Goal 4. Increase access to cultural infrastructure for all people of New South Wales Action 4.2 Support the continuing transition of libraries to community and cultural hubs, including the creation of spaces for children's learning and development
3	Create in NSW Arts and Cultural Policy Framework	Increasing access to and attendance at cultural venues and events	Supports collaboration between government, communities, cultural and business partners to shape vibrant arts and cultural activity.
4	NSW Government Architect – NSW Greener Places Guide	"Greener Places" is a NSW Government policy that acknowledges the fundamental role that green infrastructure will play in ensuring community sustainability moving into the future. Adopting a strategic approach to greening, the policy includes the following guiding principles: 1) Integration: green infrastructure, urban development, and grey infrastructure 2) Connectivity: creating a network of open spaces 3) Multi-functionality: establishing multiple ecosystems	CBCity is committed to reduce the impacts of urban heat and will seek to protect and enhance the existing tree canopy within the Campsie Cultural Hub project site and integrate with the nearby Lofts Garden. The project's masterplan will explore ways to integrate nature-based design elements with community infrastructure. With increased urban density planned for Campsie, ensuring opportunities exist for cool, green places to retreat will be a focus of this project and the broader precinct's design.
5	NSW Government Architect – Designing with Country	Designing with Country is a discussion paper presenting a series of questions and issues that the Government Architect NSW identified through their work. The discussion paper acknowledges that there is a clear need for tools and strategies to assist both Aboriginal and non-Aboriginal communities in sharing knowledge about Aboriginal places as well as places of shared cultural and heritage significance – and to understand how we can all work to respect and protect sensitive sites and to strengthen culture.	CBCity will explore how the design of the Campsie Cultural Hub can celebrate First Nations culture alongside the cultures of different migrant communities. CBCity will work with the local community to find this balance, involving them in the design process for the new Cultural precinct.

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6	NSW Government Architect – Connecting with Country	Connecting with Country is a draft framework for developing connections with Country to inform the planning, design, and delivery of built environment projects in NSW. The draft framework helps project teams respond to changes and new directions in planning policy relating to Aboriginal culture and heritage and place-led design approaches. It also aims to help project teams better understand and better support a strong and vibrant Aboriginal culture in our built environment.	CBCity will explore a place-led design process that reflects <i>Connecting with Country</i>. Importantly, we intend to adopt this draft framework to support First Nations culture in the built environment while also reflecting on the culturally diverse backgrounds of our residents.
7	Greater Sydney Regional Plan: A metropolis of Three Cities	A core pillar of the Plan is to realise a "City for People". Objective 6 - Services and Infrastructure meet communities changing needs – is designed to deliver on this liveable city ambition. Objective 8 – Greater Sydney's communities are culturally rich with diverse neighbourhoods Objective 9 – Greater Sydney celebrates the arts and supports creative industries and innovation Objective 12 – Great places that bring people together	Delivering this Cultural Hub will provide high-quality infrastructure for a growing multicultural community, which will promote social connections, creativity, learning and networking across the community.
8	GSC South District Plan	Greater Liveability and productivity outcomes are achieved across Sydney.	Notably the following Planning Priorities: S6: Objective 12 Great places that bring people together S1: Providing services and social infrastructure to meet people's changing needs S2: Fostering healthy, creative, culturally rich and socially connected communities S5: Providing housing supply, choice and affordability, with access to jobs services and public transport S6: Creating and renewing great places and local centres, and respecting the District's heritage. Campsie identified as a distinctive dining and night-time precinct.
9	CBCity 2036	CBCity's Community Strategic Plan, setting a 10-year vision for the future City	Prosperous and innovative – a smart and evolving city with exciting opportunities for investment and creativity. Safe and strong – a proud, inclusive community that unites, celebrates and cares. Council's Delivery Program (CBCity 2025) identifies this project as a priority.

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10	Campsie Town Centre Master Plan	A blueprint for Campsie into the future as a thriving, dynamic centre where people live, work and visit.	Development of a central civic and cultural hub in the vicinity of Council's current administration building which will bring together new and existing community and cultural facilities into a focal point for the town centre. Concentrate the majority of housing growth in the City's centres will maintaining the low-density character of suburban neighbourhoods.
11	CBCity Creative City Strategic Plan 2019-29	The Creative City Strategic Plan 2019-29 is CBCity's strategic plan for how to enhance the City's creative and cultural resources. Relevant actions include: • Investigate developing a major new cultural precinct at Campsie • Lobby to attract funding for creative endeavours and cultural infrastructure • Activate town centres with a range of creative activities/events • Support development of a night-time economy with a program of creative activities and events in town centres and through the Nighttime Economy Detailed Action Plan • Enhance the experience of walking and cycling with public art, temporary art, pop-up parks and cafes	CBCity's approach to the project will support new creative opportunities, particularly for events which will be able to use the space for day and night-time cultural activities.
12	LSPS – Connective City	Sets planning guidelines to deliver growth and transformation of CBCity.	Campsie is a cultural, retail and local employment hub in the City's east that provides cross-regional links to metropolitan centres to the north and south. Canterbury Hospital will influence the growth of surrounding land uses to evolve into a pedestrian-friendly and multifunctional medical precinct. Council-owned land can catalyse change in Campsie, such as new community and cultural facilities, expanded open space, underground car parking, adaptive re-use of the Orion building or a mix of residential and commercial uses. Priority - E7.2 Deliver cultural spaces and places in Campsie Town Centre Action - E7.2.144 Investigate feasibility and location of a new cultural facility in Campsie
13	Draft Community Infrastructure Strategic Plan (yet to be exhibited)	Provide infrastructure and assets to suit current and future City	Develop former Campsie Administration Building site into new Civic and Cultural precinct including new Library and Knowledge Centre, flexible community and cultural spaces in accordance with the Campsie Town Centre Masterplan.

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14	Local Housing Strategy CB City 2020	A vision for housing in the LGA	Sets a target for 5,600 new homes or 11% of the City's new development in Campsie Town Centre.
15	Employment Lands Strategy CBCity 2020	Proactively guides future employment growth in the LGA	A key action to provide 7500 jobs in Campsie Town Centre by 2036.

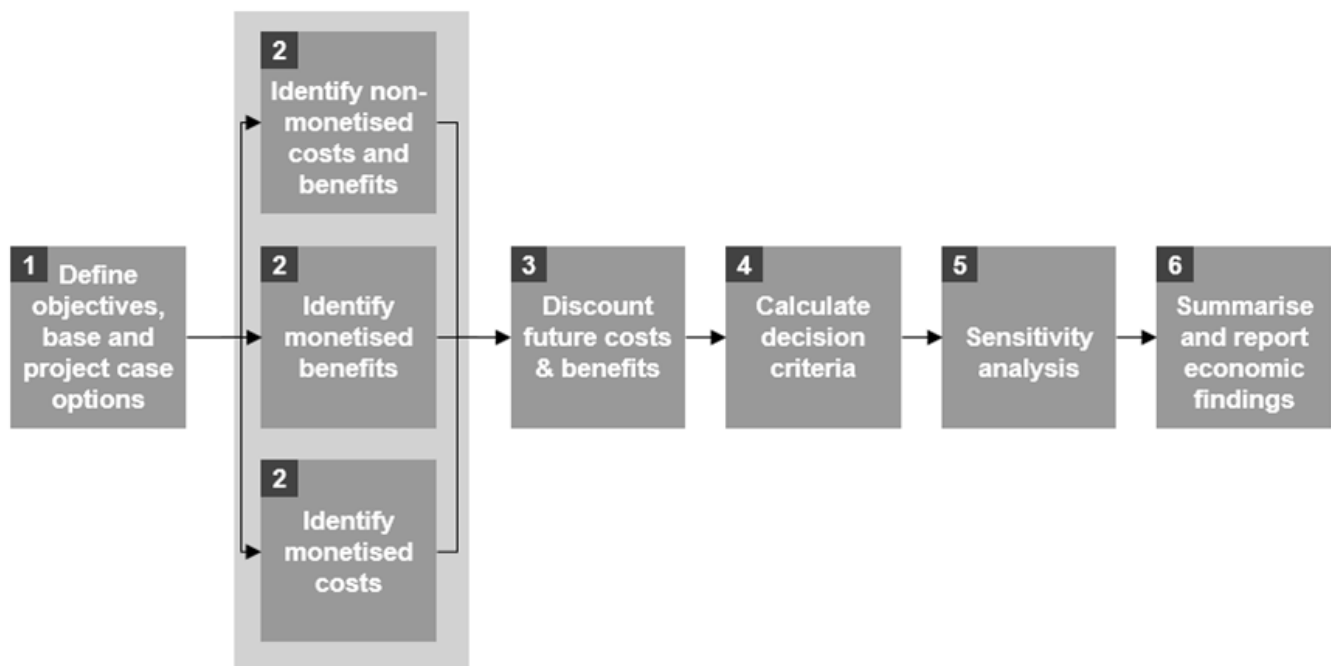
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2. Cost Benefit Analysis

A Cost Benefit Analysis ('CBA') was undertaken to determine the relative merits of the project. CBA is a method used to aid decisions about the allocation of resources, expressing both costs and benefits in monetary terms where possible to provide a basis for direct comparison. The method discounts future costs and benefits to a present value, allowing for comparison of alternative courses of action by reference to the net social benefits that they produce for the community as a whole.

Figure 1 below outlines our preferred CBA approach, fundamentally comparing alternative project options to a defined base case to determine the incremental impact of the project. The approach is developed in accordance with NSW Treasury Economic Evaluation Guidelines as well as other NSW Government guidelines such as the Transport for NSW (TfNSW) *Economic Evaluation Guidelines*, TfNSW *Movement and Place Guidelines*, and the Department of Planning and Environment (DPE) *Place Based Interim Economic Guidelines*.

Figure 1: CBA Approach



The key steps applied within the methodology include:

1. **Defining objectives, base and project case options** – Defining the objectives in addition to the base case and project case for comparison.
2. **Identification of benefits and costs** – All benefits and costs are identified and quantified where possible. These are the costs and benefits that may be expected due to the move from the base case to the project case.

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3. **Discount future costs and benefits** – All values are discounted to present value terms.
4. **Calculate decision criteria** – The selected measure/s of net economic worth are calculated and interpreted. This report considers both the Net Present Value (NPV) and Benefit Cost Ratio (BCR) measures as well as Internal Rate of Return (IRR), First Year Internal Rate of Return (FIRR) and Net Present Value on Investment (NPVI).
5. **Sensitivity analysis** – Where appropriate, decision criteria are calculated with a range of input values to present the sensitivity of the output values to inputs.
6. **Summarise and report economic findings** – The preferred option is determined from the relevant decision criteria and a report prepared to summarise findings.

2.1. Economic Assumptions

The economic assessment was undertaken taking into account the assumptions outlined in the following table.

Table 2: Economic evaluation assumptions

Item	Metrics	Value	Source
General			
Base year	Yr.	2022	
Evaluation period	Yrs.	30	NSW Treasury
Discount rate	%	7%	NSW Treasury
Construction period	No. Yrs.	4	Project Assumption
Operational commencement	Yr.	2026	Project Assumption
Cost			
Total CAPEX	\$	\$20,000,000	Project Assumption
OPEX	\$ pa.	\$200,000	Project Assumption
Foregone OPEX	\$ pa.	\$100,000	Project Assumption
Benefits			
<u>Amenity of building</u>			
Floor area (non-library)	m2	1,000	Project Specifications

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Item	Metrics	Value	Source
Average lease cost per floor area (A Grade property)	\$/m2	\$400	Council's Property Services Unit
Average lease cost per floor area (C Grade property)	\$/m2	\$200	Council's Property Services Unit
Real growth in lease costs	% pa.	1%	Council's Property Services Unit
<u>Library user benefits</u>			
Number of existing users	Unique users per year	18,191	CBCity data, active members
Number of new users	Unique users per year	3,638	20% uplift in demand as a result of improved amenity
Growth in demand	% pa.	2%	Project assumption
Assumed utility of better service	% of new trip	50%	Project assumption
Public facilities parameter values – libraries	\$ per user per year	61	DPIE
<u>Amenity of improvement to open space</u>			
Amenity benefits for improvements to public spaces	cents per person per minute	12	TfNSW
Number of users of greenspace	No per day	6,372	Project Assumption – 25% of local residents
Average time – in greenspace	min	1	Project Assumption
Average PERS score - Base case	PERS score	-2	CBCity Scoring
Average PERS score – Project case	PERS score	2	CBCity Scoring

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Item	Metrics	Value	Source
<u>Producer</u>			
Revenue from sale of existing library site	\$	\$15,000,000	Council's Property Services Unit Valuation
Annual revenue	\$	\$90,000	CBCity estimate
Asset life of building	Yr	60	Council's Asset Register and adopted Asset Management Strategy

Note: DPIE denotes DPIE Interim Framework for Valuing Green Infrastructure and Public Spaces. Note all TfNSW values have been escalated to 2022 values (2020 to 2022 – ABS). Note if CBCity were to obtain a value for the sale of the existing library site over and above its proposed \$10m allocation to this project all excess funds will be reinvested to later phases of the proposed Campsie upgrade project.

2.2. Total Economic Costs

Costs incorporated within the economic appraisal include the real (i.e. excluding inflation) capital and net operational, maintenance and renewal related expenditures. The total costs incorporated in this economic evaluation is presented in the table below.

Table 3: Cost Breakdown (2022 \$million, 7% discount rate where applicable, excluding sunk costs)

Item	Metrics	Project Case
Capital Cost	Total	20.00
Present Value of capital cost	Present Value	17.71
Present Value Incremental maintenance costs	30yr present value	2.03
Total Costs	30yr present value	19.74

2.3. Economic Benefits

The total benefits calculated as part of this economic evaluation are presented in the table below.

Table 4: Total benefits (\$million 2022, 7% discount rate)

Item	Project Case
User	
Greenspace benefit	0.49
Urban renewal	2.35
Additional library users	9.08
Producer	
Revenue	13.16
Residual value	1.07
Total benefits	26.15

The total benefits calculated as part of this economic evaluation are presented in the table below.

2.4. Core Cost Benefit Analysis Results

Economic indicators are calculated in terms of discounted cash flows over the evaluation period. Three economic indicators were calculated as outputs of the economic appraisal, to evaluate the relative attractiveness of the options against the Base Case.

Table 5: Cost Benefit Analysis results (2022 NPV, 7% discount rate)

	Project Case
PV Cost (\$M)	19.74
PV Benefit (\$M)	26.15
NPV (\$M)	6.41
BCR	1.32

OFFICIAL

2.5. Sensitivity Analysis

Table 13 provides a sensitivity analysis for the project in order to assess the robustness of the model.

Table 6: BCR Sensitivity Analysis

Sensitivity	Discount Rate	Capital Costs	Total Costs	Total Benefits
10%	1.12	NA	NA	NA
4%	1.65	NA	NA	NA
3%	1.81	NA	NA	NA
(+40%)	NA	0.97	0.95	1.85
(+20%)	NA	1.12	1.10	1.59
(-20%)	NA	1.61	1.66	1.06
(-40%)	NA	2.07	2.21	0.79

2.6. Cost Benefit Analysis Conclusion

The economic evaluation has found that the Campsie Civic Centre and Cultural Hub upgrade project will provide a positive net benefit to the State of NSW as represented with a BCR greater than one. Furthermore, the project has been found to have a positive benefit to the State under a range of scenarios including where actual costs are 20% higher and benefits are up to c.20% lower.

Governance and Administration Matters - 25 July 2023

ITEM 7.1 Federal Election Commitments

AUTHOR City Future

PURPOSE AND BACKGROUND

The Australian Government has advised that commitments made during the 2022 Federal Election will be delivered through two funding streams:

- *Investing in Our Communities Program* – will fund the delivery of commitments up to \$5 million.
- *Priority Community Infrastructure Program* – will fund the delivery of commitments over \$5 million.

Canterbury-Bankstown Council has been invited to apply under these programs for those commitments relating to Council owned or managed infrastructure.

ISSUE

These programs present an opportunity for Canterbury-Bankstown Council to submit funding applications to enable the delivery of a number of infrastructure projects for the City.

Applications for this non-competitive funding opportunity are by invitation only. This report sets out those projects for which Council has been invited to apply for funding.

RECOMMENDATION That -

1. Council proceed to apply under the *Investing in Our Communities Program* and *Priority Community Infrastructure Program* for the projects outlined in this report.
2. If successful in receiving funding under these programs, Council allocate the appropriate funds as a co-contribution to those projects, as outlined in this report.

ATTACHMENTS

Nil

POLICY IMPACT

This report is consistent with the Guidelines of the *Investing in Our Communities Program* and *Priority Community Infrastructure Program*.

FINANCIAL IMPACT

This report, as written, does not have a direct financial impact. If approved, costs associated with delivering the projects outlined in this report will be considered as part of Council's Quarterly Review process following the outcome of Council's applications.

COMMUNITY IMPACT

The delivery of these projects will deliver a range of social, cultural and economic benefits to the community. The delivery of these projects will result in significant new or improved infrastructure to the community across the City and for some of the identified projects.

DETAILED INFORMATION

During the 2022 Federal Election, several funding commitments were made for the delivery of infrastructure in Canterbury-Bankstown. A number of these relate to Council owned or managed infrastructure.

Earlier this year, the Australian Government, through the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (Department), formally notified Council of these commitments.

The election commitments will be delivered through a one-off funding round of two new funding programs:

- *Investing in Our Communities Program* – for election commitments up to \$5 million; and;
- *Priority Community Infrastructure Program* - for election commitments over \$5 million.

These programs were announced as part of the 2022-203 October Budget and are funded through to the end of 2026–27.

This report provides further detail on the funding programs, the commitments that Council has been invited to apply for and next steps.

Application Process

Central to the objective of the *Investing in Our Communities Program* and *Priority Community Infrastructure Program* is the delivery of infrastructure that will realise a range of improvements to community amenity, liveability and generate economic activity.

The programs are non-competitive with the Australian Government inviting nominated organisations with projects to apply to the Department. Applicants are required to provide a well-evidenced plan for the viable delivery of projects and respond to the following assessment criteria:

- Economic and social benefits of the project to the community;
- Project viability and sustainability;
- Grantee capacity, capability and resources to carry out the project.

Projects are required to be delivered by 31 December 2026.

Projects

Council has been invited to submit an application to the Department for the projects outlined in the table below. It is noted that these projects align with strategic and operational priorities of Council as set out in key Masterplans, Strategic Plans or as otherwise adopted by Council.

While Council endorsement is not a requirement, confirmation of land ownership and/or landowners' consent is required by applicants when submitting their final application. Council is in support of projects that focus on upgrading existing community infrastructure and align with Council's strategic direction.

Project Name	Project Description	Federal Electorate	Funding Program	Funding Amount	Strategic Alignment
s22(1)(a)(ii)					

Project Name	Project Description	Federal Electorate	Funding Program	Funding Amount	Strategic Alignment
s22(1)(a)(ii)					
Campsie Cultural Hub	Deliver a new cultural and music hub in Campsie	Watson	Priority Community Infrastructure Program	\$6 million	This project will deliver a new cultural and music hub to be located within the new Campsie Cultural Precinct. It will create a central space for recording, rehearsal and performance. This project is consistent with Council's planning for the Campsie precinct and previous resolutions of Council. While a distinctly separate element, it will complement works being planned to deliver the Campsie Cultural Hub as part of Council's WestInvest funding allocation.

Next Steps

If successful, this funding will enable the delivery of significant infrastructure projects previously identified by Council across the City. In some instances, access to this funding in conjunction with existing grants or Council funding, will ensure greater community benefit is realised.

Subject to Council's endorsement of the above specific projects, all applications will be submitted to the Department. Submissions are required due no later than 31 August 2023 and will include further detail including:

- Benefits and outcomes;
- Project cost breakdown;
- Key milestones and timeframes for each implementation stage; and
- Project Management Plan.

CANTERBURY BANKSTOWN
MINUTES OF THE
ORDINARY MEETING OF COUNCIL
HELD IN COUNCIL CHAMBERS
ON 25 JULY 2023

ITEM 8.2 **ALCOHOL FREE ZONES AND ALCOHOL PROHIBITED AREAS**
(506) **CLR. DOWNEY:/CLR. NGUYEN**

RESOLVED that Council adopts the proposed Alcohol-Free Zones and Alcohol Prohibited Areas for a four-year period as identified in Attachment A.

- CARRIED

SECTION 9: **COMMITTEE REPORTS**

(507) **CLR. HARIKA:/CLR. DOWNEY**

RESOLVED that in accordance with Council's Code of Meeting Practice, Council adopts all the recommendations of the Committee Reports.

- CARRIED

ITEM 9.1 **MINUTES OF THE COMMUNITY SAFETY ADVISORY COMMITTEE MEETING HELD**
(508) **ON 22 JUNE 2023**

CLR. HARIKA:/CLR. DOWNEY

RESOLVED that the minutes of the Community Safety Advisory Committee meeting held on 22 June 2023 be endorsed.

- CARRIED

ITEM 9.2 **MINUTES OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING HELD**
(509) **ON 20 JUNE 2023**

CLR. HARIKA:/CLR. DOWNEY

RESOLVED that the recommendations contained within the minutes of the Audit Risk and Improvement Committee meeting held on 20 June 2023, be adopted.

- CARRIED



2036
cbc city



CBCity acknowledges the traditional custodians of this land, the Darug and the Eora peoples.

We recognise and respect their cultural heritage, beliefs and relationship with the land, and pay our respects to their Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Georges River trail marker at Deepwater Park, Milperra

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Mayor’s Message

This is CBCity 2036 – it’s a plan to guide Canterbury-Bankstown on its journey to be a thriving, dynamic city of people who are interested and interesting – unapologetically themselves.

It’s based on thousands of ongoing conversations with residents, businesses and government agencies, and interprets their vision for this great City into a blueprint to transform the City of Canterbury Bankstown for the next decade and beyond.

The plan is for the people who live, visit and work in Canterbury–Bankstown now and in the future. Council ensures that it is reviewed regularly to make certain that priorities continue to reflect changing times and environments. This revision, CBCity 2036, confirms that people today continue

to want what everybody wants: to be happy, healthy and safe in a community that provides for their needs, values their culture, religion, heritage, respects the environment, considers the future, and respects the past.

As Mayor of this great City and on behalf of all stakeholders who contributed to the development of this plan, I make this commitment.

We will do our best to:

- be strong, innovative, open and visionary leaders;
- be your advocate – giving voice to your concerns and lobbying for the best outcomes for CBCity;
- provide and deliver quality local services;
- work in partnership and collaboration to make CBCity 2036 a reality;

- observe the principles of social justice – equity, access, participation and rights; and
- consider the long–term and cumulative effects of our actions on future generations.

To plan for such a future and to achieve the best possible outcome, everyone needs to play a part, including all levels of Government, businesses and leaders of the world. It’s important to be informed and involved in helping to shape the future. I welcome your continued input on this important plan for our City.

Yours sincerely

Clr Khal Asfour Mayor

The City of Canterbury Bankstown is constantly changing. From a colonial farming community of 20,000 people in 1920 to a bustling City of more than 378,000 today, we know that CBCity has never stayed the same.

Today, it is home to 113,000 households and more than 38,000 businesses. It is a successful multicultural community that speaks more than 100 languages. But growth and economic prosperity always brings new challenges and while change is inevitable, the good news is, the challenges we face are not due to a City in trouble, but one on a track of success.

The Greater Sydney Regional Plan will transform Sydney into a metropolis of three cities – the Western Parkland City, the Central River City and the Eastern Harbour City. Canterbury-Bankstown features in this landscape as a Strategic Centre and major health and education precinct.

Our area is highly desirable with a great network of parks and waterways, a growing economy and welcoming people. We must work together in these transformative times to meet the challenges before us by:

- Planning for people first, then buildings, not the other way around;
- Embracing change to attract future high–value jobs and investment;
- Focusing on well–managed, well–executed change and growth that is supported by regional and local infrastructure;
- Reframing the conversation around transport and its role in moving people and goods, and rethinking our traditional approaches to moving around;
- Being resilient, flexible and adaptable, striving for equitable, maximised outcomes;
- Keeping pace with a growing city providing open spaces and public domains that are integral to local areas and not ‘add–on’ features squeezed into our landscape; and
- Being informed and involved in creating positive change.

If we do this, then CBCity 2036 will have done its part to accommodate some of Sydney’s growing population, while continuing to be a thriving, liveable city of the future.

the big picture



Global issues that affect our planet, our people and our future

- UN– Habitat III – The New Urban Agenda
- Kyoto Protocol
- 2030 Agenda for Sustainable Development
- World Health Organisation – Stronger Collaboration, Better Health: The Global Action Plan for Healthy Lives and Well-being



National needs: defence, immigration, taxation, communications, trade

- Regional Development Australia – Regional Plan for Sydney
- Places for People – An Urban Protocol for Australian Cities
- State of the Cities Report
- Social Inclusion Agenda
- National Cultural Policy
- Australia’s Biodiversity and Conservation Strategy
- National Digital Economy Strategy
- Road Safety Strategy 2021-30
- Smart Cities Plan
- Clean Energy Plan
- NDIS–National Disability Insurance Scheme
- National Education Reform Agreement – Gonski Review



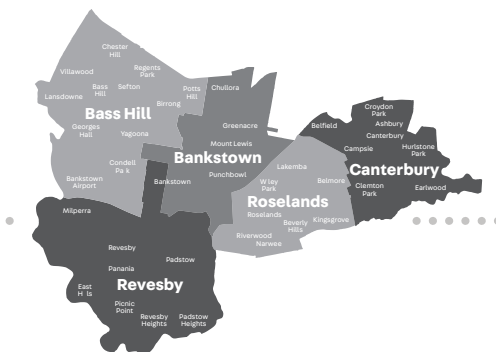
State needs: health and hospitals, education, police, transportation, child care, community services, employment, development

- State Plan 2021
- NSW Housing Affordability Strategy
- Creative Industries Action Plan for NSW
- NSW Biodiversity Strategy
- Future Transport Strategy 2056
- NSW Digital Economy Industry Action Plan
- State Infrastructure Strategy
- NSW State Health Plan
- Smart and Skilled Program
- NSW Domestic and Family Violence Blueprint



Regional needs: catchment management, regional planning

- A Metropolis of Three Cities Connecting People – Greater Sydney Region Plan
- District Plans
- Regional Organisations of Councils Plans – SSROC
- Catchment Management Plans
- Local Health District Strategic Plans
- Local Area Command Strategic Plans
- State Emergency Service Plans for the Region
- A Plan for Growing Sydney
- Our Resilient Sydney



Local needs: waste collection, local roads, parks, leisure and aquatics, libraries, local events, development

- 10–year Long Term Financial Plan – (Council)
- Asset Management Plan – (Council)
- Delivery Program – (Council)
- Annual Operational Plan – (Council)
- Local Strategic Planning Statement – Connective City 2036

our journey

Pre 1700s

- Traditional country of the Darug (Darag, Dharug, Daruk, Dharuk) and the Eora People.

1700s

- Captain Cook's officers make first explorations of the Cooks River
- Pemulwuy rises as a prominent Indigenous leader in the region
- Canterbury Vale is named by Rev. Richard Johnson

- **Bass and Flinders explore the Georges River in the Tom Thumb, naming the landscape Banks Town**



1800s

- Development of Great South Road (now Hume Highway), Stacey Street opened
- Australian Sugar Co and other farms on the Cooks River floodplain
- Bushrangers Patrick Sullivan and James Moran are hung on Bankstown Reservoir (water tower) site – 1826
- Canterbury Arms becomes the district's first licenced inn – 1843
- Tompson's Bridge Undercliffe is opened – 1855
- Municipality of Canterbury is founded – 1895
- First railway line connecting Canterbury to Sydenham through to Campsie

1900–1939

- Population of the City is 5,506 – 1900
- Municipality of Bankstown is declared – 1901
- Railway line is extended to Bankstown – 1907
- Earliest War Service Homes in Australia established in Belfield
- Canterbury District Memorial Hospital is built
- Bankstown Baths is the first public swimming pool in the region
- Canterbury Football Club (the Berries, now the Bulldogs) admitted into the Premiership

1940s–1950s

- 640 acres is resumed for Bankstown Aerodrome
- Bankstown Bunker established as RAAF communications facility

• Bankstown Airport established



- Roselands is headquarters for 1st Battalion in World War II
- Significant post war population growth to 147,000
- Eleanor Roosevelt visits army hospital in Riverwood
- Kingsgrove Bus Depot opens
- Bankstown Hospital opens

1960s–1980s

- Roselands and Bankstown Square shopping centres open
- Unprecedented residential growth to 293,000 people
- Villawood Migrant Hostel as immigration detention centre – the Easybeats meet here
- NSW Government sells Ashbury brickyard for use as open space, later refurbished as Peace Park
- Queen Elizabeth visits

1990s

- **Paul Keating, who grew up in Bankstown, is elected Prime Minister of Australia – 1993**



- Bankstown and Lidcombe Hospitals merge
- Bankstown Council administration building burns down
- The Dunc Gray Velodrome is constructed for the 2000 Sydney Olympic Games

2000–2016

- Canterbury–Bankstown declared a City – 12 May 2016
- Population 361,551, household size 2.9 – 2016
- Refugee–welcome zone declared
- Award–winning Bankstown Library and Knowledge Centre opens – 2014
- Olympic Torch manufactured in Bankstown
- Local boy Ian Thorpe is most successful athlete in the 2000 Olympic Games
- Stephen and Mark Waugh Pavilion opens at Bankstown Memorial Oval – 2000

2017+

- Household size = 3.1 people per dwelling – 2036
- 40,000 more dwellings – 2036
- 45,000 new jobs – 2036
- Greater Sydney Regional Plan released
- Global pandemic

- **Population projection is 500,000–550,000 – 2036**



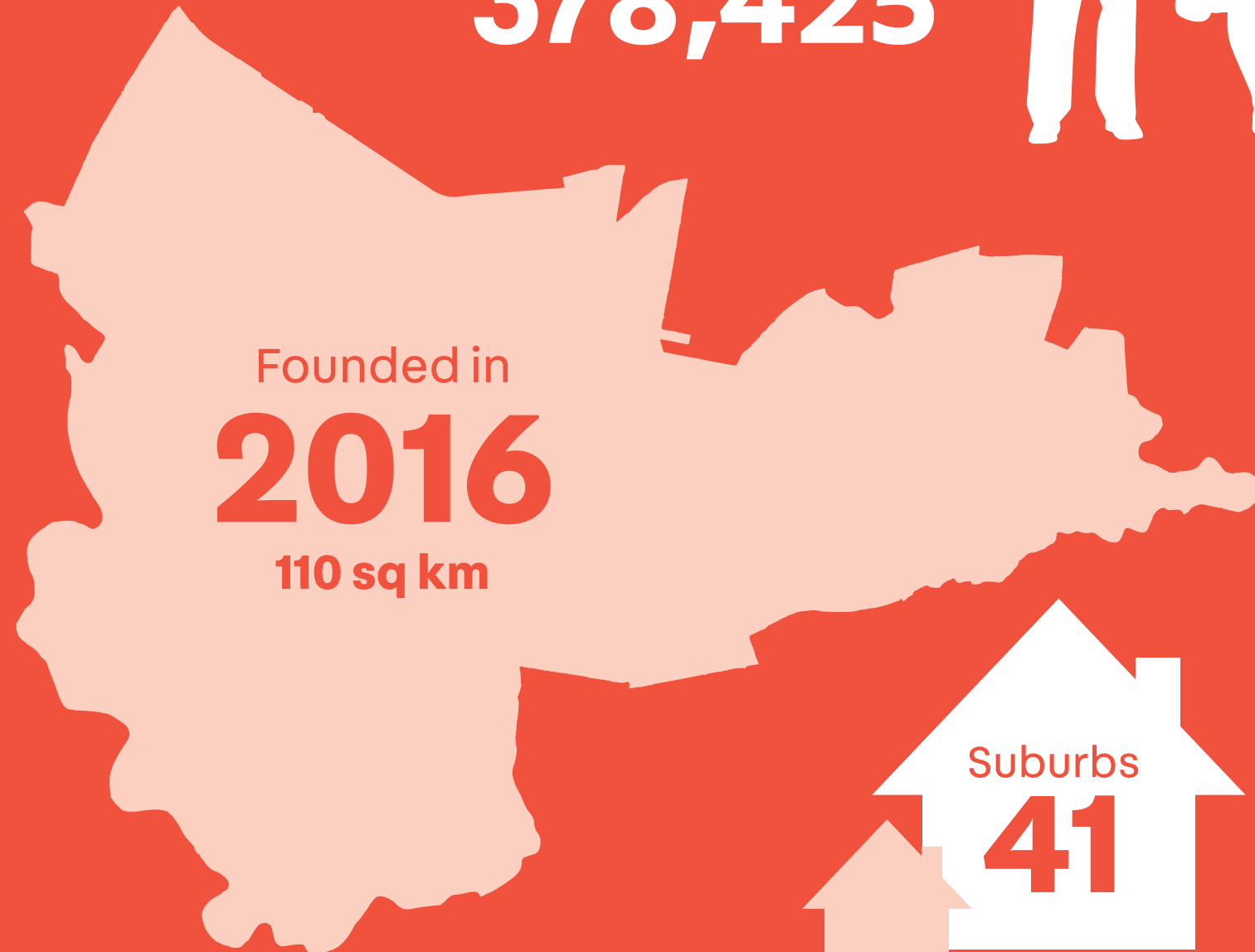
cbc city in 2022

Estimated Population in 2021

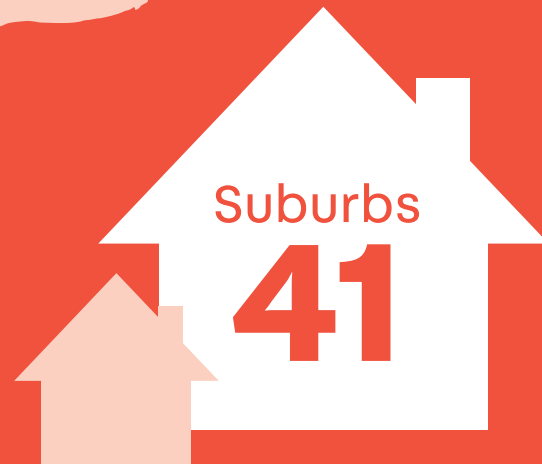
378,425



Founded in
2016
110 sq km



Suburbs
41



138,197
Employed Residents



35
Median Age

60%

Speak a
language other
than English

44%
Born overseas



1
Airport



3
River Catchments



9
Libraries



1
University



623
Parks



17
Train Stations



121
Schools



318
Community
Buildings



75
Sporting
Complexes



900+
Kilometres
Roads



2
Public
Hospitals



1
Arts Centre



2
TAFE
Campuses

In 2018, 2020 and 2022 we asked you what you love about your City and what you want for its future...

In 2018, we handed out **5,400** information flyers and held an online forum. There were more than **8,674** conversations at a variety of locations across the City. **1,620** people completed surveys.

In **2019, 2021** and **2022** we surveyed the community again to confirm community aspirations and priorities for the City.

Thank you to all the people and organisations who contributed to this plan and committed to making it a reality.

You said you loved...

- The variety of great restaurants and food options
- The community feel and the diverse cultures that our neighbourhood promotes
- Having access to a range of parks and open spaces
- That the people are down to earth
- That we are family oriented
- The City's atmosphere, including the village feel of our centres
- Our natural areas, including the Cooks and Georges Rivers, Lake Gillawarna, Paul Keating Park
- The variety in children's playgrounds
- Local food and shopping – entrepreneurialism is alive and well in Canterbury-Bankstown
- Having lots of local events and things to do, such as Ramadan Nights Lakemba and Bankstown Bites Food Festival
- Good train services
- Our young people – they are our greatest asset

Changes you would like to see...

- Better designed and well-managed development, including affordable housing, enough off-street car parking and not too much high density or overcrowding
- More community and cultural programs, and celebrations including creative spaces and public art
- A more cohesive, respectful and caring community
- Easier movement around the City, with less congestion, more parking, less bumpy roads
- More support for local shops and cafes, including a night-time economy
- More interesting town centres
- More businesses and local jobs
- A family friendly, pet friendly and child friendly City
- More events, including markets and festivals
- More street sweeping, less dumped rubbish and litter
- More employment and education opportunities, especially for young people
- Helping others to see the warmth, solidarity, pride and diversity in the City
- Finding new ways to do things, especially with technology

2036

you would like
CBCity to be...

A resilient City that has embraced the future with smart people, Smart thinking and innovation

A green City which values and protects its natural environment – for people, for animals, for plants and for the future

A safe City where people care about each other, respect one another and celebrate their diversity in fun and interesting ways

A well designed and planned City, with proper infrastructure for the growing population

A City that's easy to get around and through – accessible and safe, with shorter travel times

An open City with quality spaces and parks to enjoy and promote healthy living

A City with forward-thinking leaders, who listen to you and give you a chance to have a say in your City and your future

A prosperous City where businesses succeed and there is high local employment

A cosmopolitan City – a destination where people are unapologetically themselves, living and working together for a better future



cbc city 2036

one vision
seven destinations
seven transformations



Our story

Canterbury-Bankstown

It's 2036 and we are a destination City!

From the traditional Darug and Eora People, the settlements in the early 1900s and the new wave of migrants, to a bustling metropolitan City, our history has shaped our identity and vision:

We are **THRIVING** – Our communities are safe, strong, caring for each other and inclusive of all. We have good access to the services we need and use them well. Our people are healthy in mind and body. We value the beauty and diversity of our natural environment and keep it safe for future generations.

We are **DYNAMIC** – We are a place of incredible activity and opportunity. Easy to move around in. We create, prosper and grow, confidently embracing technology and innovation; always learning, transforming and evolving.

We are **REAL** – Our attractive and distinctive neighbourhoods reflect our history, yet look to the future and lead the way. We remember, we celebrate and we dream. Our people are proud of themselves, proud of their roots and proud of our City...

We are Canterbury-Bankstown



Local resident, Eddie Bachalani, captured this shot of the Cooks River on a Winter's afternoon.

one vision

Canterbury–Bankstown is
thriving
dynamic
real

seven destinations

lead us to
CBCity 2036

 1. Safe & Strong A proud inclusive community that unites, celebrates and cares	 2. Clean & Green A cool, clean and sustainable City with healthy waterways and natural areas
 3. Prosperous & Innovative A smart and evolving City with exciting opportunities for investment and creativity	 4. Moving & Integrated An accessible City with great local destinations and many options to get there
 5. Healthy & Active A motivated City that nurtures healthy minds and bodies	 6. Liveable & Distinctive A well designed, attractive City which preserves the identity and character of local villages
 7. Leading & Engaged A well- governed City with brave and future focused leaders who listen	



Safe & Strong

a proud inclusive
community that unites,
celebrates and cares

Provide high quality community services
and buildings. **Make** the City safer,
more accessible – care for others.

Value our history and identity.

Promote harmony and inclusiveness.



The road to 2036 – Mabel's 2022 update

I love being part of my local community – it gives me a sense of purpose and belonging. Each week, my neighbour and I play bingo at the local community centre. The centre has had a recent upgrade and the facilities are great!

As much as I can, I help each week to deliver the Meals on Wheels. This is a big part of my life and it feels so good to be able to help others.

Walking keeps me healthy. And my dog – 'Marmaduke' - loves to go down to the dog park. It's gated so I know he can't run off- this helps because I just can't run after him anymore!

It's been a tough time for me with the impacts of COVID-19. My social activities (like bus trips, or playing bingo at the local community centre) were limited, but I loved that I could 'click and collect' my from my local library.

Mable's Story

safe & strong

It's 2036 but, back in 2018, I was considering moving out of Sydney. I chose to stay in Canterbury– Bankstown where I had lived for many years. What made me stay?

All the services I need are close by. I am slower on my feet these days but the ramps and paths all make it easy to get around. I gave up the car years ago but there is a lift at the station for a quick trip anywhere using my pensioner card.

I can walk to the multi-purpose centre which has the library, meeting rooms and space to get involved in gentle exercise class, mahjong club and water colour lessons.

It's a short stroll to the local park where I walk my dog – 'Marmaduke' – every day. And there are plenty of local festivals and events, which means there is always something new to see or do.

I like the activity everywhere – the area feels safe. I don't go out much at night but I am not afraid to.

I can keep up my Meals on Wheels volunteering once a month and the community centre bus picks me up every Wednesday for an outing. My local church is around the corner and I bring flowers in every week from my little courtyard garden.

I know I can call on my neighbours for help if I need to – my friends are close by and I am very busy living life!

People said they want CBCity 2036 to be:

Cohesive, family friendly, pet-friendly, supported, respectful, happy, united, blissful, harmonious, caring, celebrating our past and living cultures, safe for kids.

How we will get there

What Council will do:

- Provide quality services that support and empower children and families in the local community and respond to their needs
- Promote access, equity, social justice and community well-being for residents, workers and visitors of the City including those with specific needs

What you can do:

- Volunteer
- Have a good work/life balance
- Enjoy your local community centre
- Get to know your neighbours
- Show mutual respect and acceptance of others
- Report illegal behaviour and anti-social behaviour
- Become a mentor to a young person

Partner organisations:

- NSW Police Local Area Commands – Bankstown, Campsie and Burwood
- State Emergency Services
- NSW Dept of Family and Community Services
- NSW Dept of Justice
- Non-government agencies such as Police Citizens Youth Centres, Belmore Youth Resource Centre, YMCA
- City of Canterbury Bankstown
- Businesses
- Volunteer associations

Clean & Green

a cool, clean and sustainable city with healthy waterways and natural areas

Protect and promote local biodiversity.
Improve local waterway health. **Reduce** our carbon footprint. Keep the City **clean** and **cool**.



People said they want CBCity 2036 to be:

Safe, green, clean, environmentally friendly, with healthy waterways, enough shade and the ability to grow food locally and protect our natural environment.

How we will get there

What Council will do:

- Protect, preserve and promote the biodiversity of living spaces and the natural environment
- Manage urban water and be able to effectively respond to and recover from a disaster or emergency
- Provide services and infrastructure to create a clean City and reduce waste

What you can do:

- Buy green, grow food, and plant natives
- Invest in a water tank and go solar
- Join a bushcare group
- Recycle right, compost and avoid excess packaging
- Walk, cycle or use public transport
- Feed birds by planting native plants – not bread or unwanted food
- Use bins or take your rubbish with you
- Report people polluting, dumping or littering

Partner Organisations:

- NSW Department Planning and Environment
- NSW Department of Industry
- NSW National Parks and Wildlife Service (NPWS)
- NSW Environment Protection Authority (EPA)
- Regional Catchment Management Committees
- Water and energy providers
- City of Canterbury Bankstown
- Sydney Regional Illegal Dumping (RID) Squad
- Businesses

It's 2036. I am 31 years old and I feel strongly that we should keep striving to save the planet.

My little brother, Dodzi, and I will be living a lot longer than past generations and I want to do everything I can to keep the environment clean and green.

Every March, I help with the Keep Australia Beautiful Clean up and last month I joined a Council Bushcare Group working near the solar farm.

I now manage the local café that I worked in since the age of 14 and have saved enough money for my first electric car. It's great that I can charge it at so many places around the City.

I still use my bike for short trips though, it keeps me healthy, it's cheaper and there are so many bicycle corridors around now – it's sometimes even quicker.

I take my brother down to the Wiley Park ponds a lot. He likes all the birds and plants. We can hear the frogs but can never find them, though we often see pretty birds, turtles and lizards.

Our villa complex, in Padsow, uses solar energy and has a water tank. It's great to see most of my neighbours have these things as well.

The Council keeps the streets really clean and I know we recycle a lot more than we ever did before. Everyone is very aware they should not litter or dump rubbish.

My family likes to go down to the Georges River whenever we can for picnics. I know the water is clean and the river is really healthy. It's a great place to kayak.

We must all do our part to protect our world. It's up to everyone to do their bit for future generations – government, businesses and me.

The road to 2036 – Rebecca's 2022 update

My family and I often go down to Ewen Park and walk along the Cooks River. It brings me a bit of peace and clears my mind for my HSC year. I love the natural sandstone paths leading up to the brand new bridge, and as I look across the Cooks River – its hard to believe I live in a City.

My family has started to donate our kitchen waste to neighbours through Council's Share Waste program. . They have a large compost bin and often give us some nutrient rich compost soil for my small garden. It's a win-win if you ask me!

My nephew Marcus volunteered in the Paddle Against Plastic to clean up our rivers – it's great to see such great community programs.

Rebecca's Story

clean & green

Prosperous & Innovative

a smart and evolving city
with exciting opportunities
for investment and creativity

Provide opportunities for a cosmopolitan, vibrant and dynamic City. **Pursue** learning opportunities and Smart City innovations. **Promote** long term economic and employment growth. **Provide** and promote artistic and cultural opportunities.



George's Story

prosperous & innovative

The road to 2036 – George's 2022 update

My carpentry apprenticeship was just getting of the ground when we went into lockdown so I have seen some challenging times. My boss saw on CBTV that business grants were available to assist with social marketing and website development. It really helped him to keep motivated and kept me working as things got back to normal.

I recently got engaged and my partner loves Costa the 'Garden Gnome' from the ABC, so when we heard he was part of a local online artists talk, we had to tune in. My fiancé is ecstatic that he is an Arts Ambassador of the City.

We recently invested in a villa, so we are much more aware of events like markets, festivals, and the local art scene. We attended the St George Lebanese Film Festival which was opened by one of my favourite actors, Bryan Brown - another local arts patron, and we ventured into Ramadan Nights in Lakemba which literally blew my mind with people, food and 'culcha'.

Years ago, I had a vision for an evolved, professional and creative Canterbury–Bankstown. It's 2036 and I feel we've accomplished that.

For me, this area is about economic opportunity. I was able to upgrade my 3D carpentry skills at the Chullora Innovation Precinct, whilst working in my family-run carpentry business.

There is plenty of work. The mini boom of the last decade has helped local firms grow and innovate. People feel confident opening their own enterprise.

Going to uni or college after high school has become the norm, and it's easier to find good local jobs.

It feels like the City has transformed, especially the CBD. It's both commercial and cosmopolitan but hasn't lost its community feel. Eating out is a highlight with a fusion of worldly flavours at our fingertips.

When we want to know what's going on, or open late, we just use our apps. I am connected socially and professionally and I feel in-the-know about news, events and business opportunities. Getting around is easy too.

Our public transport system is improving and we have the best sharing economy. Organising a ride when I don't feel like driving is a breeze.

With NBN and 5G now integrated, I study and work from lots of different locations within the City. I make use of the co-working hubs that have popped up in recent years and my network of contacts and collaborators has expanded considerably.

I regularly meet friends after work at one of the many bars or cafes. The City is a hub for arts and culture with shows at the Bryan Brown Theatre, live music at the Arts Centre, and local street art and festivals.

People said they want CBCity 2036 to be:

Talent attracting, business-friendly, Smart, a destination, cosmopolitan, full of art and culture, great for shopping, great for eating and drinking, able to connect people with local training and employment opportunities through transport systems, fun, happy, vibrant.

How we will get there

What Council will do:

- Provide facilities, projects, programs, events and ceremonies which promote artistic expression, a sense of place and identity, cultural development and community connectedness
- Promote, deliver and facilitate economic, employment and tourism outcomes for the City
- Deliver a comprehensive Calendar of Events which promote harmony and a sense of pride in the community and to showcase the City and Council

What you can do:

- Access language and other training assistance
- Pursue tertiary education or take a local education course
- Access advice on starting your own business
- Make use of the City's employment services
- Help newcomers to be part of the City's economy
- Attend a community festival
- Support local creativity – attend events or buy a local work of art
- Be friendly to visitors and tourists
- Buy local and employ locally
- Organise events in local areas

Partner organisations:

- NSW Dept of Finance, Services and Innovation, NSW Dept Industry
- Chambers of Commerce and peak bodies
- Create NSW
- Education and training institutions
- Ministry of Health and Local Health Districts
- Greater Sydney Commission
- City of Canterbury Bankstown



Moving & Integrated

an accessible city with great local destinations and many options to get there

Facilitate improved movement around the City for all users. **Provide** convenient, equitable and accessible parking.



People said they want CBCity 2036 to be:

Invested in active transport, invested in good infrastructure and technology, easy to get around in, having better traffic management and parking solutions, accessible with transport, improved in its walking and cycling paths.

How we will get there

What Council will do:

- Provide vehicles and pedestrians with well maintained, safe and integrated transportation networks

What you can do:

- Ride a bike for transport fun and health
- Travel off peak
- Walk or cycle those short journeys - don't drive
- Try out the many local walking trails
- Car pool or car share
- Use 'on-demand' local buses
- Think safe, travel safe - pedestrians, cyclists and drivers

Partner Organisations:

- NSW Roads and Maritime Services
- Transport for NSW
- NSW Police Local Area Commands
- Cycling groups
- Bus providers
- City of Canterbury Bankstown
- Community groups, including community transport

It's 2036 and so much has changed. I enjoy a much more flexible lifestyle and can get around more safely.

With such efficient means of transport, I like to change how I commute to work. Sometimes I cycle to work for fitness and other times I catch the train as the service is frequent.

For other trips it's not hard to grab a share car from one of the many hotspots around the City.

My mother moved in with us recently because she's too frail to live on her own, but a short stroll on the walkway with me to Roselands is nothing she can't handle. Everything is so accessible now. Lifts and ramps make everything easier.

I enjoy taking the grandkids for a bike ride and going for walks to the nearest reserves and local shops. New and improved walkways make it simple to get around the City safely with the little ones. My favourite is down at Gough Whitlam Park on the Cooks River Cycleway, where we hop on our bikes and get to enjoy a safe and scenic ride.

There are so many options now to stay in touch. My family and I just love how quick and easy it is to get around.

Ron's Story

moving & integrated

The road to 2036 - Ron's 2022 update

I look forward to the school holidays as spend time with my sister's kids who live local like me. I like to take them down to the new cycle path at Cup and Saucer Creek. We cycle all the way along the Cooks River. This time with them is priceless.

I like to watch my son play soccer down at Jensen Park. The new synthetic turf means they play whether it's raining or shining. No excuses now!

I travel around the City a lot, in my car, on my bike and on public transport so it's important to me that all those networks are improving. I visit my mother every week and was amazed to see a new roundabout pop up in the space of a few days!

It's great too that every time I see a garbage truck, I know that it's not just picking up rubbish - I heard that the Council is looking install artificial intelligence in them that will analyse the road condition.

Healthy & Active

a motivated city that
nurtures healthy minds
and bodies

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

Promote life long learning. **Promote** healthy
eating and active lifestyles.



The road to 2036 – Luca's 2022 update

On hot days I'll take the kids down to Birrong Leisure and Aquatic Centre to cool down. I can't wait for the new one to be built in Greenacre – it's meant to have one of the largest water buckets on record! That's a splash I can't wait to see.

To take care of my own mental health, I'll wake up before the kids and jog along the boardwalk at Lambeth Reserve (next to the Georges River). I do 6kms 3 times a week. I feel so lucky to be so close to natural environment. It helps me reset and recharge for the day.

My niece begs me to go to the new play area at Bankstown City Gardens. It brings me such joy to see her laugh as she flies down the flying fox, or round on the carousel. Parks didn't look like this when I was growing up!

Luca's Story

healthy & active

It's 2036 and I have graduated from Western Sydney University in Bankstown. I want to work to help kids grow up to love sport the way I do.

I coach the Under 6s for cricket at Bankstown Memorial Oval and the under 10s for soccer at the new synthetic facility at Jensen Park.

I need to keep fit myself, so I jog to work at Punchbowl three days a week along the park beside the railway. Healthy minds are just as important. The improved libraries are great for studying and with so many virtual options, it sure helped me when I was at uni.

have a children of my own now. My son learns to swim at Canterbury Leisure and Aquatic Centre and my wife does aqua aerobics, so I am glad there is a cafe for me to chill when I'm not doing laps.

He will be starting Year 3 next year and we're so happy with the newly built local primary school.

He plays cricket there on the weekends now the school shares its grounds with the public outside of school hours.

Last year my daughter hurt her ankle at netball but the new facilities at Bankstown-Lidcombe Hospital meant we were not waiting long for attention. I heard recently their new research unit has made progress to conquer heart disease.

My whole family likes to eat healthily – we even grow our own food and I like all the fresh and varied foods I can get locally.

This weekend we are all going to Lake Gillawarna for a picnic – better pack the bikes!

People said they want CBCity 2036 to be:

Healthy, convenient, accessible, green, active, safe for kids, fun for kids, having good amenities, having top-quality opportunities for life-long learning, clean.

How we will get there

What Council will do:

- Provide leisure, aquatic and golf facilities and programs that give enjoyment to the community and improves their wellbeing
- Provide equal access to information, ideas and knowledge through the provision of physical and virtual environments
- Provide accessible, equitable, diverse, shaded and sustainable parks and open spaces to meet current and future community needs
- Provide a broad range of sporting and recreational opportunities that caters for all ages and cultures and promotes healthy lifestyles

What you can do:

- Eat healthy foods
- Have a good work/life balance
- Take the dog for a walk
- Join a local sporting team or coach one
- Sponsor a local sports team
- Take a dip in the local pool
- Become a library member
- Visit local parks often
- Take the kids to the playground
- Play a round of golf or tennis

Partner organisations:

- Education and training institutions
- NSW Office of Sport and Recreation
- Ministry of Health and Local Health Districts
- Local schools
- Western Sydney University
- TAFE NSW
- City of Canterbury Bankstown
- Businesses
- Local sporting organisations and clubs



Liveable & Distinctive

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

Deliver an attractive, sustainable, affordable built environment. **Ensure** compliance with, and understanding of, local laws.



People said they want CBCity 2036 to be:

A destination City, heritage-protected, having quality social interactions, clean, cosmopolitans, full of markets, arts and culture, safe, affordable and diverse when it comes to housing, having good amenities and open spaces.

How we will get there

What Council will do:

- Deliver quality, compliant development that suits the City and meets its housing needs
- Create a liveable environment for all residents through equitable and sustainable land use and community planning
- Improve the health, safety and amenity of our community and our environment by promoting and enforcing local laws, regulations, policies, and controls
- Provide well planned, attractive and sustainable town centres which cater for wide ranging community needs

What you can do:

- Talk to Council before you build
- Comment on local planning issues and participate in public forums
- Keep our public spaces clean

Partner organisations:

- NSW Dept Planning and Environment
- NSW Government Architects Office including Connection to Country Framework
- Local Independent Hearing and Assessment Panels
- Greater Sydney Commission
- City of Canterbury Bankstown

It's 2036 and my husband Ben and I have lived in Canterbury since 2018. Why did we choose to live here?

We both work in the Sydney CBD – it's so easy to get to on the train.

We live in a fairly new four-storey unit block close to the Canterbury Town Centre and overlooking the lovely Cooks River. We go walking there all the time and see many people heading for the dog park. The design of our building is quite distinctive – I know it won an award for sustainability, with energy and water efficiencies, solar panels and even spaces to charge electric cars. But the most important thing for me is the village feel of my neighbourhood.

There's a lot of night life, and in the daytime there's cafes, festivals and markets. We never run out of things to do and all within walking distance.

We have a lively six-year-old daughter, so it's great to have open space and play facilities at nearby Tasker Park. My husband and I both do laps at the upgraded Canterbury Leisure and Aquatic Centre.

The City became a child-friendly City back in 2022, so we knew there would be lots of facilities and services available – our childcare centre is amazing!

I am no artist but I love the murals and colours that abound in the Canterbury Town Centre. It seems to me, it makes the place unique. I know it looks completely different to the Punchbowl Town Centre where my in-laws live.

I am proud to live in Canterbury. I tell all my friends this and would be happy to recommend Canterbury-Bankstown to anyone thinking of moving here.

Christina's Story

liveable & distinctive

The road to 2036 – Christina's 2022 update

The spaces around our unit continue to improve with lovely art, lighting, more places to sit and chat (or rest!), and new walkways. The area is so lively day and night.

There is a lot happening at the shops to improve traffic and keep the shopping area clean and safe. My husband and I love to sit outside and have an espresso on the weekend or in the evenings in one of the many cafes and bakeries that are popping up.

While we were at the Bankstown City Plaza with my in-laws one day, we saw the future through 'magic' VR goggles – it was so exciting to see what the City will look like. It will certainly be a great place for me as my family grows.

Leading & Engaged

a well-governed city with
brave and future-focused
leaders who listen

Engage, involve and empower the community to participate in decisions that affect them. **Deliver** local and state services through shared facilities. **Be** innovative, responsive, forward-thinking leaders providing well managed, open government. **Understand** and manage vulnerabilities, interdependencies and risks for a more resilient City.

Amena's Story

leading & engaged

The road to 2036 – Amena's 2022 update

I got to meet the Council people at our local park over the weekend.

I noticed this colourful Kombi van asked my mum if we could go over to see what was going on. They talked to my mum about the new Uni that just started going up in Bankstown. Maybe I will go there one day. They told us that Bankstown is going to grow and look really cool in the future and it sounded great. They even gave us ice cream vouchers.

My family became citizens this year – I was so happy. We went to the Velodrome and there were so many people there! We all had to wear masks but I didn't mind because it made me feel safe. The Mayor talked about the future. I think I will still want to live here when I grow up. I love where I live!

It's 2036 and I am striving to be a part of shaping the City I grew up in.

I love my City. I attended primary school in Clemton Park, high school in Birrong, and I am now studying at the WSU Bankstown campus.

I feel connected to the City and understand the services available to us as residents. Services are very accessible thanks to shared customer service experience points located across the City and 'smart' thinking means I can utilise Council services even when I'm on the go!

I was never very confident as a young child. I had low self-esteem but programs like the Youth Council gave me the support and resilience to grow into the person I am today.

I volunteer as a team assistant in the Twilight Sports Program and feel like I am giving back to our younger community.

As migrants of Syrian descent, many of my family members didn't know when or how to vote or what their rights were. I became an Australian Citizen in 2022, and I want to empower other members of the community. Now that it's 2036, I am campaigning to be the youngest Councillor ever appointed for the City of Canterbury Bankstown.

As a resident of Canterbury-Bankstown, I feel empowered to be dynamic, to thrive and to be unapologetically me.

People said they want CBCity 2036 to be:

Enterprising, well planned, empowered, engaged, well governed, future-focused, responsible, leading, open.

How we will get there

What Council will do:

- Ensure effective leadership and decision making and good governance
- Enhance and promote the positive image of the City and the Council to the community, business and other stakeholders and facilitate accessible, informed and consultative internal and external communications
- Be a customer-focused organisation and assist day-to-day operations of Council
- Optimise the level of return for Council property assets and deliver quality, compliant property management services

What you can do:

- Volunteer
- Get involved – take an interest in civic affairs
- Exercise your right to vote
- Attend a Council meeting- visit Parliament
- Attend or comment on public consultations
- Become an Australian Citizen

Partner organisations:

- NSW Dept of Premier and Cabinet (and other NSW Depts)
- Federal Depts as they relate to Council services
- Resilient Sydney
- IPART
- Australian and NSW Government, Members of Parliament
- Businesses
- Community leaders
- Non-government agencies and community organisations
- City of Canterbury Bankstown

7 City Transformations

will define
our arrival at
CBCity 2036



Safe & Strong

We are a 'Child Friendly City'



Clean & Green

The City has its own solar farm



Prosperous & Innovative

A network of Smart infrastructure is constructed across the City



Moving & Integrated

There is a rapid transport connection between Kogarah and Parramatta via Bankstown



Healthy & Active

Canterbury and Bankstown-Lidcombe Hospitals are transformed into state of the art facilities



Liveable & Distinctive

Our town centres are transformed through the Complete Streets approach



Leading & Engaged

A collaboration is formed where local and state services are delivered through a single lens

how it all fits together

7 Destinations	Pathways	Impact	Measuring Success and How it Looks (2018 baseline)						
Safe & Strong a proud inclusive community that unites, celebrates and cares	Provide high quality community services and buildings							What Success Looks Like Residents feel safe when out and about in the community and at home. Community facilities run a range of activities and programs, and children's centres are highly regarded for their quality of care and education. There are lots of opportunities to volunteer in CBCity. People enjoy and respect the range of cultures and history of our City.	Measures of Success ● People feel safe ● Increased use of Council's community buildings ● Reduced domestic violence reoffending rates ● Improved socio-economic indicators (SEIFA) ● Reduced crime rates in top offending categories ● Increased number of volunteers
City Transformations We are a 'child friendly City'	Make the City safer, more accessible – care for others								
	Value our history and identity and promote harmony and inclusiveness								
Clean & Green a cool and sustainable city with healthy waterways and natural areas	Protect and promote local biodiversity							What Success Looks Like Our river systems are clean and healthy. River banks look more natural. The community have sustainable choices to improve the environment and live more healthily. There's a lot more natural shade especially in urban areas and people notice more native birds and animals everywhere. The streets are clean, and we waste less, and reuse and recycle more. The City is resilient and pulls together in times of emergency to help others and reduce impact.	Measures of Success ● People feel they have access to the natural environment ● Resilience of the City's biodiversity is maintained or increased ● 2km of the City's modified waterways are naturalised ● 20% of the City is using renewable energy ● We are becoming a a Water Sensitive City ● CBCity is a Water Sensitive City ● 20 new water sensitive urban design features ● Percentage waste to landfill is reduced ● Recycle/reuse facility established
City Transformations The City has its own solar farm	Improve local waterway health								
	Reduce our carbon footprint								
	Clean the city using advanced recycling and waste services								
Prosperous & Innovative a smart and evolving city with exciting opportunities for investment and creativity	Provide opportunities for a cosmopolitan, vibrant and dynamic City							What Success Looks Like CBCity and town centres have a cosmopolitan feel and there's a lot of activity day and night. There are a range of great places to shop across the city and always something fun and interesting to do. There are lots of local jobs meaning that people can live and work in the City, and there are more training education opportunities available for all. The popularity of the City is attracting lots of investment.	Measures of Success ● People feel they have access to a diverse range of shopping, leisure and dining experiences ● The City holds at least five major festivals per year ● Increased youth employment ● Increased completion rate of apprenticeships and traineeships ● Increased percentage of employed residents with tertiary qualifications ● Increased professional, health and education sector employment ● 10,000 new jobs in Bankstown and 1,500 new jobs in Campsie ● Increased participation in art and cultural programs ● 100% increase nighttime economy spending and employment ● Visitor nights in the City > 3.5 million a year
City Transformations A network of Smart infrastructure is constructed across the City	Pursue Smart City innovations								
	Promote long term economic and employment growth								
	Provide and promote artistic and cultural opportunities								

7 Destinations	Pathways	Impact	Measuring Success and How it Looks (2018 baseline)							
Moving & Integrated an accessible city with great local destinations and many options to get there	Facilitate improved movement around the City for all users							What Success Looks Like The range of public and active transport options in the city are increasing and making it easier to get around. It's easier to move within and across the City with local and regional connections improving journey times.	Measures of Success ● People are happy with their travel times to get places ● People feel that they have access to reliable and efficient public transport ● 10% increase in length of park pathways ● Increased journey to work ratios by cycling, walking and public transport ● Increased journeys by non-fossil fuelled vehicles	
City Transformations There is a rapid transport connection between Kogarah and Parramatta via Bankstown	Provide convenient, equitable and accessible parking									
Healthy & Active a motivated city that nurtures healthy minds and bodies	Promote accessible parks and open space catering to all ages and cultures							What Success Looks Like People in CBCity are healthier and more active due to the range of and easy access to quality recreation and social gathering spaces. Levels of government work together to provide more open space and more venues to play organised sport. There are more learning opportunities for all ages, cultures and abilities in quality education facilities.	● Local health districts report 5% reduction in childhood obesity by 2025 ● Catchments have safe, accessible open space within 5-10 minute walk ● 250,000 more children have improved water skills ● Number of schools sharing open space with Council ● Increased active library membership per capita ● 10% increase in number of students in top two NAPLAN bands	
City Transformations Canterbury and Bankstown-Lidcombe Hospitals are transformed into state of the art facilities	Promote healthy eating and active lifestyles								● People feel they have access to high quality health services ● People feel they can view and/or participate in sport and recreation	● Increased percentage of local students undertaking tertiary studies ● Range of modern aquatic facilities meet future needs of our community
	Promote life-long learning									
Liveable & Distinctive a well-designed, attractive city which preserves the identity and character of local villages	Deliver an attractive, sustainable, affordable built environment								What Success Looks Like New buildings in the City are of a high quality and energy efficiency, and include lots of green spaces, art installations and shade. People know and respect local laws, especially about littering, rubbish dumping, and parking. Housing affordability and design, and great public spaces are making the area more desirable to live in.	Measures of Success ● People feel they have access to affordable, suitable housing ● 15% of all new development in growth precincts is affordable housing ● Increased art in the public domain ● New rules are introduced that deliver major improvements to the design and sustainability outcomes in all new developments across the City ● Percent of people living and working in the City is increased
	Ensure compliance with, and understanding of, local laws									
City Transformations Our town centres are transformed through the Complete Streets approach										
Leading & Engaged a well- governed city with brave and future focused leaders who listen	Engage, involve and empower the community to participate in decisions that affect them								What Success Looks Like The range of public and active transport options in the city are increasing and making it easier to get around. It's easier to move within and across the City with local and regional connections improving journey times.	Measures of Success ● NPS - People recommend CBCity to others as a good place to live ● Increased satisfaction with 'confidence in leaders' ● Increased satisfaction with 'opportunities to participate in decision making' ● Increased local Australian citizenship ● The City is becoming more resilient
	Deliver local and state services through shared facilities									
City Transformations A collaboration is formed where local and state services are delivered through a single lens	Be innovative, responsive forward thinking leaders providing well managed, open government									
	Understand and manage vulnerabilities, interdependencies and risks for a more resilient City									

How it all fits together | 5

Read CBCity 2036 for yourself and let us know what you think at cb.city/haveyoursay

Here's what others have said:

"We support the plan's focus on long-term economic and employment growth as well as its emphasis on culture and creativity."

**David Borger, Sydney Business Chamber,
Western Sydney Director**

"CBCity 2036 is a path to deliver Canterbury-Bankstown as your ideal business destination."

**South West Bankstown Chamber
of Commerce**

"I think it was important to be part of it so you actually have some input into what's happening in your community."

**People's Panel
representative**

"...This plan articulates a strong community vision for clean and healthy waterways and it sets the direction for the City to be a leader and innovator in catchment management."

Cooks River Alliance

"...This Community Strategic Plan sets direction for the City of Canterbury Bankstown to play a strong role in ensuring metropolitan Sydney is connected, inclusive and resilient."

Resilient Sydney

"The Bankstown Child and Family Interagency supports any work that Council instigates to make the LGA more child friendly."

**Bankstown Child and Family
Interagency**

"I think what I'll take away from this experience is the joy and the productiveness of working collaboratively with such a diverse group of people."

People's Panel representative

"It's important for everyday people to have their ideas heard and that's happened through a very extensive process of consultation and now we've got an opportunity to consolidate all of those ideas."

People's Panel representative

"The plan points the way forward for a labour market transformation. Improved access to quality higher education is critical in realising this transformation at the local level. Western Sydney University is working very closely with the City to maximise the employment, economic and social uplift a new 'downtown' campus makes possible."

**Andy Marks, Assistant Vice Chancellor Western
Sydney University**

"We applaud that CBCity 2036 has a major health and wellbeing focus and values the community's opinions and needs... evident in the Seven Destinations."

**Sydney Local Health District
& South West Sydney Local Health District**



Prepared by
Canterbury–Bankstown
Council on behalf of
the City

Bankstown Library and Knowledge Centre



**WHERE
INTERESTING
HAPPENS**



SUPPORTING PLAN

Corporate Governance Framework

July 2021



7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

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



Clean & Green

A clean and sustainable city with healthy waterways and natural areas

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



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

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



Moving & Integrated

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

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



Healthy & Active

A motivated city that nurtures healthy minds and bodies

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



Liveable & Distinctive

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

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



Leading & Engaged

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

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

Strategic Planning Framework Summary

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

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

1

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

2

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

3

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

4

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



The City of Canterbury Bankstown acknowledges the traditional owners and ongoing custodians of the land of the Daruk (Darag, Dharug, Daruk, Dharuk) and the Eora People.

We respectfully acknowledge and recognise the Aboriginal and Torres Strait Islander people's continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

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01

What is good corporate governance at the CBCity?

Good corporate governance underpins the leadership, strategic direction, structure and operations of every organisation. The role of corporate governance is to ensure that an organisation can deliver in terms of compliance, accountability and performance, but also can appropriately manage internal and external influences and relationships.

For local government, good corporate governance also underpins the level of community confidence and drives the accountability of a council to the community it serves.

At the City of Canterbury Bankstown, good corporate governance not only guides the activities of Council to ensure it meets its legislative requirements but also necessitates that Council goes above and beyond to make sure there are robust checks and balances in place and that Council meets its corporate value of: We act with integrity.

The City of Canterbury Bankstown recognises that in its corporate vision to be “a leading organisation that collaborates and innovates” it must have an effective governance structure supported by clearly understood and consistently applied governance practices. The City also understands that good corporate governance is of high importance to the community. The community has also told Council that it wants it to be “well planned, well governed, responsible, leading and open” **CBCity 2028**.

Good corporate governance is therefore a marker of success for the City of Canterbury Bankstown. It enhances community confidence and supports Council to ensure its goals and objectives are achieved, its operations are performed successfully, and it uses its resources responsibly with accountability.

The City of Canterbury Bankstown Corporate Governance Framework has been developed on a clear evidence base to ensure that the key corporate governance elements accurately reflect current legislative requirements, best practice governance as well as the strategic direction and operational needs of Council.

The development of the City of Canterbury Bankstown Corporate Governance Framework articulates Council’s ongoing commitment in ensuring it is an ongoing contributor to excellence in the Local Government sector by reinforcing its ongoing delivery of a strong governance focus aligned to the strategic direction of Council.

The Corporate Governance Framework also serves as a key document for the community by communicating the various elements of corporate governance at the City in a streamlined and accessible manner.

The City of Canterbury Bankstown ultimately recognises that ensuring good governance is a dynamic process involving continuous monitoring, evaluation and improvement. Accordingly, the ongoing implementation of Council’s Corporate Governance Framework will remain as a key priority for Council in its **Operational Plan**. It will also be revisited and reviewed over time to ensure Council stays ahead of the changing governance landscape in local government and continues to demonstrate its leadership position through excellence in corporate governance.

A Brief Overview: The City of Canterbury Bankstown

The City of Canterbury Bankstown was formed on 12 May 2016, amalgamating the former Bankstown and Canterbury Councils. The City is the most populous Local Government Area in NSW and is home to over 370,000 residents.

The City of Canterbury Bankstown is a complex organisation with a workforce of more than 1,400 employees, an asset base of \$4.8 billion and annual operating expenses nearing \$343 million. It has responsibility for delivering a broad range of activities and projects across 21 distinct service areas, which reflect the diverse needs of the community.

In order to be a successful organisation, Council must ensure it has strong corporate governance processes and practices embedded across all service areas and operations.

The Corporate Governance Framework demonstrates that for such a young organisation, significant strides have already been achieved in relation to good corporate governance. The ongoing implementation of the Framework will further strengthen governance at the City of Canterbury Bankstown by ensuring a best practice approach aligned to the strategic direction and operations of Council.

"Council must ensure that good governance is delivered across all operations and that its reputation is positive, ethical, accountable and transparent."



02 Purpose of the Corporate Governance Framework

The purpose of the City of Canterbury Bankstown Corporate Governance Framework is to bring together the structures, policies, processes and systems into one definitive guide that integrates and communicates Council's corporate governance practices to Councillors, Council staff and the broader community.

The Corporate Governance Framework sets out five key components required for good governance at the City of Canterbury Bankstown. These include:

- 1. Leadership and Strategy**
- 2. Structures and Relationships**
- 3. Compliance and Accountability**
- 4. Performance, Monitoring and Evaluation**
- 5. Embedding a Culture of Good Governance.**

Together the five components of the Corporate Governance Framework aim to:

- Build a common understanding of corporate governance at the City of Canterbury Bankstown.
- Enhance awareness and knowledge of the specific corporate governance processes in place at the City of Canterbury Bankstown amongst Councillors, Council staff and the broader community.
- Improve the level of integration and linkages between the existing corporate governance elements in place across the organisation.

- Map the organisation's existing corporate governance elements against the Framework to identify opportunities for continuous improvement.
- Ensure corporate governance is accessible and easy to navigate for the community. This includes making the Framework publicly available on the Council website.
- Instil increased community confidence in the City by demonstrating its commitment to good corporate governance by going beyond the minimum requirements to ensure increased accountability and the overall achievement of good corporate governance across all areas of operations.

The Corporate Governance Framework is recognised as a lead document in the City's **Strategic Planning Framework** as it sets the high-level strategic direction and approach for corporate governance at the City of Canterbury Bankstown. It also outlines what is being done to embed a culture of good governance across the organisation. This includes ensuring that the City's Corporate Governance Framework remains consistent with best practice, but importantly involves a number of practical measures that aim to support the highest standards of corporate governance.



Regional Development, Communications, Sports and the Arts

Released under the FOI

03

The Role of Local Government

Local government is often called the third sphere of government in Australia. It is an elected system of government directly accountable to the local community. Each council is an independent, statutory body responsible for administering its local government area.

Local councils in NSW are established under the *Local Government Act 1993* and are also required to undertake their governance and reporting activities in accordance with the *Local Government (General) Regulation 2005*.

The *Local Government Act 1993* outlines:

- How councils are established
- How elections are run
- How and when councils meet
- How rates are charged
- How councils spend money
- What councils can do

Councils have legislative responsibility for many functions and activities that are relevant to the local community. For local councils in NSW, these can be grouped into the following categories:

- Planning for sustainable development
- Supporting community development
- Safeguarding public health
- Providing and maintaining infrastructure
- Protecting the environment

In order to consider the issue of good corporate governance in the context of local government, it is necessary to consider that the City of Canterbury Bankstown plays many multifaceted roles, which are summarised as follows:

Representation

Councillors represent the views and interests of residents, businesses and ratepayers of the local government area, and facilitate open communication between Council and the community. Effective councils are made up of Councillors who work together to govern their local area and reflect the diversity of interests of the local communities they serve.

At the City of Canterbury Bankstown, Councillors serve the local community by listening to people in the local area and then representing those views on Council. They make decisions that deliver on the vision for the City and shape its future direction

“Elected Councillors provide clear direction for current and future operations, minimising exposure to risk and ensuring our long-term financial sustainability. Councillors also provide leadership and advocacy at local, regional, state and national levels and ensure that Council is a contributor to excellence in the Local Government Sector.”

Service Delivery

Councils must ensure that services are delivered in the most efficient and effective manner. The services provided by local government can vary as councils have a degree of autonomy in determining the range and quality of services they provide within their remit, based on engagement with the local community. This means that the expectations on local government and the core legislation governing councils continues to grow.

The City of Canterbury Bankstown, delivers a range of activities across 21 different services areas. See illustration (below).

The City's services have expanded well beyond 'roads, rates and rubbish' to include a much wider range of community related activities, such as economic development, leisure and aquatics, childcare, environment and sustainability, events, and a variety of planning services.

City of Canterbury Bankstown Key Service Areas



Strategic Planning

Planning for the development and wellbeing of the community is a critical role for local government. Councils must develop and adopt a **Community Strategic Plan** and supporting plans in accordance with the Integrated Planning and Reporting Framework, which together set the overall long-term direction for a council.

The City of Canterbury Bankstown has developed **CBCity 2028** as its highest-level long-term plan that sets the overall vision and direction for the local government area. Setting the strategy and then ensuring that it is achieved through measuring performance, is one of the City's most important roles.

Policy Development

An important role of Council is to make policy decisions on behalf of the community. An essential element of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing needs, and allocating appropriate resources. A policy is a decision of Council and sets out an agreed position and direction concerning a particular area of responsibility.

The City of Canterbury Bankstown demonstrates good governance through its broad range of Council and Operational Policies which have been developed to guide Council's operations. All policies are subject to an ongoing review program to ensure they remain current and reflect community needs and expectations.

Advocacy

Local governments have a role in advocating on behalf of their community to other spheres of government, statutory authorities and other agencies whose activities may have an impact on the community.

The City of Canterbury Bankstown, as the local government area with the largest population in NSW, is not only seen as a leader in its own community but has become an important advocate in the future development and prosperity of Greater Sydney.

Council regularly provides input to key government agencies and has the strategic capacity to 'weigh in' and be listened to on discussions of regional importance. Council actively seeks to be a dynamic leader and advocate for its local community, implementing and facilitating a range of innovative solutions, and nurturing constructive and effective partnerships.

Lawmaking and Enforcement

Local government makes decisions in areas over which it has legislative authority but cannot duplicate or contradict federal or state law. Laws made by local governments are called local laws and cover such issues as the activities permitted on public land, animal management and use of local government facilities. Local laws are enforced by Council staff with appropriate delegated authority to do so. Council is also responsible for enforcing other legislation under which it has authority.

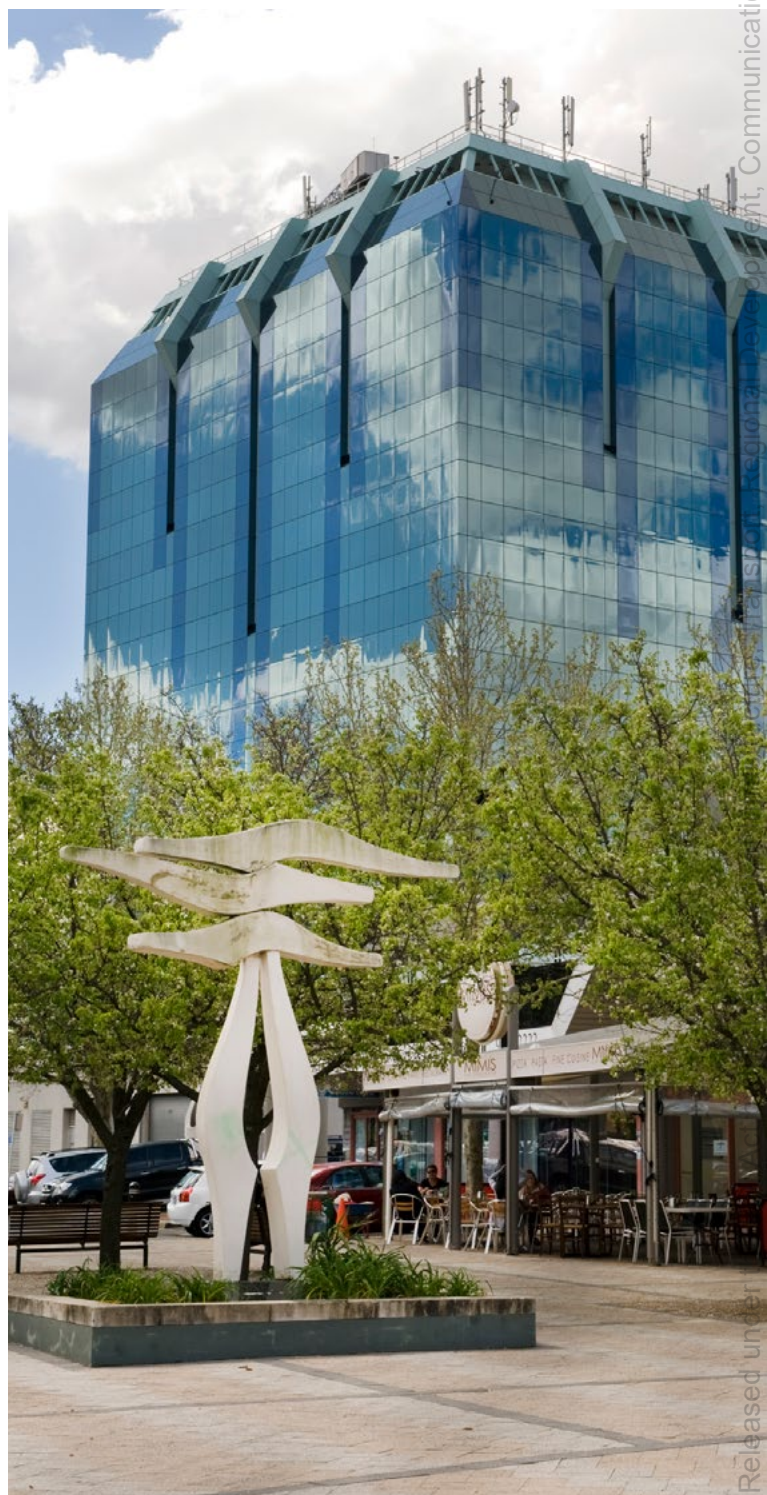
The City of Canterbury Bankstown legislates and carries out enforcement activities to improve the health, safety and amenity of the local community and environment. Council actively promotes community awareness of and compliance with local laws, but also has responsibility for enforcing local laws, regulations, policies, controls and guidelines.

Examples include managing the use of public parking, ensuring orderly development in the City, carrying out health inspections of food premises and investigating resident concerns and issuing orders to ensure public amenity is maintained, such as preventing a noise nuisance or the operation of an inappropriate business in a residential area.

Stewardship

As an accountable public guardian, local government plays a critical role in the careful and responsible management of its resources for the benefit of its residents and ratepayers.

At the City of Canterbury Bankstown, effective stewardship of all City assets and resources is a key element of good corporate governance. Council maintains a **Resourcing Strategy** to govern prudent and accountable decision making, particularly in terms of stewardship of its community, people assets and finances. Council also has a role to play in optimising the use of its financial, physical and intellectual resources for community benefit, both now and into the future.



04 The City's Governance Principles

The City of Canterbury Bankstown's governance principles communicate its commitment to delivering the highest standards of corporate governance.

The City of Canterbury Bankstown recognises that in order to live by its value, we act with integrity, an effective Corporate Governance Framework needs to be supported by robust governance principles.

The City's Governance principles include Accountability, Openness, Integrity, Stewardship, Efficiency, Compliance and Leadership.

All Council staff are bound by these principles and follow the Corporate Governance Framework as the definitive guide for carrying out their roles and responsibilities.

Extending beyond these principles, Council also sets out the following service commitments for its leadership and governance service area, whereby Council is committed to:

- Providing fair, transparent and inclusive communication
- Respecting and protecting personal information
- Open government
- Continuous improvement
- Involving the community in decisions which affect them
- Civic leadership
- Observing legislative requirements
- Gaining recognition for the City and Council
- Providing a quality customer experience
- Communicating with honesty, integrity and respect
- Promoting citizenship, public service and volunteering
- Being a responsible employer
- Effective management of resources
- Improving service levels and efficiency.



05

Components of the Corporate Governance Framework



The Corporate Governance Framework sets out the key components required for good governance at the City of Canterbury Bankstown.

The five key components of the Framework include:

1

Leadership & Strategy

This component encompasses the leadership, vision, mission and values of the organisation combined with the strategic planning mechanisms that set the long-term direction for the City.

2

Structures & Relationships

This component outlines roles and responsibilities, the organisation structure and the processes and policies that guide Council's decision making and underpin its operations.

3

Compliance & Accountability

This component identifies what the City must do to comply with legislative requirements and standards, manage risks and maintain internal and external oversight to ensure Council acts with integrity.

4

Performance, Monitoring & Evaluation

This component describes how Council carries out its responsibility for monitoring and improving the City's performance of its functions against its strategic goals with input and insight from the community.

5

Embedding a Culture of Good Governance

This component explains what Council is doing to promote the level of understanding and practice of good governance across the organisation.

The key governance elements and arrangements at City of Canterbury Bankstown that support these five components are detailed further herein.

5.1 Leadership and Strategy

This component encompasses the leadership, vision, mission and values of the organisation combined with the strategic planning mechanisms that set the long-term direction for the City.

What guides the overarching vision and strategic direction for the City?

Integrated Planning and Reporting Framework and Council Plans

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*. Councils must also meet the 'Essential Elements' outlined in the *Integrated Planning and Reporting Guidelines for Local Government in NSW, 2013*.

Key documents prepared by the City of Canterbury Bankstown to meet these requirements include the:

- **Community Strategic Plan - CBCity 2028**
- **Delivery Program**
- **Operational Plan**
- **Resourcing Strategy**
- **Annual Reports** and **Quarterly Reports**
- Community Engagement Framework

Councillors and staff at the City of Canterbury Bankstown must undertake their roles in a way that ensures legislative requirements are met and also demonstrates they are governing on behalf of the community.

Council has developed a **Strategic Planning Framework** that maps out the role of all Council strategies and plans that work together to deliver the vision for the City.

The Framework works from the highest level of strategic direction in the **Community Strategic Plan** through to more detailed plans that drive works projects and programs on the ground (See: **Strategic Planning Framework Summary**, right).

The City of Canterbury Bankstown has set its overall vision and direction for the community in **CBCity 2028**, which is Council's long-term Community Strategic Plan.

CBCity 2028 was adopted by Council in June 2018 following extensive community engagement involving more than 10,000 community members. It defines seven destinations that guide Council's strategic direction over a ten-year period.

Strategic Planning Framework Summary

The Framework is comprised of:



The seven destinations include:



Safe & Strong

A proud inclusive community that unites, celebrates and cares



Clean & Green

A clean and sustainable city with healthy waterways and natural areas



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity



Moving & Integrated

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



Healthy & Active

A motivated city that nurtures healthy minds and bodies



Liveable & Distinctive

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



Leading & Engaged

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

Council's strategic decisions are consistent with these seven destinations. This demonstrates that Council is acting for the benefit of the community and that Council decisions are based on the overall direction and goals defined with the community.

The **Delivery Program** sets out how Council plans to achieve the community goals and priorities outlined in **CBCity 2028**. The **Delivery Program** outlines Council's 21 key service areas and how they contribute to its seven destinations. 'Leadership and governance' is identified as one of the 21 key service areas in the **Delivery Program**.

Supporting the **Delivery Program**, the **Operational Plan** details the key projects and activities to be undertaken during the financial year to achieve its goals. It also contains the annual budget which details how actions taken by Council will be funded over the financial year period. To drive accountability, the **Operational Plan** is further broken down into Service Unit Business Plans that translate strategy into detailed actions at the service level.

The **Resourcing Strategy** outlines how the City of Canterbury Bankstown will deliver the Community Strategic Plan, **CBCity 2028**. The Strategy aligns Council's resource allocation to not only support its strategic direction, but to guide and inform Council's decision making. The **Resourcing Strategy** includes the:

- **Financial Management Strategy** – a ten-year plan that addresses fiscal issues, looks at opportunities for future income and economic growth while managing the balance between financial sustainability and achieving community outcomes.
- **Asset Management Strategy** – a ten-year plan that provides strategic guidance for the planning, construction, maintenance and operation of the assets essential for Council to provide services to the community.
- **Workforce Strategy** – a 4-year plan that prepares Council to be innovative and resilient, and get the very best from its workforce. It enables Council to plan for the range of skills, capabilities, knowledge and qualifications required for its workforce to ensure Council is continuing to meet the needs of its community.



Spatial Planning Framework and Connective City 2036

In response to the NSW Government's directive for local councils to prepare **Local Strategic Planning Statement**, the City of Canterbury Bankstown has developed and adopted **Connective City 2036**. It is a 20 year plan that guides the City of Canterbury Bankstown's renewal and growth to accommodate a population of 500,000 residents and 165,000 workers by 2036.

Connective City 2036 builds on the Community Strategic Plan, **CBCity 2028** and sets a clear vision, establishes land use directions, and priorities that respond to the Greater Sydney Region Plan, South District Plan, Future Transport 2056 and NSW State Infrastructure Strategy. The plan is a statutory requirement and must be considered when any changes to land uses are being proposed within the City of Canterbury Bankstown.

Connective City 2036 is the overarching spatial plan for the City and is the primary foundation for a strategic, coordinated, place-led and design based Planning Framework for the City. The City of Canterbury Bankstown Spatial Planning Framework also includes the:

- **Local Environmental Plan**
- **Development Control Plans**
- **Development Contributions Plan**
- **Housing Strategy**
- **Employment Lands Strategy**

Together the City's Spatial Planning Framework creates a plan for the infrastructure, buildings and open space the City needs into the future.

Along with the **Integrated Planning Framework**, these strategic documents form the basis for action by the City of Canterbury Bankstown and demonstrate to the community where the City is going, what the City's priorities are and how they are funded.

The City of Canterbury Bankstown also recognises that community engagement plays a central role in its understanding of what is of importance to the community. Community engagement therefore is a core element of the City's overall governance process and fundamental in setting its leadership purpose and strategic direction.



City of Canterbury Bankstown Vision, Mission and Values

The City of Canterbury Bankstown has developed a clear City Vision in consultation with the community, which is aligned with the long-term Community Strategic Plan, **CBCity 2028**.

Council has also developed a Corporate Vision and Mission that guide Council's workforce, setting forth their purpose and mandate in carrying out their respective roles and responsibilities.

Council has also developed Corporate Values, which guide the culture of the organisation. Council's Corporate Values have been integrated into Council's documents, policies and procedures and also set the tone for its everyday practices.

The City of Canterbury Bankstown understands that an engaged workforce is central to achieving good corporate governance across all levels of the organisation. The City's staff are custodians of public trust and confidence. In recognising this, the City is committed to building a high-performance culture built on its values, which guide staff in how they carry out their work, interact with each other and the local community.

The Corporate Values are incorporated into staff training programs and are highly visible across staff work sites. Council is also committed to recruiting new employees and recognising Council staff who embody its values.

City Vision

CBCity is Thriving,
Dynamic, Real

Corporate Vision

To be a leading
organisation that
collaborates and
innovates.

Corporate Mission

To provide quality
services to our
community every day.

All of the above are a central component of the Corporate Governance Framework as they serve as a compass for staff actions and ensure governance arrangements reflect the values of the organisation.

WE STICC TO OUR VALUES



We are
committed to
safety



We work as
one **team**



We act with
integrity



We care about
our **customers**



We
**continuously
improve**

5.2 Structures and Relationships

This component outlines roles and responsibilities, the organisation structure and the processes and policies that guide Council's decision making and underpin its operations.

What guides decision making and how the City operates?

Roles and Relationships

Mutual respect and a good working relationship between the Mayor, Councillors, the General Manager and other Council staff is fundamental to creating an environment that supports good corporate governance and the effective management and operation of the City of Canterbury Bankstown.

Roles and relationships are a key aspect of corporate governance, with good governance relying on a shared understanding of role differences and how to appropriately manage interactions, communicate effectively and work through key issues and decisions with respect and good faith.

The quality of the relationship between the Mayor and the General Manager is critical and can have a significant impact on the Council's overall performance. This also extends to Councillors and key senior staff, which is also vital to a healthy and effective Council.

The *Local Government Act 1993* defines the roles and responsibilities of the Mayor, Councillors and the General Manager, which are discussed in detail below.

Composition of Council

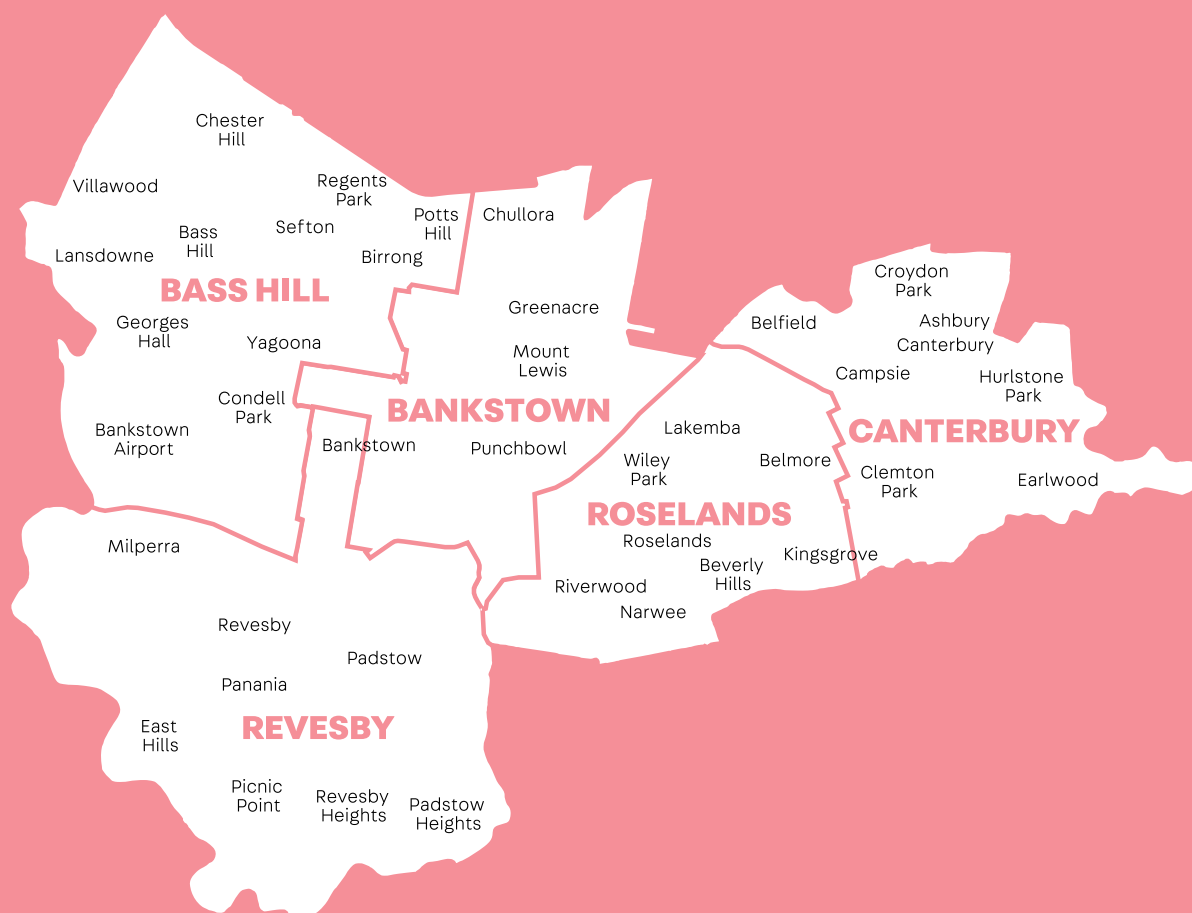
The City of Canterbury Bankstown is represented by fifteen elected councillors, three in each of the five Council Wards.

The Council Wards include:

- Bankstown Ward
- Bass Hill Ward
- Canterbury Ward
- Revesby Ward
- Roselands Ward

Local Government elections are typically held every four years in September, with candidates elected for a term of four years. In special circumstances the Minister for Local Government can postpone elections enabling existing Councillors to continue to hold their civic offices for a longer period.

At the City of Canterbury Bankstown, the Mayor is elected by their fellow Councillors and holds office for two years or in special circumstances, a time period specified by the Minister for Local Government.



Indicators of good working relationships between Councillors and Managers:

- Councillors who publicly express faith in general managers and staff
- General managers who support councillors in their role and who consider ways to improve their levels of support
- A clear understanding about how councillors ask questions and receive information from staff, and a formal communication protocol which matches everyday practice
- Informal briefings and discussions in which councillors can ask for advice and discuss their position on key decisions
- Opportunities for staff who are experts in their area to put forward their experiences and opinions to councillors to inform key decisions
- Council decisions which are seen as being based on merit rather than 'the numbers game'
- Relationships which are characterised by respect, good humour and good faith.

Section 226 – Role of the Mayor

The Mayor is considered to be the voice of Council and the leader of the community. The Mayor has the same role and responsibilities as Councillors but has additional responsibilities that reflect their leadership role.

Under the *Local Government Act 1993*, the role of the Mayor is:

- To be the leader of the council and a leader in the local community;
- To advance community cohesion and promote civic awareness;
- To be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities;
- To exercise, in cases of necessity, the policymaking functions of the governing body of the council between meetings of the council;
- To preside at meetings of the council;
- To ensure that meetings of the council are conducted efficiently, effectively and in accordance with the Act;
- To ensure the timely development and adoption of the strategic plans, programs and policies of the council;
- To promote the effective and consistent implementation of the strategic plans, programs and policies of the council;
- To promote partnerships between the council and key stakeholders;
- To advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council;
- In conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community;
- To carry out the civic and ceremonial functions of the mayoral office;
- To represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level;
- In consultation with the councillors, to lead performance appraisals of the general manager; and
- To exercise any other functions of the council that the council determines.

Section 232 – Role of a Councillor

Councillors comprise the governing body of Council in the same way that a Board of Directors is the governing body of a corporation.

Under the *Local Government Act 1993*, the role of a Councillor is:

- To be an active and contributing member of the governing body;
- To make considered and well-informed decisions as a member of the governing body;
- To participate in the development of the integrated planning and reporting framework;
- To represent the collective interests of residents, ratepayers and the local community;
- To facilitate communication between the local community and the governing body;
- To uphold and represent accurately the policies and decisions of the governing body; and
- To make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

Councillors are accountable to the local community for the performance of Council. Individually, Councillors also have a responsibility to act as a conduit between the community and Council. Not only must they represent the interests of the broader community, but they must also act as community leaders and represent the interests of the City of Canterbury Bankstown.

Council has adopted a **Public Interaction and Meeting Disclosure Policy** which provides guidance for Councillors when interacting with stakeholders to ensure transparency, integrity and public accountability in Council's decision-making process. The City of Canterbury Bankstown maintains a Register of Councillor Interaction with Members of the Public to ensure appropriate records are maintained in regard to public interactions.

The General Manager is the crucial link between Councillors and staff. The City of Canterbury Bankstown has adopted a **Councillor and Staff Interaction Policy**, which sets out how Councillors, in exercising their civic duties, can interact and receive advice from authorised Council staff. Councillors and staff are expected to conduct their interactions with each other with respect, professionalism, objectivity, honesty and to a high standard of ethical behaviour. Individual Councillors do not have the right to direct Council staff in their daily activities.



Support for Councillors

Councillors receive a range of support to help them perform their roles.

Following Council elections, the General Manager ensures Councillors are given the opportunity to undertake a comprehensive Councillor Induction Program. The program covers the Corporate Governance Framework, relevant legislative requirements, the City's plans, policies and protocols and the respective roles and responsibilities of Councillors and Council staff in the decision-making process.

Under the *Local Government Act 1993*, Councillors have an obligation to make all reasonable efforts to acquire and maintain the skills necessary to perform their role. In line with this, Councillors have access to ongoing training and professional development throughout their term.

Councillors also receive access to resources and facilities to assist them in carrying out their official duties in accordance with the **Councillor Expenses and Facilities Policy** adopted by Council. Under the *Local Government Act 1993*, the Mayor and Councillors are also entitled to receive an annual fee for carrying out their duties which is guided by the Local Government Remuneration Tribunal.

Section 335 – Functions of the General Manager

The General Manager is the most senior employee of Council and is the only member of staff selected and appointed by Councillors. The General Manager is the primary link between the Council's elected body and Council staff. Council staff are responsible to the General Manager, who is responsible for the conduct and performance of all Council staff.

Under the *Local Government Act 1993*, the General Manager is responsible for the following functions:

- To conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council;
- To implement, without undue delay, lawful decisions of the council;
- To advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council;
- To advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council;
- To prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report;
- To ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions;
- To exercise any of the functions of the council that are delegated by the council to the general manager;
- To appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council;
- To direct and dismiss staff; and
- To implement the council's workforce management strategy.

There is a clear separation of the roles and responsibilities of a Councillor and the General Manager as identified in the *Local Government Act 1993*, which reinforces good governance principles.

Organisation Structure and the Executive Leadership Team

After consulting with the General Manager, the *Local Government Act 1993* requires the governing body of Council to determine 'senior staff' positions in the organisation structure and the resources to be allocated towards the employment of Council staff.

Only the General Manager and the holders of positions determined by the Council by resolution to be 'senior staff' positions, may be employed under fixed term contracts of employment based on those approved by the Office of Local Government.

Under section 337 of the *Local Government Act*, the General Manager is also required to consult with the Council before appointing or dismissing the holders of 'senior staff' positions to ensure that all members of the governing body are informed of the proposed decision and have the opportunity to provide comment. The ultimate decision to appoint or dismiss senior staff, however, rests with the General Manager and not the governing body.

At the City of Canterbury Bankstown, the General Manager is supported by six senior staff who are divisional Directors. They include:

- Director City Future
- Director Corporate
- Director Community
- Director Planning
- Director Operations
- Director People and Performance

Together they comprise the Executive Leadership Team and are responsible for implementing the City's strategic direction, monitoring the City's performance, and managing the operations of the City. The Executive Leadership Team meets regularly to ensure effective coordination of the City's operations and implementation of Council resolutions. These meetings are complemented by monthly meetings held with members of the Senior Management Team who are responsible for managing specific service areas.

Such forums coupled with meaningful and regular communication are important, both in enabling the timely and efficient dissemination of information and feedback to staff, but also promote a whole of Council approach in the fulfilment of the City's functions and responsibilities.



Released under the FOI Act by the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts

Council Meetings

Council conducts its core business and decision-making in Council Meetings in accordance of the *Local Government Act 1993*.

The Act determines issues such as the minimum number of Council Meetings that must be held during the year, what constitutes a quorum, when notices of meetings must be given and the roles of various participants and their requirements.

The City of Canterbury Bankstown operates on a monthly Ordinary Council Meeting cycle. As a general legislative requirement, all Council meetings are open to the public (except as otherwise prescribed under the Act) and are convened on the fourth Tuesday of each month at 6pm. Meeting dates and details are published on the Council website. Extraordinary Council Meetings may also be called on occasion to address business that cannot be postponed.

A number of factors contribute to the open and efficient operation of Council Meetings. These include the following:

Code of Meeting Practice

The City of Canterbury Bankstown has adopted a **Code of Meeting Practice** that complies with the *Model Code of Meeting Practice for Local Councils in NSW* prescribed under the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*. The Code sets out the rules and processes that govern how Council conducts its Council Meetings.

The **Code of Meeting Practice** is designed to result in better decision making by Council, increase transparency and accountability to the local community, promote the orderly conduct of Council Meetings, and provide clear procedures that enable effective use of time at Council Meetings.

Well run Council Meetings reflect a good working relationship between the governing body of Council and the Council administration and is often an indicator of good corporate governance.

Agenda and Minutes

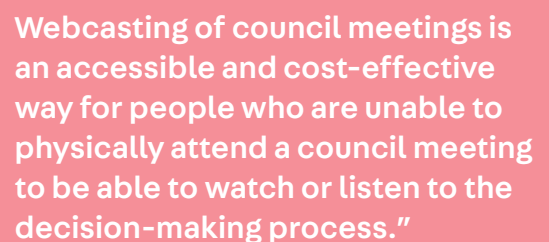
In accordance with Council's Code of Meeting practice, Members of the public can address Council meetings on reports to be considered at the meeting.

As required under the *Local Government Act 1993*, the City of Canterbury Bankstown prepares agendas for Council Meetings supported by detailed council reports, which together make up the Council Business Paper. At the City of Canterbury Bankstown, agendas are made publicly available on the Council website and in hard copy form at Council's Customer Service Centres and Libraries on the Friday prior to a scheduled Council Meeting.

The Regulation requires that the only business to be dealt with at a Council Meeting is the business that is already before the Council on the agenda, where the required notice has been given. A matter for which required notice has not been given can only be dealt with if a motion is passed to have the matter dealt with and the chairperson rules it is of great urgency.

Minutes of an Ordinary Council Meeting are submitted to the next Ordinary Council Meeting for confirmation. Council releases minutes in an unconfirmed form, in the interests of maintaining public information and accountability. Accordingly, the City endeavours to make unconfirmed minutes of its Council Meetings publicly available by the Friday following the Council Meeting.

At the City of Canterbury Bankstown, briefing sessions are delivered twice per month to ensure Councillors are kept informed of upcoming matters that may be listed on the Council Meeting agenda and to facilitate in-depth discussion on important topics. Formal decisions are not made at briefings but these sessions provide the time needed to explore issues in detail. Briefing sessions are not open to the public.





Advisory Committees and Reference Groups

Council has a broad range of Advisory Committees and Reference Groups, which provide both formal and less formal means for providing advice to Council, discussing issues and offering solutions across a broad range of areas that impact the local community.

Council's Advisory Committees and Reference Groups are governed by a **Committee Charter** as well as **Advisory Committees Guidelines and Rules**, which have been adopted by Council and are available to the public on the Council website along with information on Committee membership.

Advisory Committees and Reference groups are structures to respond to the delivery of the Community Strategic Plan, deliver Plan and strategies. The structure and membership of Committee and Reference Groups are reviewed during each term of Council.

While the meeting procedures in the *Local Government Act 1993* do not apply to Council's Advisory Committees, good meeting protocols are still maintained. The **Committee Charter** along with the **Advisory Committees Guidelines and Rules** provide a consistent basis for the constitution of Advisory Committees and Reference Groups and ensure they operate in an effective and purposeful manner. All Advisory Committee and Reference Group members are also bound by Council's **Code of Conduct**.

The City of Canterbury Bankstown also participates in a range of external special purpose committees and groups. These can change from time to time and are listed on the Council website.

Peak Bodies

The City of Canterbury Bankstown is as an active member of local government peak bodies that operate at a national, state and regional level. Peak bodies include:

- **Australian Local Government Association (ALGA)**, which is the national voice and advocate for local government representing over 500 councils across Australia. In structure, it is a federation of state and territory local government associations. Its focus areas include policy development, raising the profile and concerns of local government at the national level, and representing local government on national bodies and ministerial councils, including the Council of Australian Governments.
- **Local Government New South Wales (LGNSW)**, which represents the views of NSW metropolitan, regional and rural councils to other levels of government. LGNSW is headed by a President, two Vice Presidents (Metropolitan/Urban and Regional/ Rural), Treasurer and a Board of Directors, which is made up of Councillors across NSW who are elected democratically every two years at the LGNSW annual conference. Its objective is to strengthen an effective, democratic system of Local Government across NSW through support and advocacy on behalf of member councils and delivering a range of relevant services.
- **Southern Sydney Regional Organisation of Councils (SSROC)**, an association of 11 councils spanning Sydney's southern suburbs, eastern suburbs, CBD, and inner west and covering a third of the Greater Sydney's population. The Board of SSROC comprises two Councillors delegated from the City of Canterbury Bankstown and two additional Councillors as alternate delegates. The three members of the SSROC Executive are elected each year by the Board at the Annual General Meeting. It provides a forum through which its member councils can interact, exchange ideas and work collaboratively to solve regional issues. Focus areas include the environment, transport, procurement, waste, and planning.

Relationships with Other Levels of Government

Although each level of government is different, with distinct powers, responsibilities and services, it is important to recognise the intergovernmental relationship between the City of Canterbury Bankstown and other levels of Government.

As local government is a legislative creation of the states, there are strong linkages between local councils and State Government. This relationship is evident in a number of ways. For example, when preparing long term strategies and plans, such as the **Community Strategic Plan** and the **Local Strategic Planning Statement**, councils are required to take into consideration, relevant state, regional and district plans. This ensures that strategic priorities are aligned, long term planning is coordinated and a partnership approach is adopted between state and local government to achieve positive social, economic, environmental and civic leadership outcomes.

Councils in NSW are further linked to the NSW Government through the Office of Local Government, which is responsible for the

performance and accountability of local councils. Whilst councils raise most of their revenue through rates, they also rely on State and Federal funding for certain types of projects and programs.

There are areas where all three levels of government have a legitimate role to play and where a whole of government response is required. This is often in relation to complex challenges, such as major disaster management and recovery efforts.

The City of Canterbury Bankstown is committed to working effectively with other levels of government, particularly given its prominence as the local government area with the largest population in NSW.



Planning and Development Functions

The City of Canterbury Bankstown plays a vital role in land use planning and managing the sustainable development of the local government area whilst contributing to regional long-term development goals.

The City's planning functions include:

- Future planning to create a liveable environment for all residents through equitable and sustainable land use and community planning.
- Town centre planning to provide well planned, attractive and sustainable town centres which cater for wide ranging community and economic needs.
- Development services to deliver quality, compliant development that suits the City and meets its housing needs.
- Regulation and compliance to improve the health, safety and amenity of the local community and environment by promoting and enforcing local laws, regulations, policies, controls and guidelines.

The NSW Department of Planning and Environment is responsible for the administration of the *Environmental Planning and Assessment Act 1979 (EPAA)*, which provides the framework for development decisions made by local government in NSW.

The City of Canterbury Bankstown has a responsibility under this Act to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment.

Under the EPAA the City also has responsibility for:

- Consulting with relevant bodies in land use plan preparation;
- Assessing and weighing the interests and demands of different sections of the community with those of the development applicant in the determination of planning policies and development applications;
- Ensuring that **Local Environmental Plans** (LEPs) and development control decisions are related to the sound management of the environment and its resources;
- Identifying local planning needs;
- Developing policies addressing issues in the LEP; and
- Ensuring that responsibilities for Environmental Impact Assessment are met.

Canterbury Bankstown Local Planning Panel

The relationship between local government and land use planning has undergone significant reform since 2016. Reforms introduced by the NSW Government have focused on improvements to community participation, plan making and development controls, local development, State significant proposals, improving governance and review processes, enforcement and reporting, and promoting good design.

In accordance with these reforms, the City of Canterbury Bankstown established the Canterbury Bankstown Local Planning Panel in April 2018. The Canterbury Bankstown Local Planning Panel is a state mandated Panel and is not subject to the direction or control of Council. The referral criteria for both development applications and planning proposals is set by the Minister for Planning and can be viewed on the NSW Department of Planning and Environment website at www.planning.nsw.gov.au

This means that decisions on development applications and planning proposals are no longer referred to the elected body of Council for determination. Council's planning officers are delegated to determine a large volume of development applications, however, those applications that meet set criteria, which relate to conflicts of interest, contentious or sensitive development, or a departure from development standards by more than 10%, must be referred to the Canterbury Bankstown Local Planning Panel for determination.

The Canterbury Bankstown Local Planning Panel comprises of:

- A chair appointed by the Minister for Planning;
- Two members selected by Council from a pool of experts established by the Department of Planning and Environment; and
- Community representatives for each ward selected by Council.

All members of the panel are bound by the **Code of Conduct for NSW Local Planning Panels**.

The Panel meets once per month, or more often if required. Panel meetings are open to the public and publicly webcast. Panel agendas and minutes are also available on the Council website much like an Ordinary Council Meeting.

All development applications with a construction value in excess of \$30 million are beyond the jurisdiction of the Canterbury Bankstown Local Planning Panel and must be forwarded to the Sydney South District Panel.



5.3 Compliance and Accountability

This component identifies what the City must do in order to comply with legislative requirements and standards, manage risks and maintain internal and external oversight to ensure Council acts with integrity.

Statutory Compliance

Good corporate governance is directly linked to vigilant compliance with key financial and statutory requirements, and is critical in maintaining the City's position as a leading local government agency in NSW.

The City of Canterbury Bankstown recognises the importance of ensuring that matters involving deliberations of the Council, the implementation of Council resolutions, the operating environment and the fulfillment of its reporting requirements are fully compliant with all legislation and regulations applicable to local government in NSW.

The City adheres to core statutory requirements, which include (but are not limited to):

- Undertaking planning and reporting activities in accordance with the *Local Government Act 1993*, the *Local Government (General) Regulation 2005* and the *Integrated Planning and Reporting Guidelines for Local Government in NSW 2013*; and
- Preparing financial reports each year in accordance with prescribed standards under the *Local Government Act 1993*. These reports are externally audited by the NSW Auditor-General, made available for public exhibition and presented openly at a Council Meeting.

The City also complies with a number of other accountability standards and compliance mechanisms, which are outlined in detail below. These are based on best practice in local government and internationally accepted standards.

Council has specialist staff dedicated to ensuring Council adheres to the various compliance requirements and proactively engages with regulatory bodies and industry forums to maintain the highest standards in meeting its obligations.



and the Arts

Risk Management Framework

Risk management is an essential part of effective corporate governance and provides the community with confidence that Council is being managed in a responsible and accountable manner.

Risk management refers to the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Effective risk management requires Council to systematically identify risks to its operations, analyse, evaluate and treat those risks, and implement a systematic process for the ongoing monitoring and review of the management of risks.

The City of Canterbury Bankstown has adopted an Enterprise Risk Management Framework consistent with current Australian standards for risk management. This includes:

- A centralised Enterprise Risk Register and Plan (incorporating risk profiles, risk reporting and action plans for the overall organisation and each service area with assigned responsibilities for risk management to ensure accountability).
- A Risk Management Operational Policy (outlining the overarching internal processes for the management of risks).
- The establishment of an Audit, Risk and Improvement Committee.
- The adoption of a **Fraud and Corruption Prevention Policy**.
- A comprehensive Business Continuity Plan (including a Disaster Recovery Plan and Emergency Management Committee).

The City's risk management processes and practices are forward looking, integrated across Council's operational processes and inform Council in making good business decisions. Through proactive risk management and regular monitoring of its Risk Management Framework, the City can ensure higher levels of service delivery, more efficient and effective allocation of resources, improved responsiveness and flexibility, and increased accountability.

The City's performance in implementing effective risk management is strengthened through the conduct of annual external audits, Council's internal audit function and other independent review processes and advice. Further oversight and independent assurance of risk management activities is also undertaken by the Audit, Risk and Improvement Committee which reports regularly to Council's governing body.

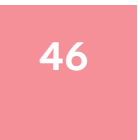
External Audit

External audit, or financial audit, is an independent examination and opinion of Council's financial statements and assesses compliance with accounting standards, laws and regulations.

The *Local Government Act 1993* requires Council to have its annual financial reports externally audited annually by the NSW Auditor-General so that the community and Councillors have access to an independent opinion on its' validity. The NSW Audit Office conducts these audits on behalf of the NSW Auditor-General.



Department of Infrastructure, Transport, Regional Development and the Arts



Internal audit is an important part of the City of Canterbury Bankstown's corporate governance practice.

The City of Canterbury Bankstown has a well-established 'in house' internal audit function governed by an Internal Audit Charter, which is endorsed by the Audit, Risk and Improvement Committee and approved by the governing body of Council. The Internal Auditor is responsible within the organisation for internal audit activities, as defined in the International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors.

Internal audit recommendations are regularly reported to and monitored by the Audit, Risk and Improvement Committee, including implementation progress to hold the organisation accountable.

Audit, Risk and Improvement Committee

For local government in NSW it is now a requirement under the *Local Government Act 1993* that each council have an Audit, Risk and Improvement Committee.

The Audit, Risk and Improvement Committee is a critical element of the Corporate Governance Framework. The purpose of the Committee is to provide independent assurance and assistance to the City of Canterbury Bankstown on risk management, control, governance, external accountability, legislative compliance, internal audit and business improvement responsibilities.

At the City of Canterbury Bankstown, the Audit, Risk and improvement Committee is governed by a Committee Charter, which is approved by the governing body of the Council. The Committee comprises of three independent members. The General Manager and Council's appointed Chief Audit Executive also attend meetings along with other Council staff where required to provide information to the Committee.

The Committee meets quarterly, with the ability to hold extra meetings if required. Minutes of Committee Meetings are also reported on a quarterly basis to Council. Once a year, this also includes an Annual Report from the Committee to Council.

Policies

The City of Canterbury Bankstown demonstrates good governance through its broad range of policies, which provide Council with the direction and ability to make decisions that are consistent. Policies also provide detail on the manner in which the City undertakes, or requires others to undertake, certain activities and also ensure that Council is fulfilling its regulatory functions.

The City of Canterbury Bankstown has established two distinct levels of policy. These include:

- **Council Policies** - These are strategic policies that set governing principles and guide the direction of the organisation to align with community values. These policies have an external focus and align with the vision and strategic direction of the City. Council policies can only be adopted by a resolution of Council made at a Council Meeting. When developing or substantially reviewing Council policies, Council puts the drafts on public exhibition and consider the comments or submissions received.
- **Operational Policies** - These policies are developed for administrative and operational requirements. They have an internal focus and are subject to the endorsement of the Executive Leadership Team prior to implementation.

To support the policy development and review process, Council has established a centralised policy development and management function, which is responsible for the oversight of the Council Policy Register (publicly available on the Council website) and the Operational Policy Register.

Code of Conduct

The **Code of Conduct** is Council's principal governance policy and uses the *Office of Local Government's Model Code of Conduct for Local Councils in NSW* as the basis. It also includes specific provisions relevant to the City of Canterbury Bankstown.

As a central component of Council's Corporate Governance Framework, the City's **Code of Conduct** outlines the principles, values, behaviours and minimum standards of conduct expected of all Council officials, which includes Councillors, committee members and Council staff.

The Code requires Council officials to act in a way that enhances public confidence. Council officials must act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out their functions under the *Local Government Act 1993* or any other Act. In terms of general conduct, the community are entitled to expect that Council officials will not conduct themselves in a manner that:

- Is likely to bring the Council or other Council officials into disrepute;
- Is contrary to statutory requirements or the Council's administrative requirements or policies;
- Is improper or unethical;
- Is an abuse of power;
- Causes, comprises or involves intimidation or verbal abuse;
- Involves the misuse of their position to obtain a private benefit; or
- Constitutes harassment or bullying behaviour as defined by the Code, or is unlawfully discriminatory.

The **Code of Conduct** also outlines additional requirements that relate to conflicts of interest, gifts and benefits, relationships between Council officials, access to information and resources and related disclosures for Council officials. It also contains information about how complaints alleging a breach of the **Code of Conduct** can be made and are dealt with.

Failure by a Councillor to comply with the standards of conduct prescribed under the **Code of Conduct** may constitute misconduct. The *Local Government Act 1993* provides for a range of penalties that may be imposed on Councillors for misconduct, including suspension or disqualification from civic office. Failure by a member of staff to comply with the Code of Conduct may give rise to disciplinary action.

The **Code of Conduct** is supplemented by the **Procedures for the Administration of the Code** and numerous policies that facilitate the administration of the Code. Both the **Code of Conduct** and the associated Procedures are available to the public both on the **Council website** and at the Council's offices.



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Delegations

Delegations are necessary for good corporate governance and facilitate decision making in a defined and transparent manner. Delegations enable the elected body of Council to focus on strategic matters, policy development, representation, strategic planning and community leadership. They also enable the large volume of routine work and operational matters to be dealt with in an efficient and effective manner, which in turn facilitates efficient service delivery to the community.

Under the *Local Government Act 1993* both Council and the General Manager are given certain functions and duties to be discharged. Council may delegate authority to the General Manager to perform some of its functions and duties on its behalf. The General Manager may, in turn, delegate functions to other Council staff with some exceptions. However, the General Manager still retains responsibility to ensure that any subdelegated function is carried out appropriately. This accords with Council staff being responsible to the General Manager and the General Manager being responsible to Council.

The City of Canterbury Bankstown has adopted an **Instrument of Delegations** which delegates authority to the Mayor and General Manager to make certain decisions on its behalf to ensure the efficiency and effective operation of the Council, particularly between Council Meetings.

The City's delegations are performed in a manner that is compliant with the relevant legislation. Council is required to maintain clear records on the exercise of its delegations through its Delegation Register, which is reviewed on a regular and ongoing basis.

Legislative Compliance Framework

In addition to the *Local Government Act 1993*, there is a large volume of other legislation which the City of Canterbury Bankstown is responsible for implementing.

For example, the City of Canterbury Bankstown has responsibilities for building and development controls under the *Environmental Planning and Assessment Act 1979*; for animal control under both the *Companion Animals Act 1998* and the *Impounding Act 1993*; and for the provision, maintenance and management of roads under the *Roads Act 1993*.

To ensure it is complying with both the letter and the spirit of the law, Council has a centralised Legislative Compliance Framework and system in place which enables Council to identify and implement the legislation that applies to its activities, keep abreast of legislative changes, and review and assess the system for compliance.

The City's Legislative Compliance Framework is integrated with the Delegations Register and supported by a Legal Documents Register.

Information Management

The City of Canterbury Bankstown holds vast amounts of information and corporate records, which are managed in accordance with relevant legislation, including the:

- *State Records Act 1998*
- *Local Government Act 1993*
- *Government Information (Public Access) Act 2009*
- *Privacy and Personal Information Protection Act 1998*
- *Health Records and Information Privacy Act 2002*

Information contained in the City's records is protected by maintaining a systematic approach to information and records management.

All information created, sent and received by Councillors and Council staff in the performance of their roles, is a Council record and must be managed in accordance with legislative requirements and Council's records management procedures. Council staff are responsible for maintaining complete, accurate and reliable evidence of all business transactions and ensuring all corporate documents are retained within the City's official records management system.

The City's **Code of Conduct** further details specific provisions in relation to the use of Council information, including confidential information. Councillors and staff can only access council information needed for council business and must not use that council information for private purposes.

In addition, the City of Canterbury Bankstown has adopted a **Privacy Management Plan** outlining its policies and practices that ensure compliance with the requirements of the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002*. This plan informs the community about how their personal information is used, stored and accessed after it is collected by Council and outlines the obligations of Council staff in relation to handling personal information.

Access to Information

The *Government Information (Public Access) Act 2009* (GIPA) requires the City of Canterbury Bankstown to proactively release information, where possible, acknowledging the right of members of the public to have access to its information providing there is no overriding public interest against disclosure.

The GIPA Act:

- Creates rights to information that are designed to meet community expectations of more open and transparent government; and
- Encourages government agencies to proactively release government information.

The City of Canterbury Bankstown has adopted an **Access to Information Policy**, which demonstrates its commitment to the following principles regarding public access to documents and information:

- Open and transparent government
- Consideration of the overriding public interest in relation to access requests
- Proactive disclosure and dissemination of information
- Respect for the privacy of individuals (supported by a Privacy Management Plan).

The City provides a range of open access information on the Council website, which also includes a dedicated page about how to access information. Council also includes access to information statistics in its Quarterly Reports to Council to ensure transparency.

Procurement and Contract Management

The *Local Government Act 1993* allows Council to procure goods and services and carry out activities aligned with the current and future needs of its local community. The Act also allows the City to enter into contracts and provides the legislative framework for tendering.

Procurement and contract management at the City involves the acquisition of goods, services, works and facilities. Clear procurement processes are pivotal to the management and delivery of organisational outcomes.

The City of Canterbury Bankstown has adopted a Procurement Policy, which aims to achieve value for money in the procurement of goods and services while considering public accountability, transparency and probity. This ensures that the City's procurement activities comply with Council objectives, legislation, regulatory requirements and delegations, and that Council resources are used efficiently and effectively.



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5.4 Performance, Monitoring and Evaluation

This component describes how Council carries out its responsibility for monitoring and improving the City's performance of its functions against its strategic goals with input and insight from the community.

How does the City measure and report on its performance?

The City of Canterbury Bankstown recognises that ensuring good governance is a dynamic process involving continuous monitoring, evaluation and improvement. Council uses a number of methods to ensure it is 'on-track' in meeting community expectations and delivering services and projects in line with agreed priorities.

Reporting on Integrated Plans

Regular monitoring and reporting on Council's performance is a statutory requirement. The City has developed performance indicators to enable Council to measure its performance across all service areas in accordance with the Integrated Planning and Reporting Framework. Council reports regularly on the progress of its plans and conducts a major review of key documents after each local government election.

At the City of Canterbury Bankstown, key reporting includes:

Annual Report

Council is required to prepare an **Annual Report** within 5 months following the end of each financial year. The **Annual Report** is prepared in accordance with Section 428 of the *Local Government Act 1993* and the *Integrated Planning and Reporting Guidelines for Local Government in NSW, 2013*.

The **Annual Report** is one of the key vehicles of accountability between the City and the community, and focuses on the implementation of the **Delivery Program** and **Operational Plan**, including its achievements with respect to progress on the actions and performance targets set out in alignment with the Community Strategic Plan - **CBCity 2028**.

The **Annual Report** must also contain Council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting.

A copy of the **Annual Report** must be made available on the Council's website and is also provided to the Minister for Local Government.

End of Term Report

Council produces an **End of Term Report** reflecting on progress made in implementing the **Community Strategic Plan** over the Council term. This report also includes a report on the state of the environment in the City of Canterbury Bankstown.

Management Reporting

The **Operational Plan** is further broken down into Service Unit Business Plans. Managers are required to report to the Executive Leadership Team on both a regular and annual basis on the delivery and outcomes of their key activities and projects in order to drive accountability and high performance at the service level.

Annual Budget and Financial Reports

As part of its **Financial Management Strategy**, the City of Canterbury Bankstown seeks to be fiscally responsible in delivering on its objectives. This includes ensuring the decisions of Council remain financially sustainable.

Developed as part of sound financial management, the Annual Budget sets out the allocation of financial, physical and administrative resources required in pursuing the City's objectives for the financial year. It includes Council's Revenue Policy along with estimated income and expenditure for the financial year, including rates, and fees and charges in accordance with Council's Pricing Policy. The Annual Budget is strongly aligned to the Community Strategic Plan – **CBCity 2028**.

Reported to the public quarterly and annually, financial reports provide information on Council's actual results in relation to the adopted budget to determine the financial performance of Council. These reports are accompanied by commentary advising the governing body of Council of any exceptional or unexpected items and explaining any anomalies evident in the reports as well as ratio analysis on Council's performance.

The *Local Government Act 1993* further requires Council to have their annual financial reports externally audited by the NSW Audit Office on behalf of the NSW Auditor-General so that the community and Councillors have access to an independent opinion of Council's financial statements.

Quarterly Reports

Council prepares **Quarterly Reports** to demonstrate how the City is working towards achieving its priorities outlined in the **Operational Plan** and **Delivery Program**.

Quarterly Reports provide a snapshot of Council's performance over a three-month period and include information on overall progress, capital works progress, followed by key achievements across the seven destinations that lead progress towards a *Thriving, Dynamic, and Real* City of Canterbury Bankstown.

Performance Management

Performance management is an essential part of good management practice. It provides the means and tools to monitor Council and individual staff performance.

Every member of staff, including the General Manager, Directors and Senior Management, need to be held accountable for doing their part to protect the interests of the organisation and deliver in terms of their roles and responsibilities. Holding leaders accountable as well as all levels of staff is especially important and drives the overall performance culture of the organisation.

The General Manager is the only officer directly responsible to the elected body of Council and is the only position to be appointed by the Councillors. The General Manager is made accountable through the Standard Contract of Employment for General Managers and must sign a performance agreement with the Council. Other members of the Executive Leadership Team are made accountable through the Standard Contract of Employment for Senior Staff and must sign a performance agreement with the General Manager. These standard contracts ensure consistency in employment relationships at the executive level in local government and reflect community expectations by providing greater transparency and accountability. Performance agreements also reflect the activities, performance targets and performance measures outlined in the **Delivery Program** and **Operational Plan**.

The governing body, led by the Mayor, subsequently is responsible for reviewing and monitoring the General Manager's performance in accordance with the NSW Guidelines for the Appointment and Oversight of General Managers, 2011.

The General Manager is appointed on a five-year contract and undergoes an annual performance review process in accordance with Clause 7 of the Standard Contract of Employment for General Managers of Local Councils in NSW. A Performance Review Panel is convened to formally review the General Manager's performance and comprises of the Mayor, five Councillors and an independent external facilitator.

Similarly, the Executive Leadership Team has endorsed the Grow, Develop and Innovate (performance management) system and a Performance Management Operational Policy which applies to all Council staff and creates a consistent approach to performance management. It links staff individual goals, capabilities, behaviours and achievements with Council's strategic objectives. Council staff undergo an annual performance appraisal process, which not only assesses staff performance but also considers the ongoing training and professional development needs of staff to ensure ongoing improvement.

Council also has a Reward and Recognition Program for staff, which holds up as an example those staff members who demonstrate the City of Canterbury Bankstown values, consistently behave in ways that influence a positive culture and demonstrate a high level of performance.

Community Engagement and Consultation

The City of Canterbury Bankstown recognises that community engagement plays an important role in building community trust and its own understanding of what is of importance to the community. Often diverse communities do not share the same aspirations, goals and interests. One of the key challenges for the City, is how to govern so that different, and often competing interests are recognised, addressed and managed. Community engagement therefore is a central part of the City's governance process. It ensures the community is well informed and provided with opportunities to participate in Council decision making.

Council has adopted a Community Engagement Framework in alignment with Section 402A of the *Local Government Act 1993*. This ensures community engagement is at the centre of everything Council does and there is a consistent and best practice approach in place for how Council engages with the community.

At the City of Canterbury Bankstown, the community is informed and engaged through a wide range of communications and community engagement approaches and activities that further enhance the Council's leadership and strategic focus by making sure decision making is informed and has the community's interests front and centre.

Customer Service Charter and Customer Feedback

The City of Canterbury Bankstown is committed to being a customer focused organisation that maintains the highest standards of service at all levels. In keeping with this, the City has developed a **Customer Service Charter** that outlines its standards of service, Council's commitment to its customers, Council's expectations of its customers and the feedback process. The Charter is available on the Council website. Council has also established an ongoing program to further develop its service standards across all service areas, which will ensure a high level of service across the organisation.

The City of Canterbury Bankstown has a variety of customer feedback mechanisms in place for collecting community feedback, including by letter, email, phone, in person or through the Council's website.

The City also engages an independent company to undertake a Community Satisfaction Survey every two years to gain community feedback on the level of importance and satisfaction with Council services to understand how it can improve.

Complaints Handling

Council is committed to achieving best practice in delivering services to the community. Council's complaints handling process ensures that any complaints received are dealt with courteously, investigated thoroughly, and resolved quickly and appropriately.

The City has adopted a **Complaints Management Policy**, which facilitates the consistent, fair and equitable resolution of customer complaints made to Council at the earliest opportunity and in the most efficient, prompt and professional manner. This Policy provides transparency and awareness to the community regarding Council's complaints procedures and forms a central part of Council's **Code of Conduct** framework by ensuring the appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

The objectives of this Policy are to:

- Recognise the customer's right to raise concerns about their dealings with Council.
- Establish a complaint management process that is well documented and publicised.
- Ensure complaints are dealt with professionally, within specified timeframes and complainants are kept informed.

- Improve public confidence that complaints will be dealt with and that relevant legislation, regulations and Council policies will be enforced.
- Recognise the importance of complaints in providing feedback about Council's services and performance, and utilise such information to improve services and identify appropriate training needs.

It is important that complaints are made to the City of Canterbury Bankstown in the first instance so that Council has an opportunity to work through the complaint and resolve the matter. There are also a number of external agencies that have been established to provide an independent oversight role on matters relating to local government. Further information about key external oversight agencies is provided in Section 7 of the Corporate Governance Framework.





Registers

Registers serve as evidence to demonstrate transparency in the way the City conducts its affairs and contain important information relating to Councillors and Council staff.

Some registers are required to be kept by law while others are kept as a result of a Council policy decision or as a best practice measure.

Key registers held by the City of Canterbury Bankstown include:

- Code of Conduct Complaints Register
- Council Policy and Operational Policy Registers
- Delegations Register
- Gifts and Benefits Register
- Legal Documents Register
- Pecuniary Interests Register
- Public Interest Disclosures Register
- Register of Councillor Interaction with Members of the Public
- Register of Planning Decisions
- Related Party Disclosures Register
- Risk Register

Continuous Improvement

Council has developed a three-year Business Improvement Strategy, which identifies the key challenges impacting continuous improvement at the City of Canterbury Bankstown and four key objectives that will enable Council to continue its journey towards business excellence.

The four key objectives include:

1. Develop a leadership mindset that drives improvement across the organisation.
2. Create and embed a culture of improvement and show this in how CB City does business with customers.
3. Use data, consistent business improvement methodologies and industry best practices.
4. Build relevant organisation-wide business improvement capability at all levels.

Each key objective includes key actions and success measures that drive improvement projects across the organisation.

The Business Improvement Strategy is closely aligned with the Corporate Governance Framework as well as the Internal Audit Strategic Plan and Council's Risk Management Framework. It also demonstrates that the City of Canterbury Bankstown is continuously seeking ways to better utilise data in order to drive its service delivery to the community and overall performance.

Building on this, Council has developed and adopted the **CBCity Roadmap** and is well on its journey to becoming a Smart City. The Roadmap acts as a guide for Council and the community, to come together to discuss the City's challenges and how using technology, connectivity and data can make real improvements for the local community.

The initiatives within the Roadmap have been categorised into three areas - Smart People, Smart Places and Smart Process - and will continue to enhance how Council is using data to make real improvements and assess how it can best drive performance across a range of service areas.

5.5 Embedding a Culture of Good Governance

This component explains what Council is doing to promote the level of understanding and practice of good governance across the organisation.

Organisation culture is commonly defined as *“the way we do things”* or *“how people behave when no one is watching.”* The impact of organisational culture on key governance elements such as risk management, compliance and performance cannot be underestimated and often influences the level of community confidence in Council.

The City of Canterbury Bankstown recognises that its organisational culture ultimately influences the standards of governance that can be achieved. For this reason, the City of Canterbury Bankstown is committed to ensuring good governance through the ongoing implementation of the Corporate Governance Framework. This includes ensuring that the City’s Corporate Governance Framework remains consistent with best practice, but importantly involves a number of practical measures that aim to create a culture of good governance across all levels of the organisation and support the highest standards of governance.

As part of the implementation of this Framework, the City has incorporated the following measures into its business as usual activities to contribute to establishing the right organisational culture, with the particular purpose of embedding a culture of good governance across the organisation.

These measures include:

Building a Shared Understanding and Integration of Corporate Governance Across the Organisation

The Corporate Governance Framework brings together all of the corporate governance elements that exist across the organisation into one definitive guide that seeks to build a common

understanding of what is corporate governance at the City of Canterbury Bankstown. Overtime this will have a positive effect by breaking down siloed approaches and building improved coordination of governance processes and practices internally.

Improved Governance Oversight Through Regular and Standardised Corporate Reporting

Council will continue to strengthen its organisation wide reporting processes to monitor its corporate performance in alignment with the Corporate Governance Framework. This will involve regular reports to the the Executive Leadership Team incorporating key governance reporting metrics to elevate oversight and accountability of corporate governance at the City.

Alignment of the Councillor Induction Program with the Corporate Governance Framework

The development of the Corporate Governance Framework articulates Council’s ongoing commitment to working with Councillors to ensure that as the elected body of Council, it maintains a strong governance focus aligned to the strategic direction of Council.

The Corporate Governance Framework will be used as a key resource for future Councillor Induction Programs, help Councillors in navigating their requirements in carrying out their duties and summarises the governance arrangements in place at the City of Canterbury Bankstown.

Staff Onboarding, Induction and Training Programs

The City of Canterbury Bankstown recognises that an informed and engaged workforce is central to achieving good corporate governance across all levels of the organisation. A key opportunity to instil a culture of good governance

is not only at employee commencement, but is also supported by ongoing training and education that aims to build the corporate governance knowledge and capacity of Council staff.

The Corporate Governance Framework will be used to inform Staff Onboarding and Induction Programs to ensure key elements of corporate governance are adequately covered with new staff, particularly in relation to employee responsibilities and obligations, such as gifts and benefits. The Framework will also be provided to staff as a resource upon commencement to expand on content covered in these programs.

The Corporate Governance Framework will be utilised to inform and educate Council staff about corporate governance processes and practices. Council will also continue to provide ongoing training in relation to various corporate governance elements, such as regular **Code of Conduct** training.

Regular Internal Communication to Increase Awareness of Corporate Governance

The implementation of the Corporate Governance Framework also involves regular internal communication to staff focused on embedding a culture of good governance across all parts of the organisation. This ensures there is consistency as to how Council communicates key governance or policy changes to staff throughout the organisation.

Community Information and Access to Corporate Governance

Corporate governance can be challenging to navigate, even for experienced local government professionals. The City of Canterbury Bankstown understands that making the City's governance structures, policies, processes and systems accessible to the broader community plays an important role in maintaining community confidence and trust.

The Corporate Governance Framework will assist the community by communicating the various elements of corporate governance at the City in a streamlined and accessible manner. Council has also established a dedicated page on its website about 'Governance in the City', which includes a link to this Framework.

Leadership by Example

In alignment with Council's corporate value – We act with integrity – all leaders at the City of Canterbury Bankstown are responsible for being a positive influencer on organisational culture and leading by example when it comes to good corporate governance. The City of Canterbury Bankstown recognises that the visibility and accountability of the Executive Leadership Team and other leaders encourages a strong compliance culture and is a key success factor for establishing the right culture in the organisation to enable good corporate governance.

At the City of Canterbury Bankstown, the General Manager, Directors and Senior Managers all play a key leadership role in communicating the standards, behaviours and expectations that underpin good governance and then ensuring there are quality measures to monitor and assess ongoing performance.

The City of Canterbury Bankstown recognises that leading by example and actively embedding a culture of good governance sits equally alongside the other four components of the Corporate Governance Framework. When all five components of good corporate governance are delivered, the likelihood of long-term organisational success is considerably enhanced.

06 Ongoing Review and Evaluation

The ongoing implementation of the Corporate Governance Framework is incorporated into Council's **Delivery Program** and with accompanying responsibilities, resources and timeframes identified.

This Framework also supports an ongoing review and evaluation process.

To ensure continuous improvement in good governance, the City of Canterbury Bankstown will:

- Continually develop and improve Council's corporate governance elements, practices and capacity through regular reviews and evaluation.
- Gather feedback about the effectiveness of the Framework and communicate any key changes to stakeholders.
- Continually undertake industry research to ensure best practice corporate governance.

A comprehensive review and evaluation of the Corporate Governance Framework will be undertaken every 4 years or as necessary to reflect legislative changes or other governance requirements introduced for local government in NSW.

Feedback and More Information

The City of Canterbury Bankstown values your feedback on the Corporate Governance Framework.

To provide feedback or for more information about corporate governance at the City of Canterbury Bankstown, contact Council by:

📍 PO Box 8, Bankstown NSW 1885

✉ council@cbc.city.nsw.gov.au

☎ (02) 9707 9000

In person - at Council's Customer Service Centres located in Bankstown or Campsie.

The Council website also contains additional information about corporate governance at the City of Canterbury Bankstown. For further information please visit: www.cbc.city.nsw.gov.au



07

Key External Oversight Agencies

There are a number of external oversight agencies that have been established to provide an independent oversight role of matters relating to local government.

Key oversight agencies include:

NSW Independent Commission Against Corruption

The Independent Commission Against Corruption (ICAC) was established in 1988 as an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

The ICAC's principal functions are to:

- Investigate and expose corrupt conduct in the NSW public sector
- Actively prevent corruption through advice and assistance
- Educate the NSW community and public sector about corruption and its effects.

The ICAC is a public authority, but is independent of the government of the day, and accountable to the people of NSW through the NSW Parliament.

For more information or to contact ICAC:

☎ (02) 8281 5999

👤 1800 463 909

✉ icac@icac.nsw.gov.au

🌐 icac.nsw.gov.au

NSW Office of Local Government

The Office of Local Government (OLG) is the NSW Government agency responsible for strengthening the sustainability, performance, integrity, transparency and accountability of the local government sector.

The role of the OLG is to provide a framework to enable councils to operate to a high standard. It has a policy, legislative, investigative and program focus in regulating councils in NSW. The types of matters investigated by the OLG include:

- Pecuniary interests / failure to disclose
- Councillor misconduct
- Systemic and serious deficiencies in council functions and operations
- Serious non-compliance with the *Local Government Act* and regulations.

For more information or to contact the OLG:

☎ (02) 4428 4100

✉ olg@olg.nsw.gov.au

🌐 olg.nsw.gov.au

NSW Ombudsman

The NSW Ombudsman is an independent and impartial watchdog whose job is to make sure that the agencies they watch over fulfil their functions properly and improve their delivery of services to the public.

The NSW Ombudsman helps agencies to be aware of their responsibilities to the public, to act reasonably and to comply with the law and best practice in administration. The Ombudsman is independent of the government of the day and accountable to the public through the NSW Parliament.

For more information or to contact the NSW Ombudsman:

☎ (02) 9286 1000

👤 1800 451 524

✉ nswombo@ombo.nsw.gov.au

🌐 ombo.nsw.gov.au

NSW Civil and Administrative Tribunal

The NSW Civil and Administrative Tribunal (NCAT) is empowered under the *Local Government Act 1993* to consider allegations of Councillor misconduct and pecuniary interest breaches referred to it by the Office of Local Government.

It is empowered to take disciplinary action against councillors with respect to such breaches including suspension from office and disqualification for up to five years.

For more information or to contact NCAT:

📞 1300 006 228

🌐 ncat.nsw.gov.au

Information and Privacy Commission NSW (IPC)

The Information and Privacy Commission NSW (IPC) is an independent statutory authority that administers legislation dealing with privacy and access to government held information in New South Wales. The IPC promotes and protects privacy and information access rights in NSW.

The IPC oversees the Government Information (Public Access) Act 2009 NSW (GIPPA Act) and the Government Information (Public Access) Regulation 2018 NSW. It is also responsible for overseeing laws that promote the protection of personal information, that is collected, stored and used by council. The includes the Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act) and the Privacy and Personal Information Protection Regulation 2014 (NSW).

For more information or to contact the IPC:

📞 1800 472 679

✉ ipcinfo@ipc.nsw.gov.au

🌐 ipc.nsw.gov.au



08

References

The following references were used to inform the development of the City of Canterbury Bankstown Corporate Governance Framework:

A New Risk Management and Internal Audit Framework for Local Councils in NSW, Discussion Paper - NSW Office of Local Government, 2019

Complaint Management Framework - NSW Ombudsman, 2015

Corporate Governance Framework - City of South Perth, 2005

Corporate Governance Framework - City of Wanneroo, 2016

Corporate Governance Framework - The State of Queensland Department of Education and Training, 2018

Corporate Governance Principles and Recommendations – ASX Corporate Governance Council, 2019

Councillor Handbook, Office of Local Government, 2017

Excellence in Governance for Local Government - CPA Australia, 2005

Foundation of Governance in the Australian Public Service - Australian Public Service Commission, 2005

Good Governance Guide - Municipal Association of Victoria, 2004

Good Governance Guide - Western Australia Public Sector Commission, 2012

Good Governance Guide for Local Government in Tasmania - Department of Premier and Cabinet Tasmania, 2018

Good Governance Guide: The Principles of Good Governance within Local Government Municipal Association of Victoria, 2004

Good Governance Principles (AS 8000-2003) – Standards Australia, 2003

Governance and the Practice of Directorship – Australian Institute of Company Directors, 2019

Governance Framework – City of Joondalup, 2016

Governance Framework – City of Parramatta, 2019

Governance Framework – Sunshine Coast Council, 2018

Governance Guide - City of Sydney, 2011

Governance Lighthouse: A Strategic Early Warning Signal - NSW Audit Office, 2016

Guidelines for the Appointment and Oversight of General Managers - NSW Division of Local Government, Department of Premier and Cabinet, 2011

Guide to Webcasting Council and Committee Meetings - NSW Office of Local Government, Department of Planning, Industry and Environment, March 2020

Integrated Planning and Reporting Guidelines for Local Government in NSW, NSW Department of Premier and Cabinet, Division of Local Government, 2013

Local Government Audit Committees: A behaviour framework for effective audit committee performance - AJ Purcell and Keith Thomas, 2018

Not for Profit Governance Principles – Australian Institute of Company Directors, 2019

Open and Transparent Governance Strategy - Newcastle City Council, 2017

Principles of Corporate Governance – OECD, 2015

Public Sector Governance Better Practice Guide – Australian National Audit Office, 2014

Report on Local Government 2019 - NSW Auditor General, 2020

09

Related Documents

Document	Page
Access to Information Policy	51
Advisory Committee Charter	36
Advisory Committees Guidelines and Rules	36
Annual Report	18, 42, 47, 54
Asset Management Strategy	21
CBCity 2028	6, 12, 18, 21, 23, 54, 55
CBCity Roadmap	61
Code of Conduct	36, 40, 48, 52, 58, 63
Code of Meeting Practice	34
Community Strategic Plan	12, 18, 38, 54
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Councillor Expenses and Expenses Policy	30
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Financial Management Strategy	21, 55
Fraud and Corruption Prevention Policy	44
Instrument of Delegations	50
Operational Plan	6, 18, 21, 54, 55, 56
Privacy Management Plan	52
Procedures for the Administration of the Code of Conduct	48
Public Interaction and Meeting Disclosure Policy	29
Quarterly Reports	18, 51, 55
Resourcing Strategy	13, 18, 21
Strategic Planning Framework	8, 18
Workforce Strategy	21



ATTACHMENT A
PRIORITY COMMUNITY INFRASTRUCTURE PROGRAM –
ACCOUNTANT DECLARATION

Role of person making declaration	Manager Finance
Name	s22(1)(a)(ii)
Contact details	
Qualification	☐ Chartered Accountant ☒ Certified Practicing Accountant ☒ CPA Australia ☐ Chartered Accountants Australia and New Zealand ☐ Institute of Public Accountants
Membership number:	2074082
Applicant's name:	Canterbury-Bankstown Council
Applicant's ABN:	45 985 891 846

I declare that:

- ☐ On the basis of the evidence Canterbury-Bankstown Council has supplied to me, I consider that [Canterbury Bankstown Council](#) is able to fund its share of the cost of the proposed project from the following source of funding – [Canterbury-Bankstown Local Infrastructure Contributions Plan](#).
- ☐ This opinion is based on the applicant's share being [20% \(\\$1,200,000\)](#) out of total project expenditure of [\\$6,000,000](#).

The applicant is part of a consolidated group for tax purposes.

Yes ☐

No ☒

Signature _____

Signed on this day Thursday, 20 July 2023

s47E(d), s47G(1)(a), s47G(1)(b), s47C



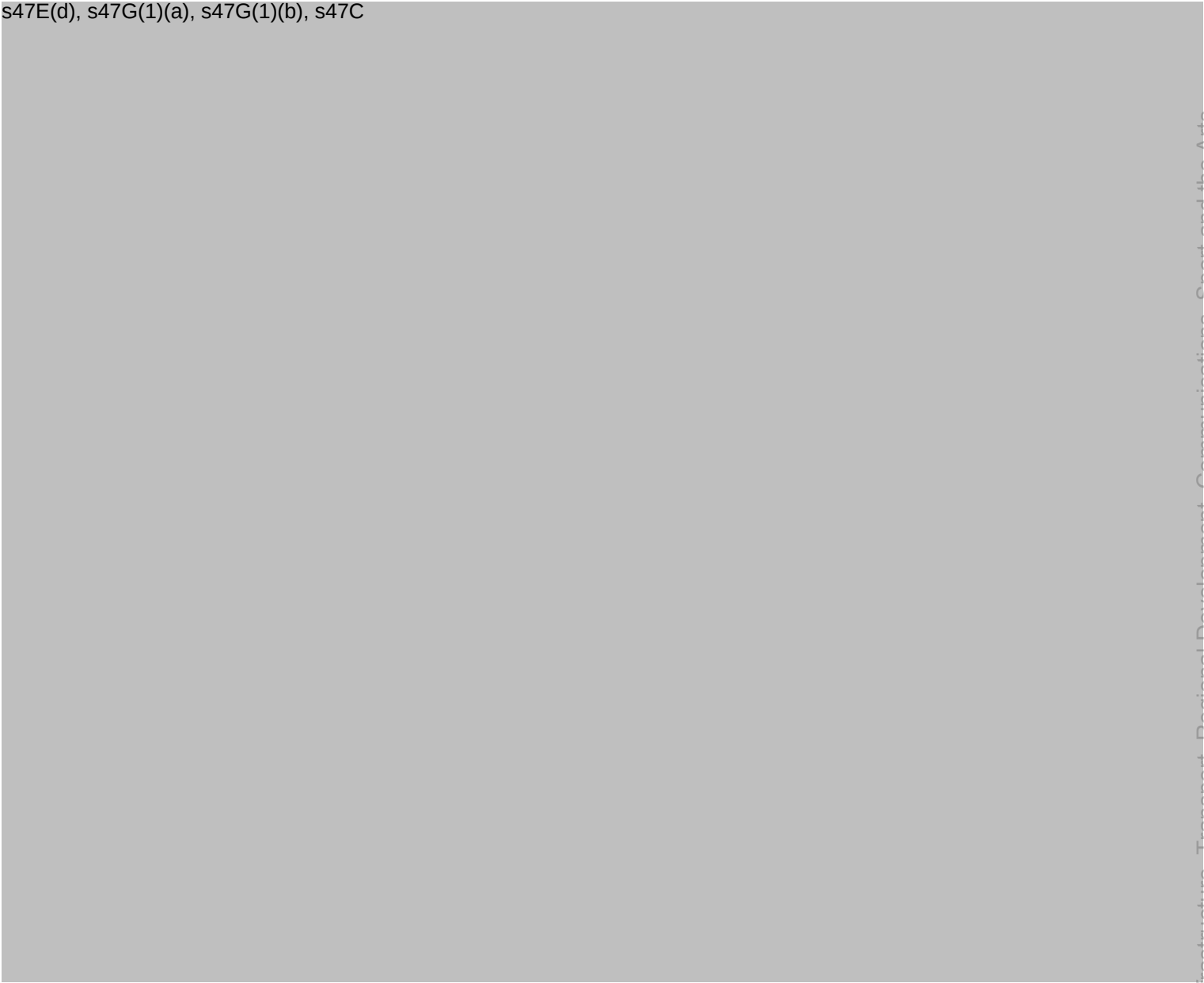
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s47E(d), s47G(1)(a), s47G(1)(b), s47C



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s47E(d), s47G(1)(a), s47G(1)(b), s47C



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Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications and the Arts

FOI 26-403 – Document 3

REGIONAL DEVELOPMENT AND LOCAL GOVERNMENT / REGIONAL PROGRAMS BRANCH / INVESTING
IN OUR COMMUNITIES PROGRAM

Priority Community Infrastructure Program – Eligibility and Assessment

s22(1)(a)(ii)

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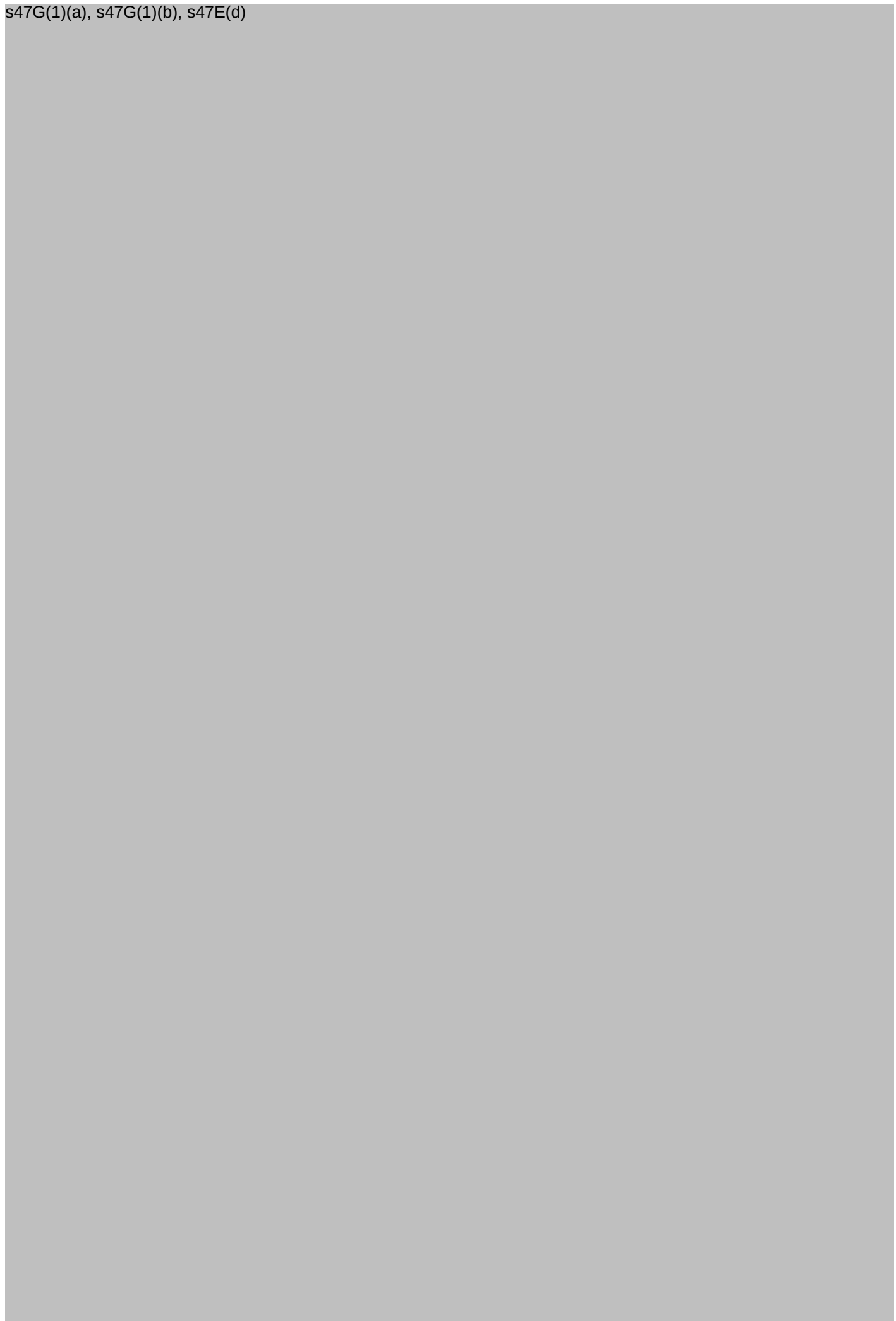
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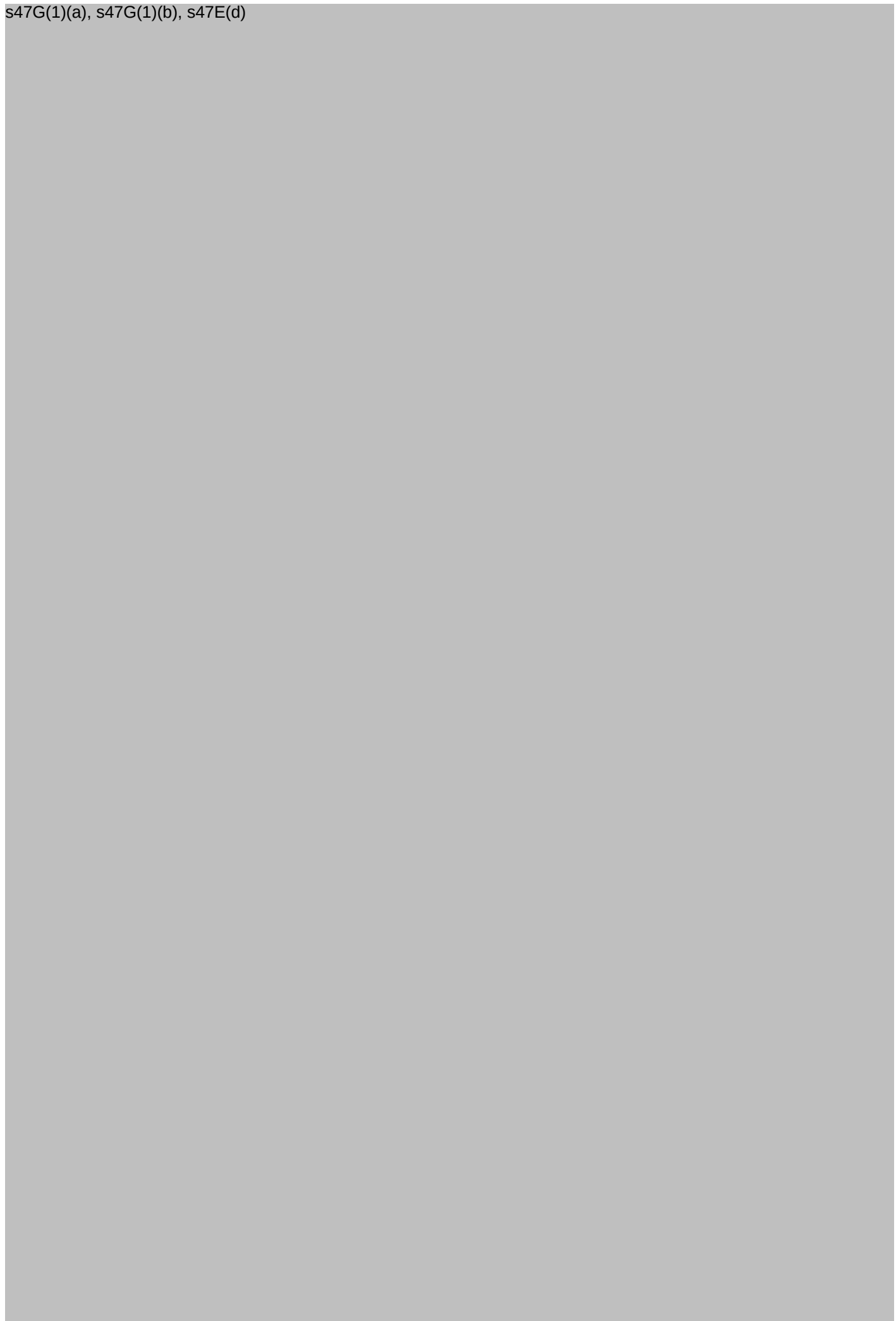


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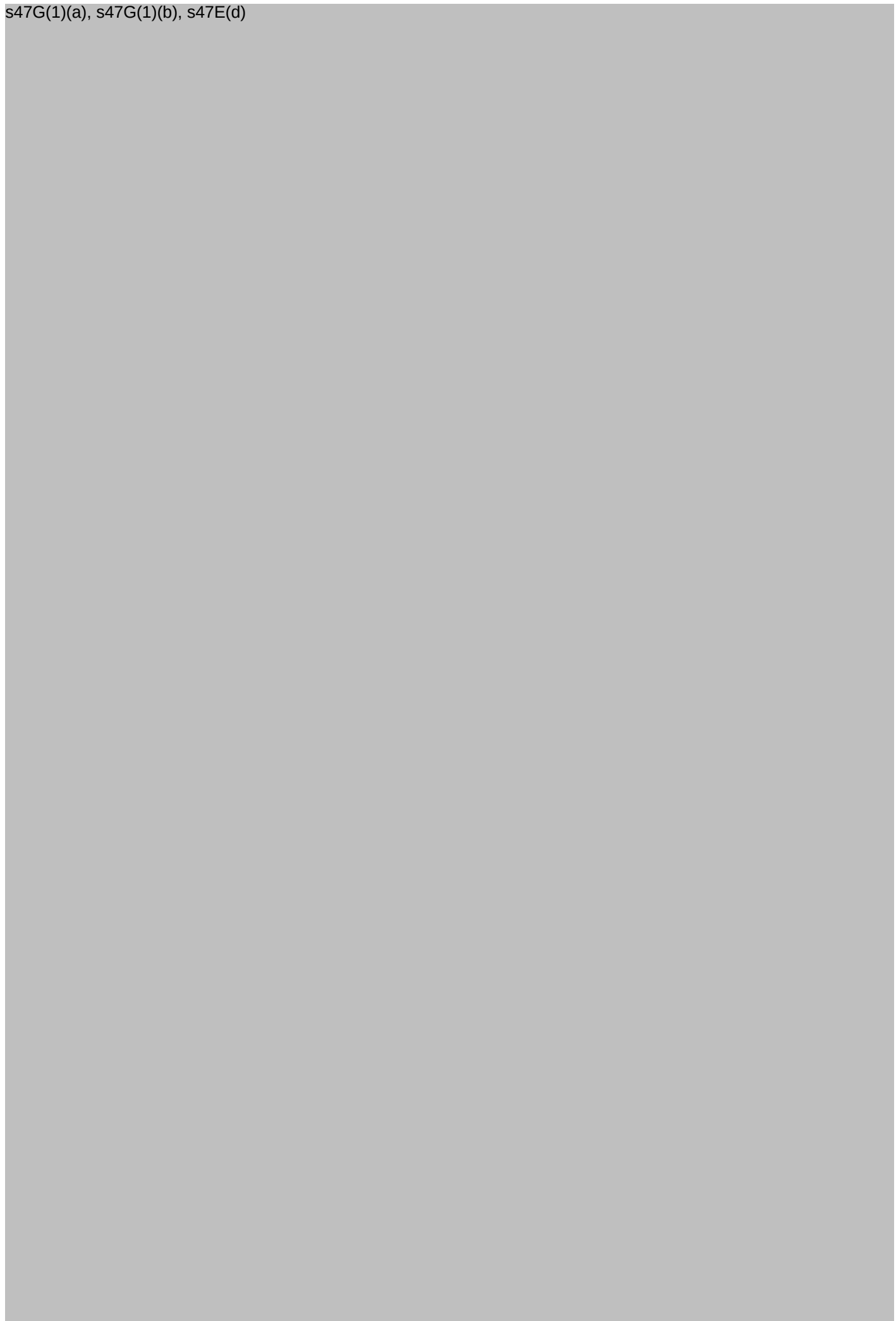
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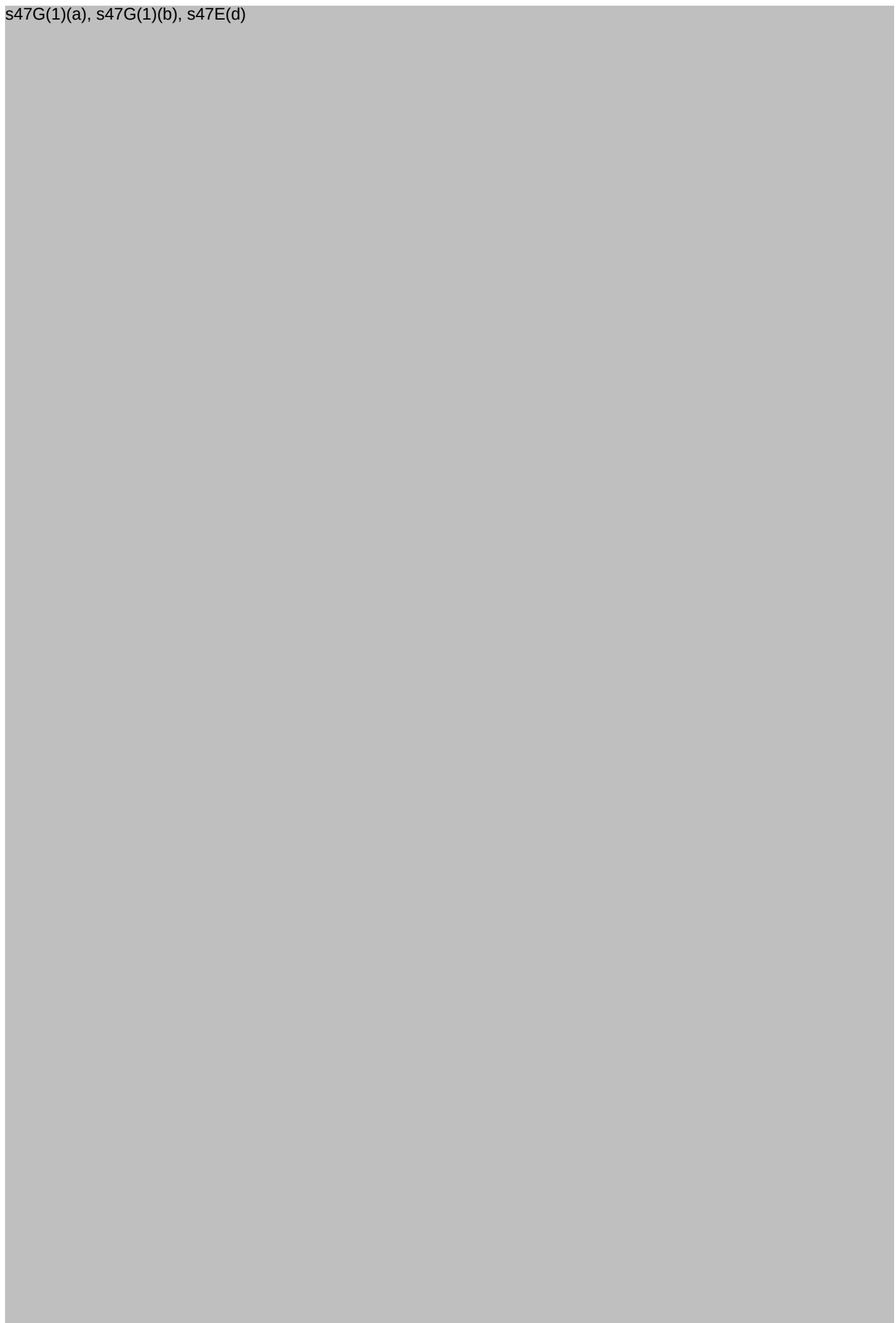
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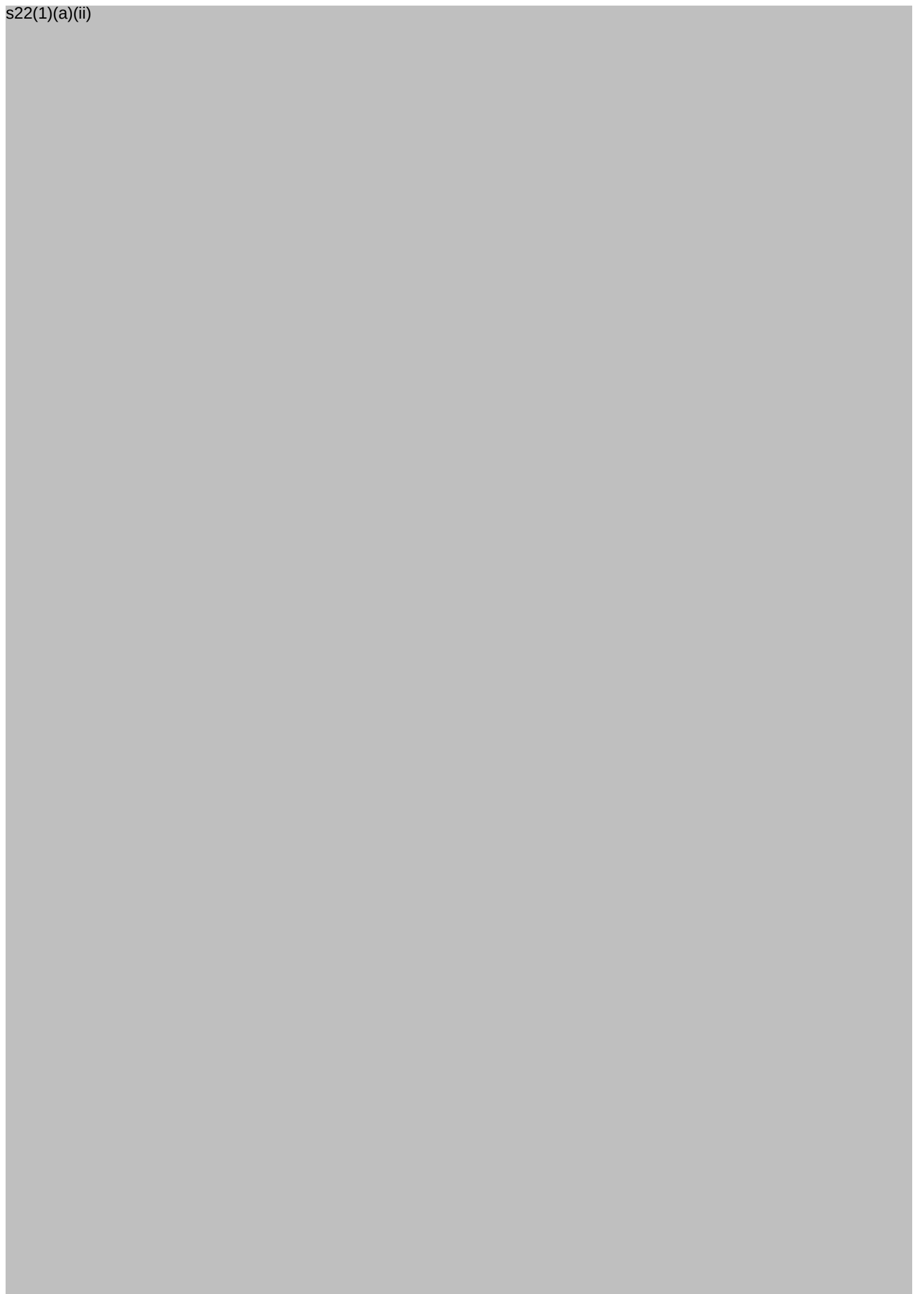
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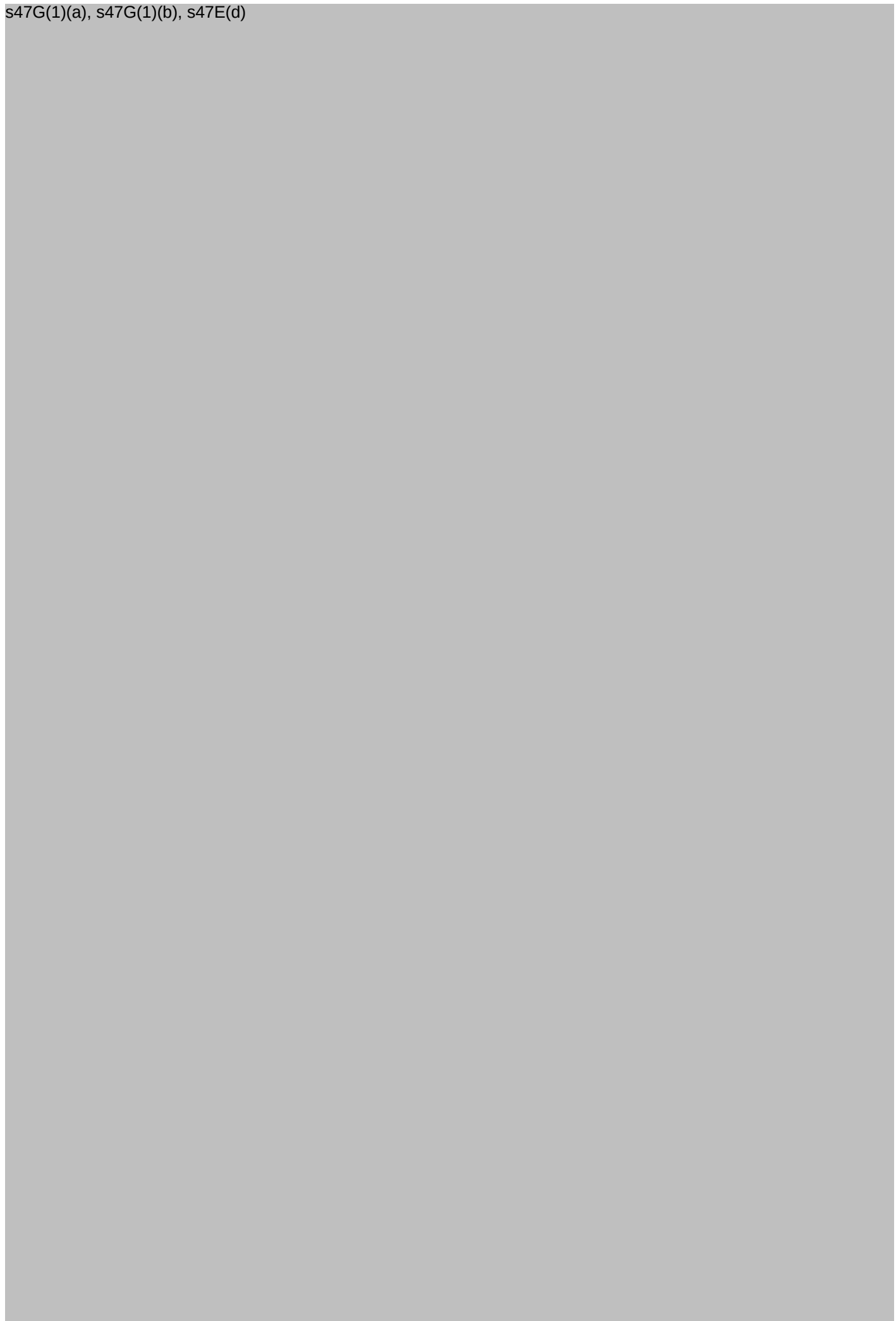
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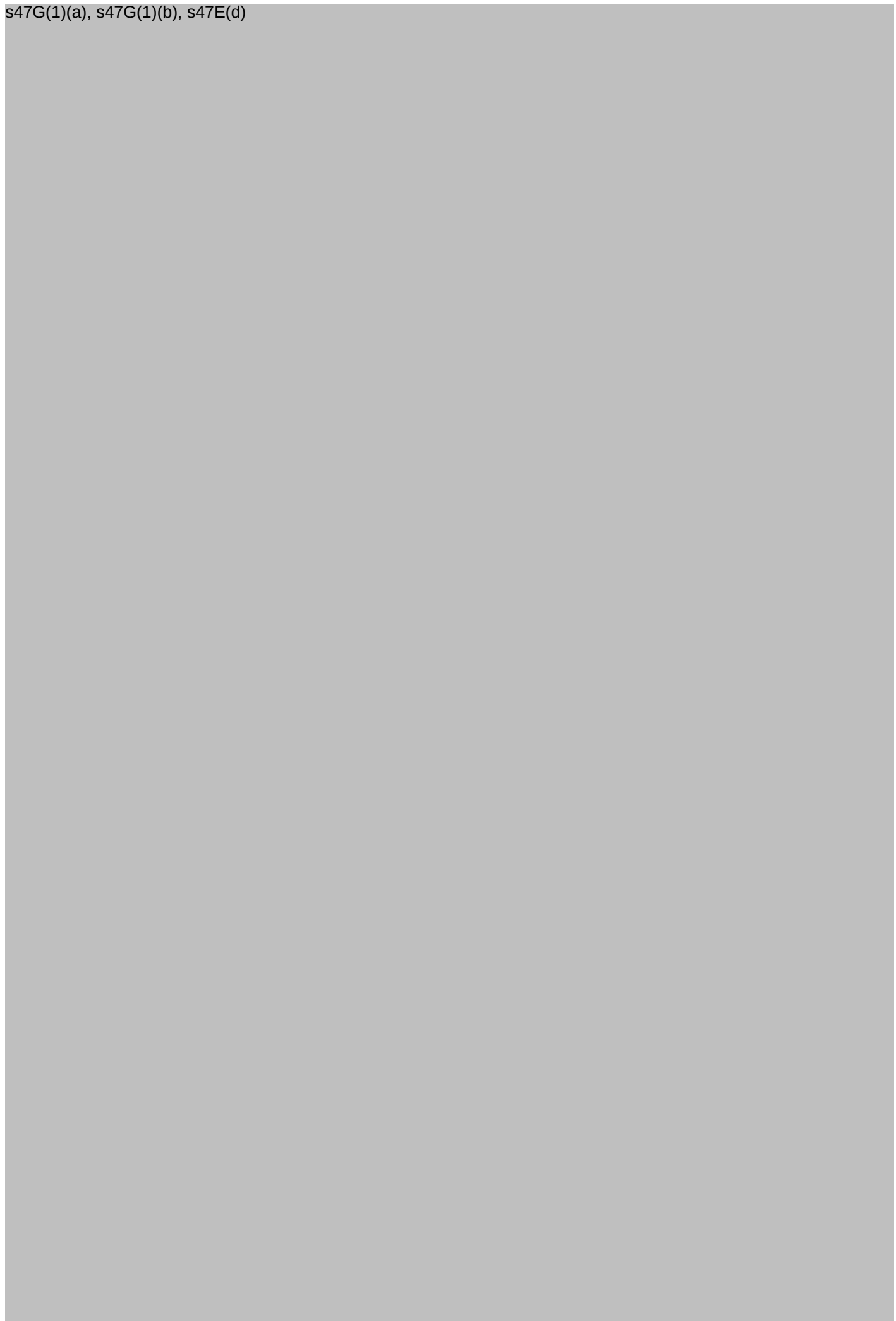
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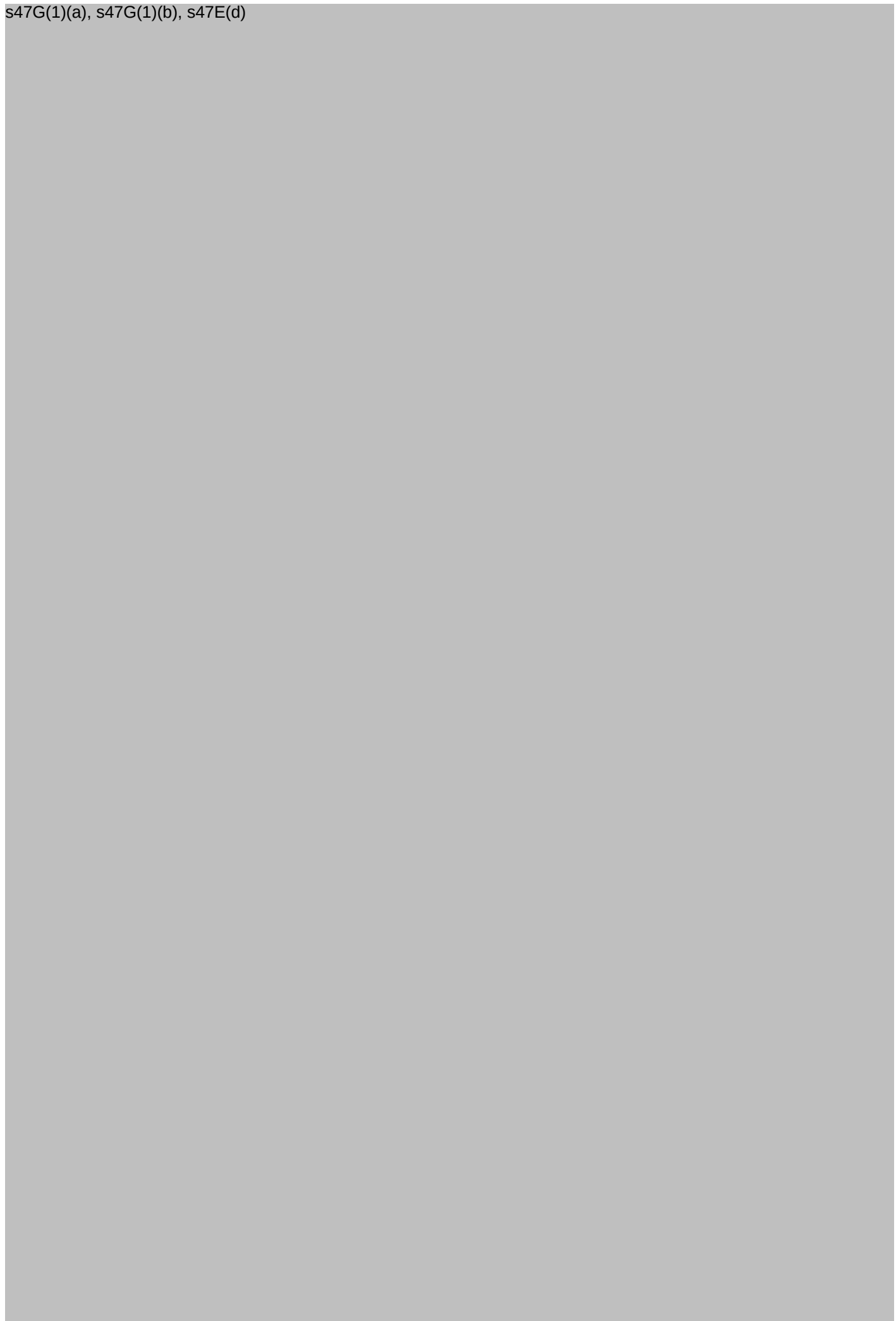
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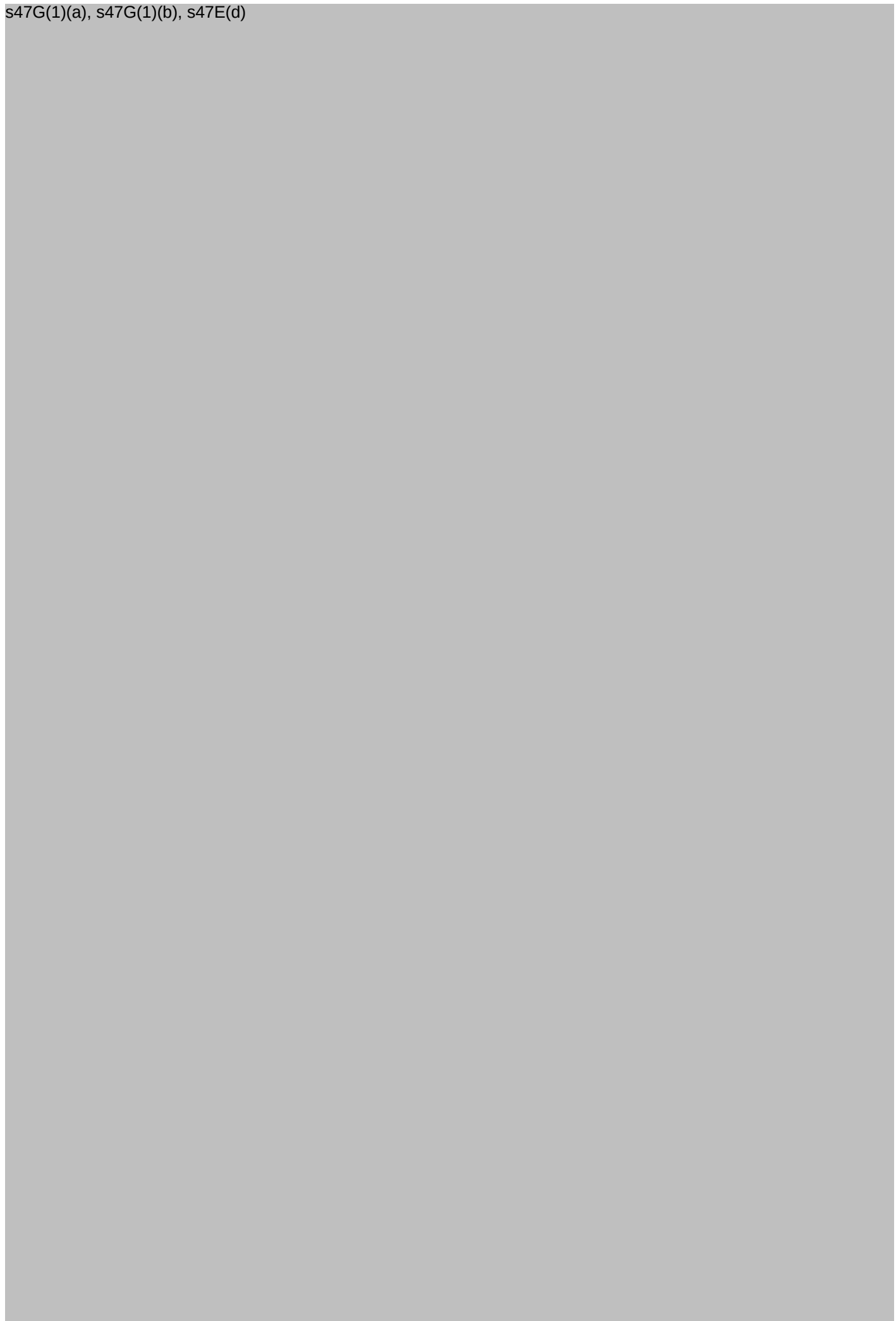
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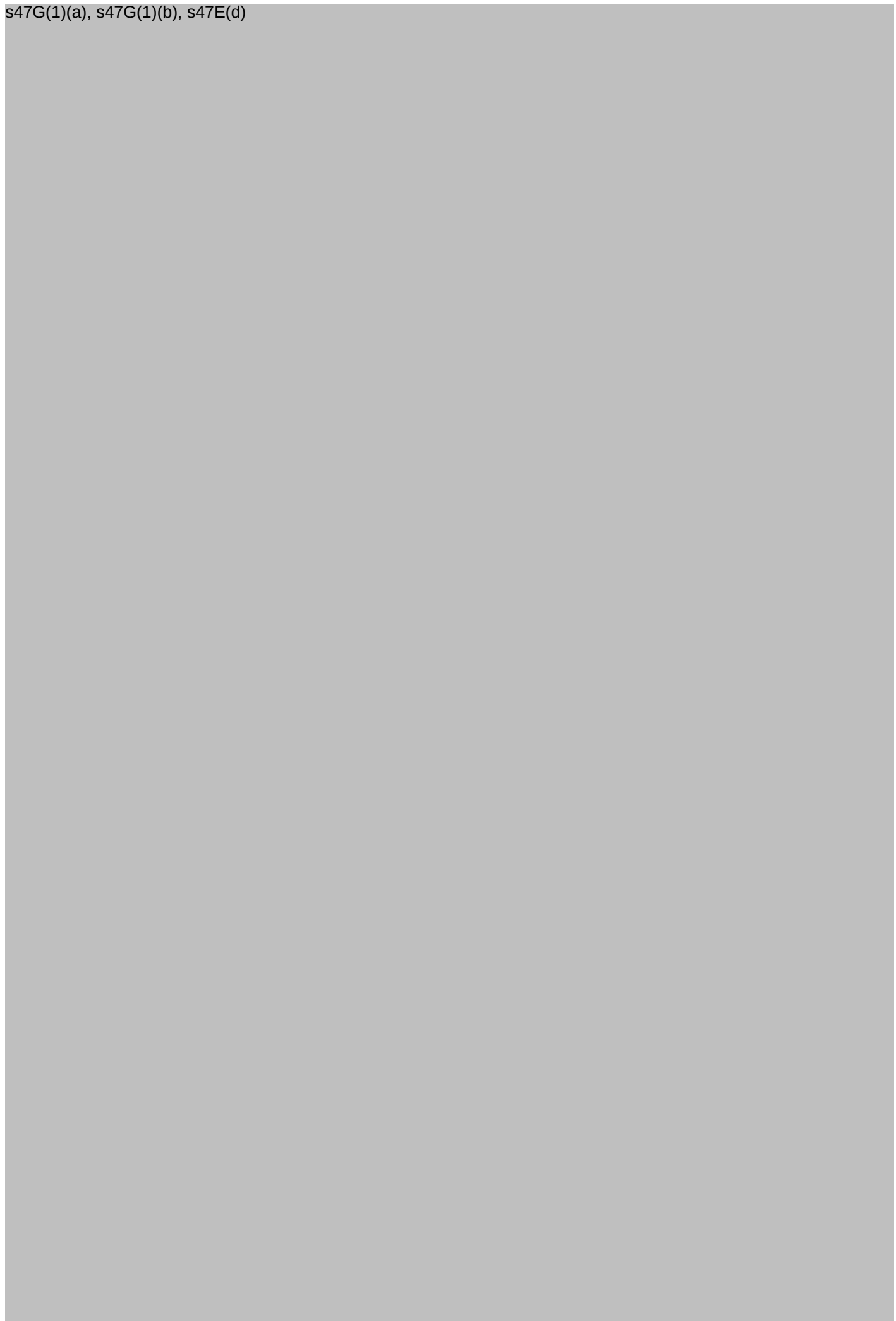
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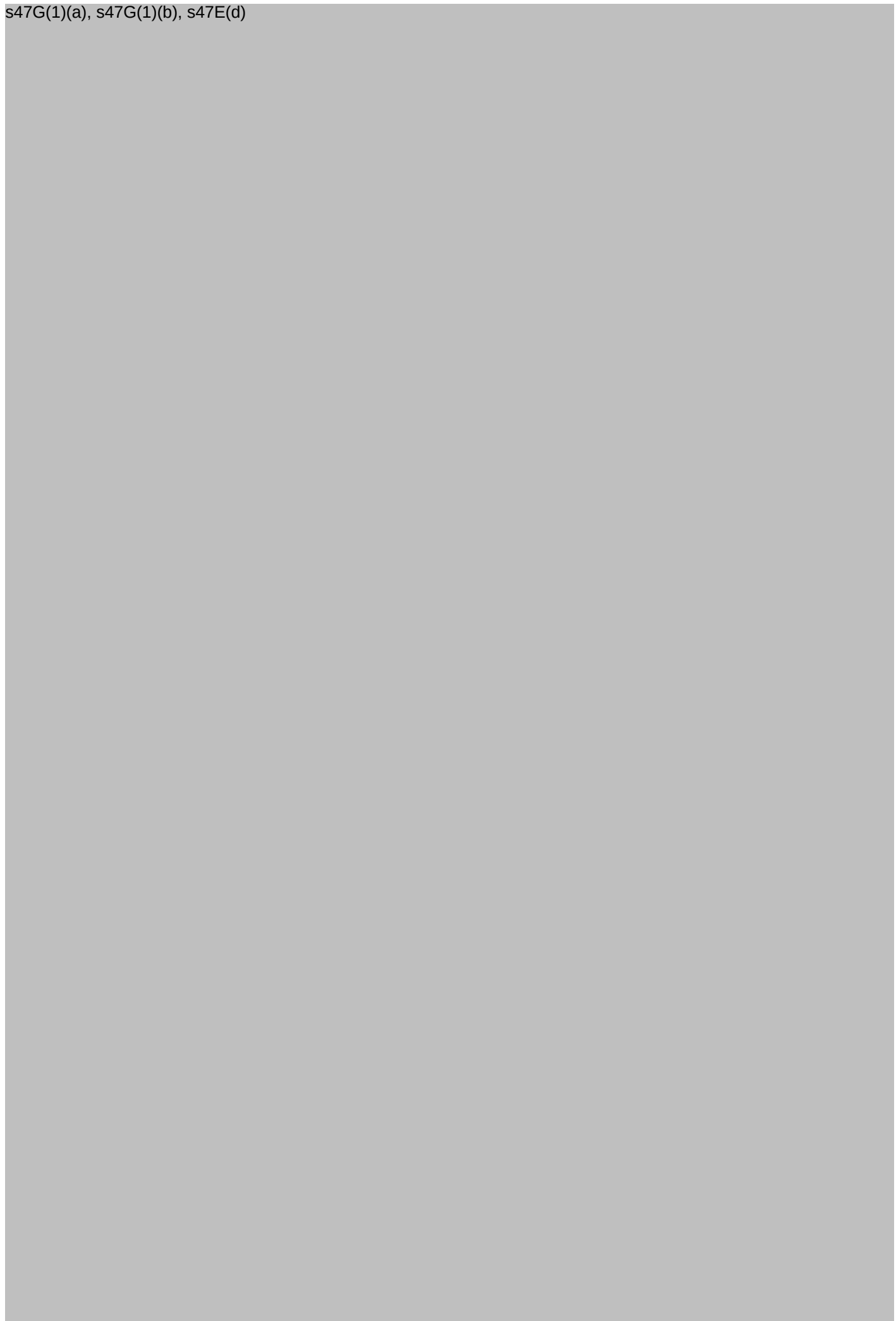
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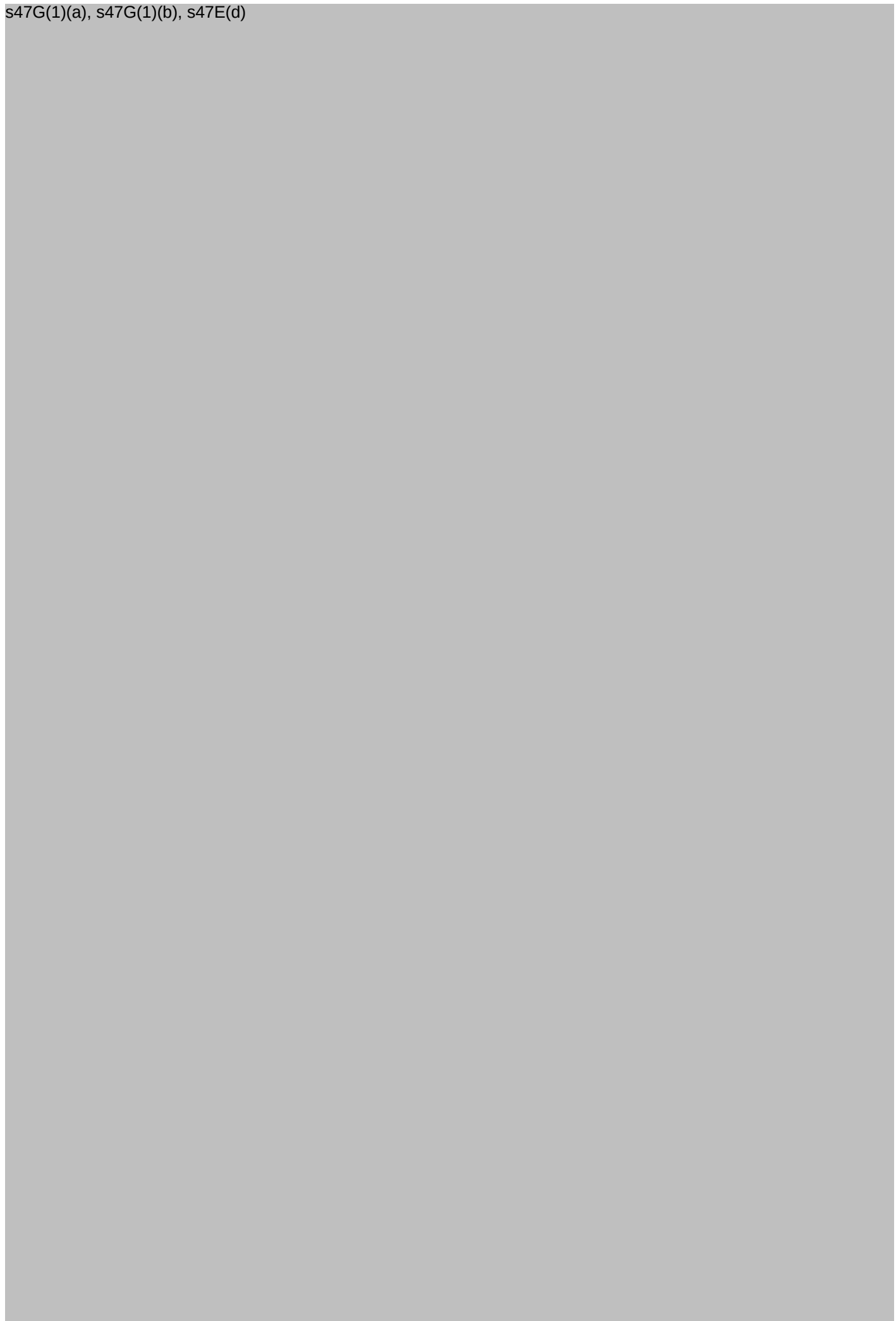
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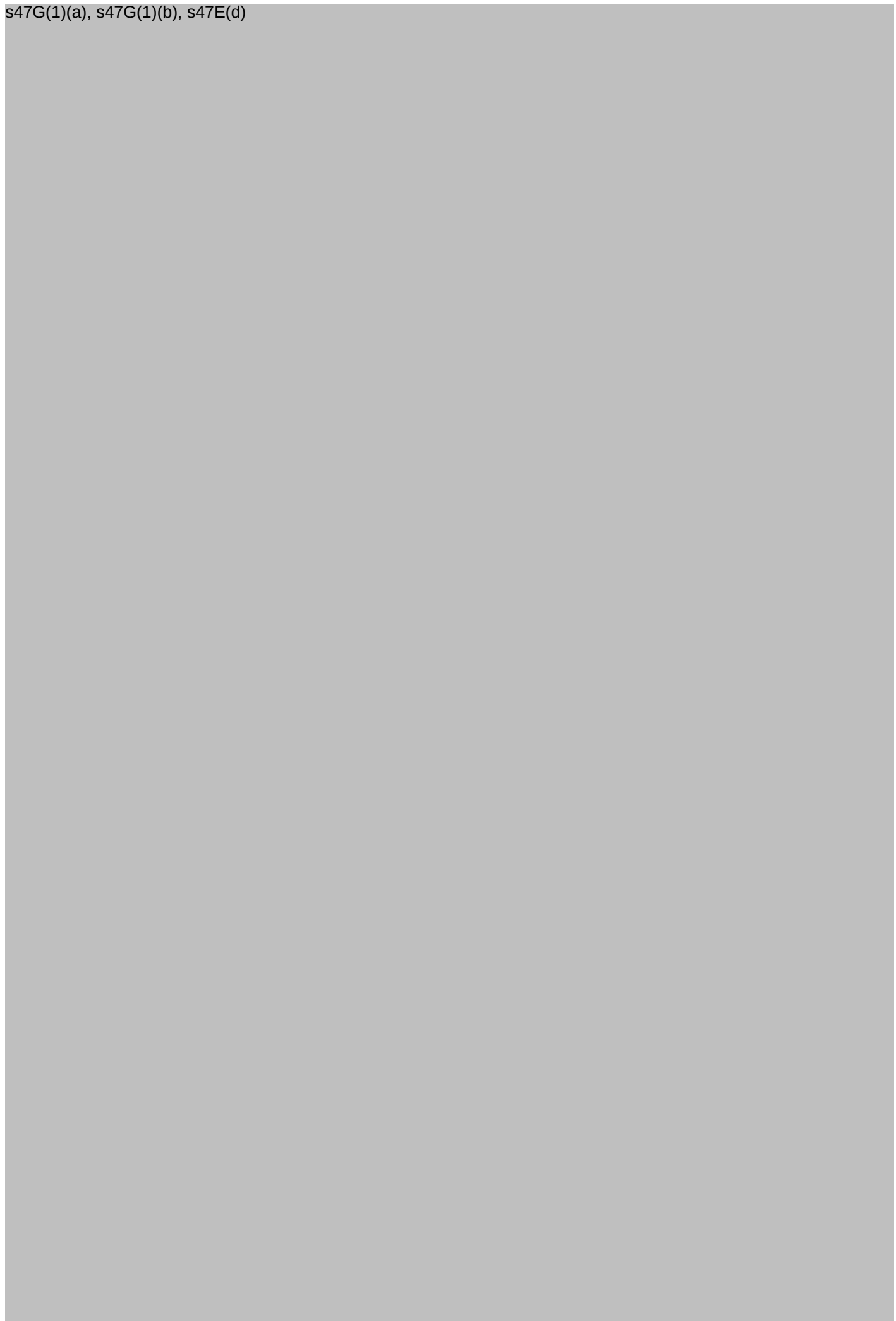
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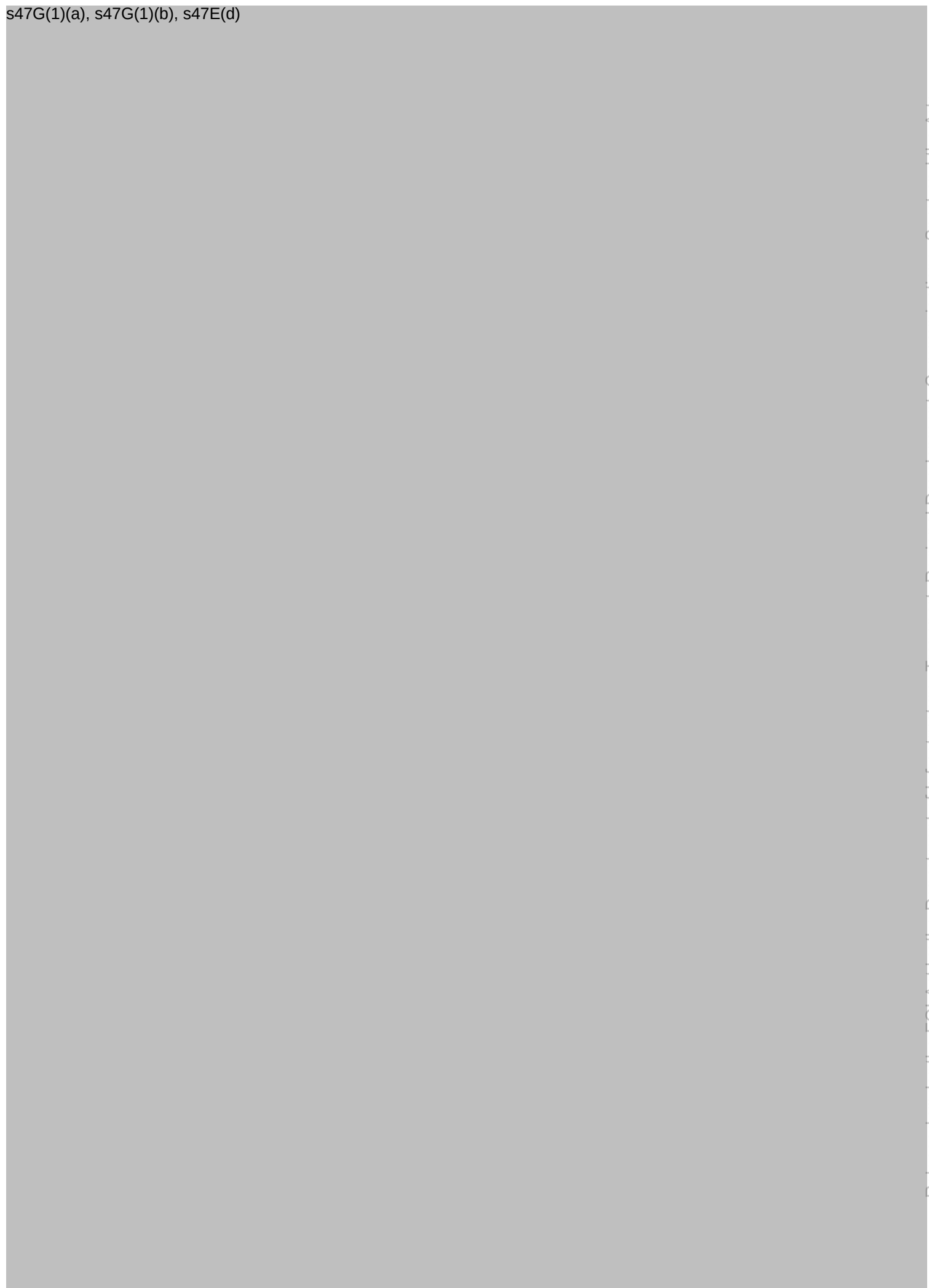
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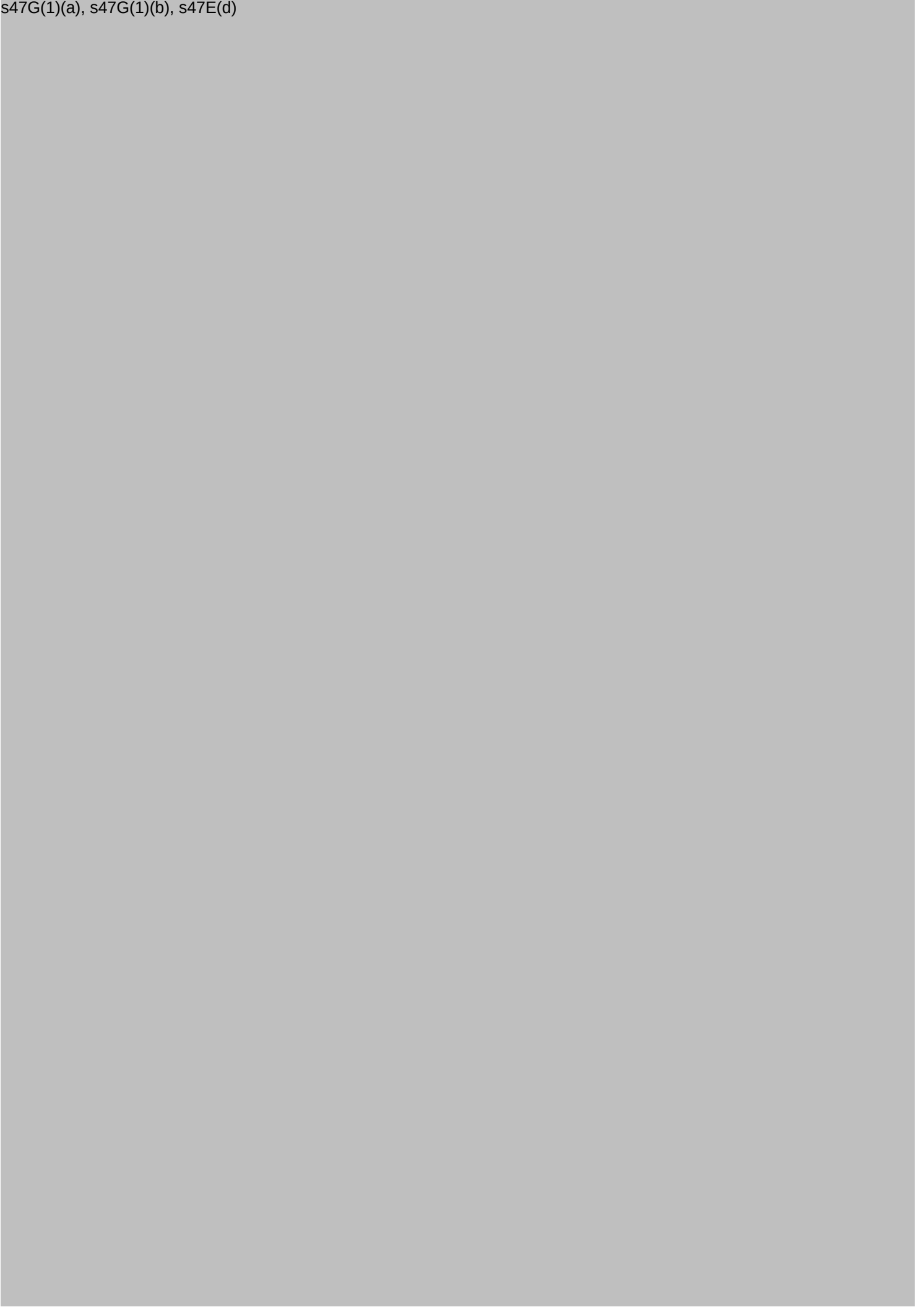
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s47G(1)(a), s47G(1)(b), s47E(d)



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Grant Award List

Criteria Summary														
Searching	Grant Awards													
Agency	All Active and Retired Agencies													
Keyword	-													
GA ID	All													
Date Type	Publish Date													
Date Range	All													
Recipient Name	canterbury bankstown													
Recipient ABN	All													
Value Range (AUD)	All													
One-off/Ad hoc	All													
Aggregate Grant Award	All													
GO ID	All													
Internal Reference ID	All													
Category	All													
GA ID	Grant Activity	Agency	Publish Date	Category	Start Date	End Date	Value (AUD)	GO ID	Recipient Name	One-off/Ad hoc	Aggregate Grant Award	Aggregate Reason	Number of Awards Aggregated	Last Updated
GA202852	Salt Pan Creek: Sanctuary and Sovereignty	Department of Infrastructure, Transport, Re		23-Nov-2021 Humanities	15-Nov-2021	30-Jun-2023	\$96,250.00	GO4834	Canterbury-Bankstown Council	No	No		0	23-Nov-2021 11:45 am (ACT Local Time)
GA330199	LRCI Phase 4 continues the objective of the program to provide temporary,	Department of Infrastructure, Transport, Re		4-Aug-2023 Local Government	12-Jul-2023	30-Jun-2026	\$1,679,331.00	GO6341	Canterbury-Bankstown Council	No	No		0	4-Aug-2023 10:36 am (ACT Local Time)
GA156902	Provide financial support to local councils to deliver priority local road and o	Department of Infrastructure, Transport, Re		18-Mar-2021 Local Government	24-Feb-2021	31-Dec-2022	\$11,053,796.00	GO4555	City of Canterbury-Bankstown	No	No		0	18-Mar-2021 9:07 am (ACT Local Time)
GA67460	Upgrade of Shade Structure	Department of Infrastructure, Transport, Re		20-Dec-2019 Regional Development	16-Dec-2019	6-Nov-2020	\$15,000.00		CANTERBURY-BANKSTOWN COUNCIL	No	No		0	20-Dec-2019 3:57 pm (ACT Local Time)
GA26165	Installation of Basketball Half Court	Department of Infrastructure, Transport, Re		28-Nov-2018 Regional Development	26-Nov-2018	28-Dec-2019	\$20,000.00		CANTERBURY-BANKSTOWN COUNCIL	No	No		0	28-Nov-2018 10:24 am (ACT Local Time)
GA177748	The project will remove the existing surface, poles and hoops and resurface	Department of Infrastructure, Transport, Re		21-Jul-2021 Regional Development	10-Feb-2021	7-May-2021	\$600,000.00	GO3141	Canterbury-Bankstown Council	No	No		0	21-Jul-2021 1:27 pm (ACT Local Time)
GA64343	Netball Court Upgrade	Department of Infrastructure, Transport, Re		2-Dec-2019 Regional Development	28-Nov-2019	6-Sep-2020	\$20,000.00		CANTERBURY-BANKSTOWN COUNCIL	No	No		0	2-Dec-2019 12:07 pm (ACT Local Time)
GA26705	Installation of Fitness Equipment	Department of Infrastructure, Transport, Re		4-Dec-2018 Regional Development	3-Dec-2018	2-Jan-2020	\$20,000.00		CANTERBURY-BANKSTOWN COUNCIL	No	No		0	4-Dec-2018 2:53 pm (ACT Local Time)
GA26789	Upgrade to Picnic Shelters	Department of Infrastructure, Transport, Re		4-Dec-2018 Regional Development	3-Dec-2018	27-Dec-2019	\$15,000.00		CANTERBURY-BANKSTOWN COUNCIL	No	No		0	4-Dec-2018 2:54 pm (ACT Local Time)
GA202501	Provide financial support to local councils to deliver priority local road and o	Department of Infrastructure, Transport, Re		18-Nov-2021 Local Government	11-Nov-2021	30-Jun-2023	\$3,358,662.00	GO5254	Canterbury-Bankstown Council	No	No		0	18-Nov-2021 8:02 pm (ACT Local Time)
GA156138	The Refurbishment of the Max Parker Pool (Stage 1) project will undertake	Department of Infrastructure, Transport, Re		16-Mar-2021 Regional Development	4-Mar-2021	30-Sep-2021	\$1,000,000.00	GO3141	Canterbury-Bankstown Council	No	No		0	16-Mar-2021 12:30 pm (ACT Local Time)
GA140744	Provide financial support to local councils to deliver priority local road and o	Department of Infrastructure, Transport, Re		7-Dec-2020 Local Government	10-Aug-2020	31-Dec-2021	\$1,679,331.00	GO4117	City of Canterbury-Bankstown	No	No		0	7-Dec-2020 9:37 am (ACT Local Time)
GA33859-V1	Canterbury Bankstown Council Closing the Loop on Waste Project	Department of Infrastructure, Transport, Re		14-Feb-2019 Regional Development	8-Feb-2019	7-Dec-2021	\$1,047,455.00	GO1140	Canterbury-Bankstown Council	No	No		0	8-Jul-2020 4:42 pm (ACT Local Time)
GA26936	Installation of Accessible BBQ	Department of Infrastructure, Transport, Re		5-Dec-2018 Regional Development	4-Dec-2018	4-Jan-2020	\$10,000.00		CANTERBURY-BANKSTOWN COUNCIL	No	No		0	5-Dec-2018 11:43 am (ACT Local Time)
GA22945	Crosscurrents -City of Two Rivers	Department of Infrastructure, Transport, Re		12-Oct-2018 Humanities	2-Oct-2018	30-Jun-2020	\$126,500.00		Canterbury-Bankstown Council	No	No		0	12-Oct-2018 9:10 am (ACT Local Time)

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SUPPORTING PLAN

Asset Management Strategy 2022-32

June 2022



Document Control

This document was originally adopted by the City of Canterbury Bankstown on 26 June 2018.

Version	Years Covered	Date Adopted
1	2018-2028	26/06/2018
2	2019-2029	25/06/2019
3	2020-2030	23/06/2020
4	2021-2031	22/06/2021
5	2022-2032	23/06/2022

7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

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



Clean & Green

A cool, clean and sustainable city with healthy waterways and natural areas

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



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

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



Moving & Integrated

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

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



Healthy & Active

A motivated city that nurtures healthy minds and bodies

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



Liveable & Distinctive

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

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



Leading & Engaged

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

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



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Vision and values

CBCity 2036 - City Vision

“The City of Canterbury Bankstown is thriving, dynamic and real”

Our Corporate Vision

“A leading organisation that collaborates and innovates”

Our Corporate Mission

“To provide quality services to our community every day”

WE STICC TO OUR VALUES



We act
Committed to
safety



We work as
one **team**



We work with
integrity



We care about
our **Customers**



We
**continuously
improve**

A photograph of a person, likely of Indigenous Australian descent, standing in a forest. The person is wearing a white body paint with red and black markings. They are holding a large pile of green leaves and branches. The background is a blurred forest floor with dry leaves and twigs.

Acknowledgement

CBCity acknowledges the traditional custodians of this land, the Darug and the Eora peoples. We recognise and respect their cultural heritage, beliefs and relationship with the land, and pay our respects to their Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Executive Summary

The City of Canterbury Bankstown (CBCity) is the custodian of an extensive portfolio of infrastructure, community and operational assets that assist Council in delivering services to the community.

The Total Gross Replacement Cost (GRC) of our assets are valued at an excess of \$4.8 billion. This includes the value of non-depreciable and non-infrastructure assets such as Land, Plant and Equipment. Council's four major depreciable infrastructure asset groups (Roads, Buildings & Other Structures, Open Space & Recreation and Stormwater Drainage) are currently worth over \$3.9 billion (with roughly \$600 million valued for bulk earthworks) with an annual depreciation of approximately \$67 million.

This report aims to address the two most pressing issues faced by local governments. To develop funding and resourcing strategies to address the growing renewal gap and to clear existing unfunded renewals within a reasonable timeframe. This will enable the optimisation of renewal and maintenance budgets to minimise overall costs and impacts to the community.

Based on the infrastructure assets lifecycle models, an average of \$60 million p.a. has been calculated as the funds required to negate the existing renewal gap and resolve most of the unfunded renewals over the 10-year midterm period.

To address this issue Council has adopted a new financial scenario for the next 10 years. In May 2021, IPART approved Council's application to permanently increase its general income through a Special Rate Variation (SRV). The SRV allows for increases in rates to be applied gradually each year over the next five years.

Modelling indicates there will be insufficient funds over the next 10 years for ongoing maintenance and renewal works, with the current adopted budget, of \$9.4 million p.a. averaged over this period. However, the adopted SRV will reduce the renewal gap existing unfunded renewal.

In addition to the base case, four scenarios have been modelled to see the effect they will have on the lifecycle management of Council's extensive asset portfolio. The scenarios involve either an additional SRV or alternative funding strategies during the next 10-year period to address the renewal gap.

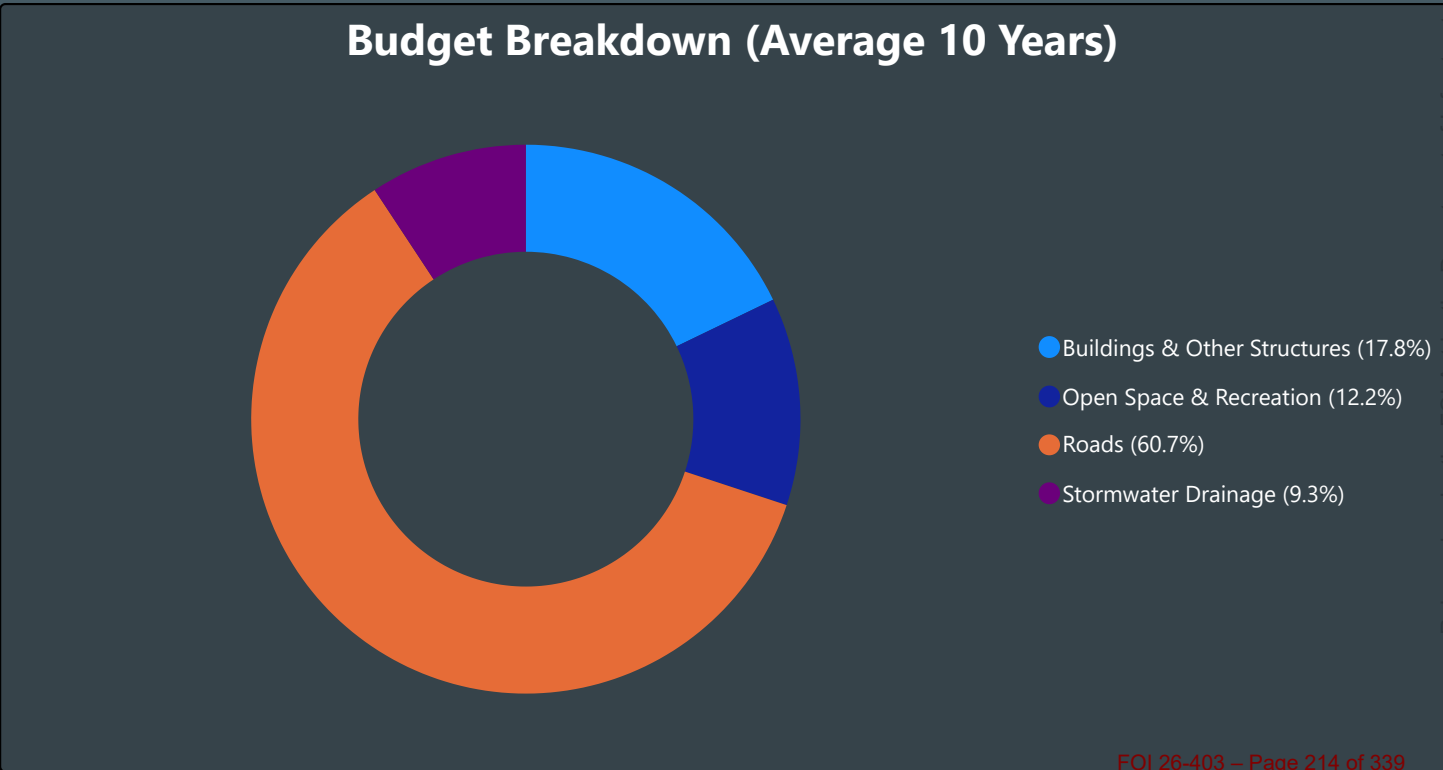
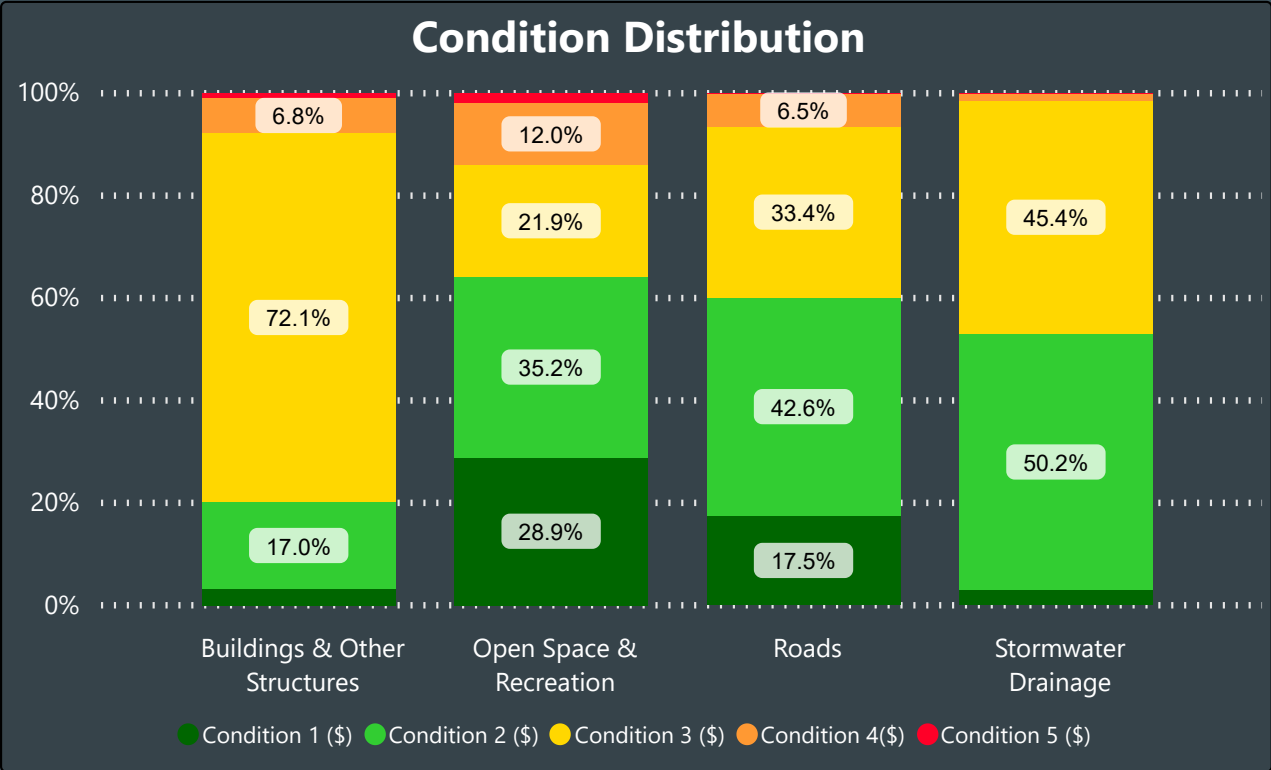
Section 4 outlines the rationale behind each proposed strategy to address the funding gaps to deliver the required level of service to a satisfactory standard for our community.

A visual summary of the 'State of the Asset' Report detailing the Required vs Actual Budget, Condition Distribution and the proposed Budget Allocation for each major infrastructure asset group has been provided in the following page.

State of Major Assets Infrastructure Portfolio

Current Replacement Cost
\$3,357,300,692
Current Average Annual Budget
\$50,582,200
Required Average Annual Budget
\$59,989,200
Average Annual Renewal Gap
\$9,407,000
Unfunded Renewal
\$101,577,555
Average Condition
2.4

Asset Management Group	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget (10 year)	Unfunded Renewal	Annual Depreciation
▲						
Buildings & Other Structures	\$759,314,838	\$386,015,536	\$8,262,296	\$11,723,182	\$28,081,378	-\$21,867,313
Open Space & Recreation	\$171,089,941	\$113,386,958	\$6,303,708	\$7,189,404	\$12,164,325	-\$6,277,994
Roads	\$1,719,575,064	\$1,172,106,288	\$31,238,894	\$35,628,082	\$55,872,291	-\$32,515,157
Stormwater Drainage	\$707,320,850	\$440,089,251	\$4,777,302	\$5,448,532	\$5,459,562	-\$6,698,360



Section 1: Background

Introduction

The City of Canterbury Bankstown (CBCity) is the custodian of an extensive portfolio of infrastructure, community and operational assets that assist Council in delivering services to the community. These assets include roads, footpaths, drainage and water quality devices, parks, sporting complexes and playgrounds, libraries, amenities and other community buildings as well as Council's administration facilities, depots and other operational assets. If they were to be built today the overall cost would be more than \$4.8 Billion.

Asset management is recognised by all levels of government as one of the most significant issues facing local governments throughout Australia today. This Asset Management Strategy (AMS) is the cornerstone to Council's approach to Strategic Asset Management (SAM). The purpose of this Strategy is the development, implementation and administration of service centric, community focused and sustainable asset management across Council.

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

This Strategy is dynamic. It will undergo regular reviews to ensure alignment with Council's service delivery practices, financial sustainability indicators, asset management maturity and annual Operational Plan processes.

Goals and Objectives

Council is strongly committed to delivering high quality assets and services to the community and complying with its legislative requirements. Implementing this Strategy will lead to:

- **Outcome focused assets:** Improved services and assets utilising fewer resources through better aligning future services and assets
- **Informed decision making:** An understanding of the nature and condition of our assets and the effects our actions have on them
- **Sustainable lifecycle management:** A key set of actions that will allow us to manage the provision of these assets into the future at lowest long-term cost
- **Budget allocation:** Being able to assign appropriate levels of funding for both the renewal and upgrade of existing assets
- **Prioritised maintenance:** Being able to assign appropriate levels of funding for operational actions for each asset group in line with service level targets
- **Understanding limitations:** Being able to clearly define what service levels can be delivered with the resources available
- **Minimising risk:** Identifying and planning for potential asset related risks with the resources available

At its highest level, this AMS is driven by the City of Canterbury Bankstown's Asset Management Policy. The adopted Asset Management Policy (shown in Attachment C) outlines Council's commitment to serving the community as required through lifecycle asset management and provides guidance about what outcomes should be achieved. It provides a clear direction for managing assets and sets the framework for the development of our asset management practices and processes.

The AMS details the current status (in terms of condition and asset funding requirements) of the City of Canterbury Bankstown's extensive asset portfolio, plan for improvement to further advance our asset management systems and the Strategic Actions necessary to develop best practice asset management across our Local Government Area.

This strategy also guides the ongoing management of various asset groups, through the development and review of Asset Management Plans (AMPs) for major asset groups and Facility Asset Management Plans (FAMPs) for significant facilities. These plans detail the actions and resources required for the ongoing lifecycle management of the assets.

The City of Canterbury Bankstown has developed and will continue to commit to refining a modern Asset Management System to put its strategies and plans into action. This is being done as part of the ongoing SAM Program.

An effective Asset Management System needs to provide:

- A whole of Council relational database for asset information, supported by a logical data schema to govern interactions with other Council systems and to automate as far as possible data exchanges
- Data logging and workflow devices to streamline the issue of works and the acquisition of work details and other asset data
- Asset scenario modelling tools to allow various strategic options to be assessed
- User systems to enable the asset information to be easily viewed and used for informed decision making at all levels, across the whole of Council
- Documented business procedures and processes to support these initiatives.

The principal objectives of the system are to:

- Provide accurate inventory and condition information of Council's assets
- Facilitate efficient day-to-day management of Council's assets
- Enable objective asset planning and adopted strategies based on a sound knowledge of the current state of Council's assets i.e., long-term impacts of funding decisions
- Allow the adoption of robust depreciation and other lifecycle cost measures
- Ensure an optimal arrangement of assets are employed to support the services delivered to the City of Canterbury Bankstown community
- Ensure the service delivery potentials of the assets are maximised whilst related risks and costs are minimised over the entire lifecycle of each asset.

The Integrated Planning and Reporting Framework

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

Under the Local Government Act 1993, Councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework. IP&R requires councils to draw their various plans together and understand how they interact. It also acknowledges that the City is constantly changing and that decisions made now may have a long 'lead' time before they are realised in the future.

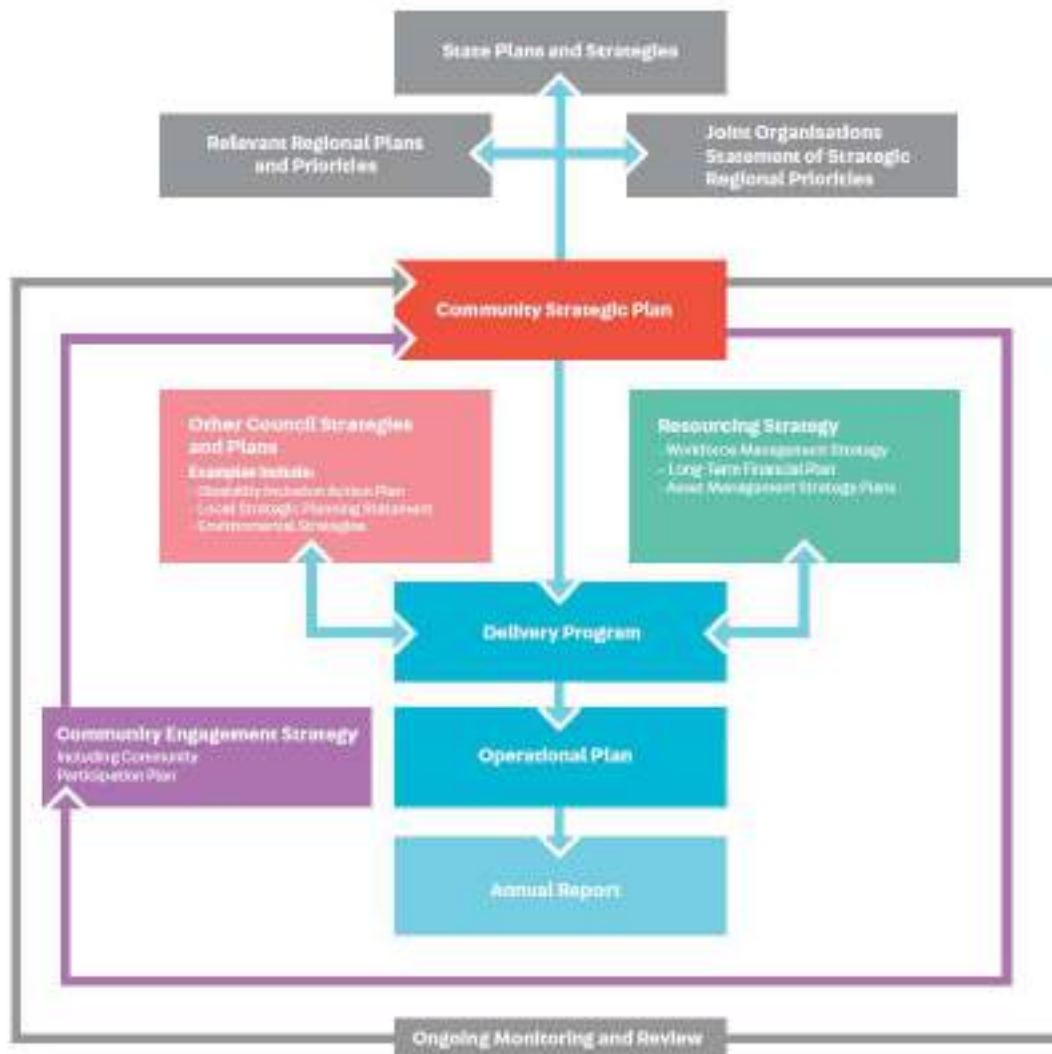
Council's IP&R obligations are detailed in Section 8c of the Local Government Act 1993 which outlines the principles for strategic planning that must be applied to the IP&R Framework.

These principles are to:

- identify and prioritise key local community needs and aspirations and consider regional priorities;
- identify strategic goals to meet those needs and aspirations;
- develop activities, and prioritise actions, to work towards the strategic goals;
- ensure that the strategic goals and activities to work towards them may be achieved within Council resources;
- regularly review and evaluate progress towards achieving strategic goals;
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals;
- collaborate with others to maximise achievement of strategic goals;
- manage risks to the local community or area or to the Council effectively and proactively; and
- make appropriate evidence-based adaptations to meet changing needs and circumstances.

Decisions made by Council should:

- recognise diverse local community needs and interests;
- consider social justice principles – access, equity, rights and participation;
- consider the long term and cumulative effects of actions on future generations;
- consider the principles of ecologically sustainable development; and
- be transparent and accountable in decision-making.



The Community Strategic Plan

CBCity 2036 guides the City of Canterbury Bankstown for the next decade and beyond on its journey to be a thriving, dynamic and real city of people who are interested and interesting – unapologetically themselves.

It's based on thousands of conversations with residents, businesses and government agencies, and interprets their vision into a blueprint to transform the City of Canterbury Bankstown.

CBCity 2036 is for the people who live, visit and work in Canterbury–Bankstown now and in the future. These people want what everybody wants - to be happy, healthy and safe in a community that:

- provides for their needs;
- values their culture, religion, and heritage;
- respects the environment;
- considers the future; and
- respects the past.

Council's response to CBCity 2036 can be found in its Delivery Program annual Operational Plans.

The Delivery Program

The Delivery Program examines the important issues facing the Council and outlines the priorities for the Council term to ensure that services continue to meet community expectations in terms of quality and value for money.

The Operational Plan

Annual Operational Plans expand on the priorities in the Delivery Program by identifying the specific services and projects Council will provide annually, and

The Resourcing Strategy

Other supporting strategies and plans ensure that Council's work is integrated and well planned, chief amongst these, being the Resourcing Strategy, which comprises a 10-year Asset Management Plan, 10-year Long Term Financial Plan and a three-year Workforce Strategy. The Resourcing Strategy ensures that Council has all of the resources it needs to deliver on its commitment to the community.

Section 2: Our City

The City of Canterbury Bankstown was formed on 12 May 2016, amalgamating the former Bankstown and Canterbury Councils. With more than 378,000 residents (2020 Estimated Residential Population), we are currently one of the most populous local government area (LGA) in New South Wales. CBCity is located in Sydney's south-western suburbs, between eight and 23 kilometres of the Sydney CBD. The City occupies a strategic position within Sydney's primary transport and freight corridors, accessible by air, rail, and road and only 30 minutes from Sydney (Kingsford Smith) Airport and Port Botany. There are 18 employment land precincts located across the LGA comprising about 986 hectares of employment land, providing an array of opportunities.

The City is a gateway to western and southern Sydney, traversed by major state and regional roads including the M5 Motorway, Hume Highway, King Georges Road, Henry Lawson Drive, Canterbury Road, Roberts Road and Stacey Street. It contains important freight routes, providing a conduit for mineral and agricultural exports from regional NSW to Port Botany. It is also crossed by three rail lines: the Australian Rail Track Corporation (ARTC) freight line, and the East Hills and Bankstown commuter lines. Under the Sydney Metro Project, stations along the Bankstown Line to Bankstown Station will be converted from heavy rail to rapid transit standard. Construction began in mid 2017.

On the far western border of the City lies Sydney Metro Airport Bankstown, one of two leading general aviation airports in NSW. It is a major centre of economic activity operating as the base for NSW Police Air Wing, the NSW National Parks and Wildlife Service, the Royal Flying Doctor Service, NSW Forests, Greater Sydney Area Helicopter Medical Service, and the Aviation Studies program of the University of NSW. In October 2020, construction commenced on a new 'vertical city' campus of the Western Sydney University in the heart of the Bankstown CBD where 10,000 students and 700 staff, with facilities for the teaching of health, education, manufacturing and IT students will be accommodated.

The City of Canterbury Bankstown features two significant health precincts, Canterbury Memorial Hospital and the Bankstown-Lidcombe Hospital. In July 2020, The NSW Government called for proposals to secure a site to provide a new world-class \$1.3 billion Bankstown-Lidcombe Hospital.

- **We are a fast-growing City:** expected to reach 500,000 people in the next 20 years. We are a diverse City: In the City of Canterbury Bankstown, 44 per cent of our population were born overseas and 60 per cent speak any one of around 100 languages and dialects. This is almost double the diversity of Greater Sydney.
- **We are a productive City:** home to over 38,456 businesses and 118,897 local jobs, up from 32,432 and 114,679 in 2017 respectively. This results in \$16.42 billion in output making the City of Canterbury Bankstown the eighth largest economy in NSW and a contributor of 4.1% of Greater Sydney's employment. The City is well placed to capitalise on the growth of knowledge intensive, healthcare and education employment sectors.

- **We are a young City:** nearly 50 per cent of the City is younger than 34 years old. This is a huge opportunity - young people are tech-savvy, innovative and are the future leaders. They are optimistic and excited about the future, and the future of our City.
- **We are a beautiful City:** there are large expanses of native bushland, quality arts and sporting facilities, numerous recreational parklands and reserves, and access to the Georges and Cooks Rivers.

YOUR CITY



YOUR ASSETS



YOUR COMMUNITY



378,425

est. population in 2021

500,000

population by 2036

35

median age

44%

born overseas

60%

speak a language
other than English

18.8%

over 60

24.2%

under 18



1

art centre



121

schools



1

university



2

TAFE campuses



2

hospitals



9

libraries



75

water
quality devices



660+

drainage
conduits

Council's Asset Portfolio

Council's extensive asset collection includes:

- Infrastructure like roads, footpaths, drains and parks
- Community buildings like parks amenities, town halls and community and aquatic centres
- Operational assets like the administration centres and depots and plant & equipment
- Natural and heritage assets

Council also has some residential and commercial properties.

A snapshot of each of the Infrastructure Assets including Road, Open Space, Stormwater and Buildings and Other Structures are shown in following pages.

Our road assets – a snapshot



Road Pavement
Over 900 km of Paved Road



Bridges
101 Pedestrian Bridges
50 Vehicular Bridges



Ground Level Carparks
166 Ground Level Carparks



Kerb and Gutter
Over 1800km of Kerbs built within the LGA



Traffic Management Devices
Over 4500 individual units including:

- 313 Roundabouts
- 1032 Median Islands
- 1010 Speed Humps
- 895 Kerbside Islands
- 192 Pedestrian Crossing
- 868 Pedestrian Fencing



Footpaths
Over 1200 km of Footpaths built within the LGA



Street Furniture
Over 7100 individual units across 12 different asset types



Road Signs
Over 43,000 individual warning and regulatory signs

Our stormwater drainage assets – a snapshot



Drainage Conduits

Over 720km of conduits constructed including:

- RCP Pipes
- Culverts
- Open Drains
- Subsoil Drainage Systems



Drainage Devices

Over 27,000 pits constructed including:

- Surface Pits
- Buried Pits
- Combined Kerb Inlet Pits
- Head Walls



Water Quality Devices

201 Devices installed around the LGA including:

- Underground Proprietary Devices
- Gross Pollutant Traps
- Biofilters
- Stormwater Harvesting Schemes



Flood Mitigation

2 flood levees constructed at critical areas within the LGA

Our buildings and structure assets – a snapshot



1 Community Facilities

100 different facilities including community, children's and other essential services



2 Leisure and Aquatic Facilities

5 different facilities constructed around the LGA



3 Libraries

9 different libraries located in central locations around the LGA



4 Multi Story Carparks

6 Multi Story Carparks



5 Other Major Structures

42 Major Structures including:

- 24 Grandstands
- 9 Outdoor Pools
- 5 Skate Parks
- 4 Wharves



6 Operational Buildings

42 different buildings for administration, operation and support services



7 Park Buildings and Facilities

217 unique park building which include amenities, club houses, gardener's sheds and more



8 Tenanted Properties

31 different tenanted properties that are used for investment purposes

Our open space and recreation assets – a snapshot



1 Parks and Sport Fields

623 Parks including 324 different sport fields



2 Natural Spaces

Open Space across our city comprises of:

- 440 Hectares of Sportgrounds
- 340 Hectares of Parkland
- 350 Hectares of Natural Bushland



3 Golf Courses

2 Golf Courses



4 Irrigation

164 fields with irrigation services



5 Park Furniture

Over 8000 individual units including:

- 2660 Seats
- 1099 Water Devices
- 600+ Bins
- 123 Cricket Wickets
- 100km + of fencing



6 Lighting

1330 permanent light poles installed in parks and sport fields



7 Playgrounds

281 Playgrounds across 280 different parks and reserves



8 Park Signs

Over 3,100 individual signs

Asset Values

Table 1 below summarises the valuation figures of the Asset Management Groups. These figures are for 30 June 2021. Table 1 does not include allowances for asset replacement or renewal works that are underway or are proposed. For the breakdown of these figures to the various Asset Categories with the Asset Management Groups see Table B4 – Values of the Asset groups and categories in Attachment B.

Table 1 - Asset Group Values, 30 June 2021

Asset Management Group	Current Replacement Cost	Written Down Value
Roads	\$1,719,575,064	\$1,172,106,288
Buildings & Other Structures	\$759,314,838	\$386,015,536
Open Space & Recreation	\$171,089,941	\$113,386,958
Stormwater Drainage	\$707,320,850	\$440,089,251
Plant & Equipment	\$85,719,444	\$32,168,984
Land	\$765,483,524	\$765,483,524
Other Assets	\$97,512,765	\$54,240,832
Bulk Earthworks	\$623,236,197	\$623,236,197
Total Assets	\$4,929,252,623	\$3,586,727,570

Council owns depreciable infrastructure assets (Road, Buildings, Stormwater and Open Space only) that would cost over \$3.3 billion to replace today (GRC - Gross Replacement Cost, excluding Land, P&E, Bulk Earthworks and Other Assets). Their current “used” value or Written Down Value (WDV) is estimated to be approximately \$2.1 billion.

This AMS details proposals for the management of the assets in the four major Asset Management Groups (Roads and Transport, Buildings and Other Structures, Parks and Recreation, and Stormwater Drainage Assets) only. Plant and Equipment, Other Assets and Land are not considered further in this version of the AMS.

The initial non-depreciable earthworks associated with roads and drainage, permanent earthworks for flood mitigation structures and land (land under roads and parks, and other lots owned and/or managed by Council) are excluded from the lifecycle calculations of this Strategy.

Section 3: Current State of Assets

Each dashboard provides a visual representation of some essential information about the assets in each Group including the Required and Actual Budgets, Condition Distribution and the proposed Budget Breakdown for each Category.

State of Roads Infrastructure Assets Portfolio

Current Replacement Cost
\$1,719,575,064

Current Average Annual Budget
\$31,238,894

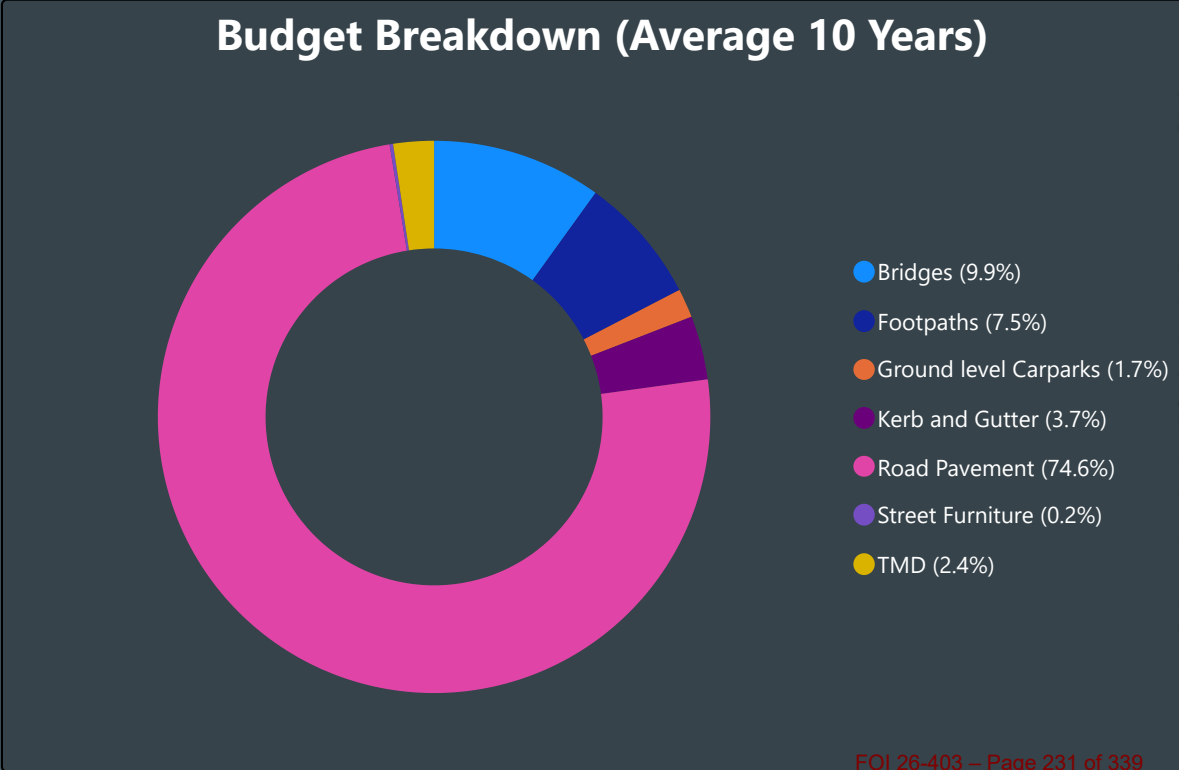
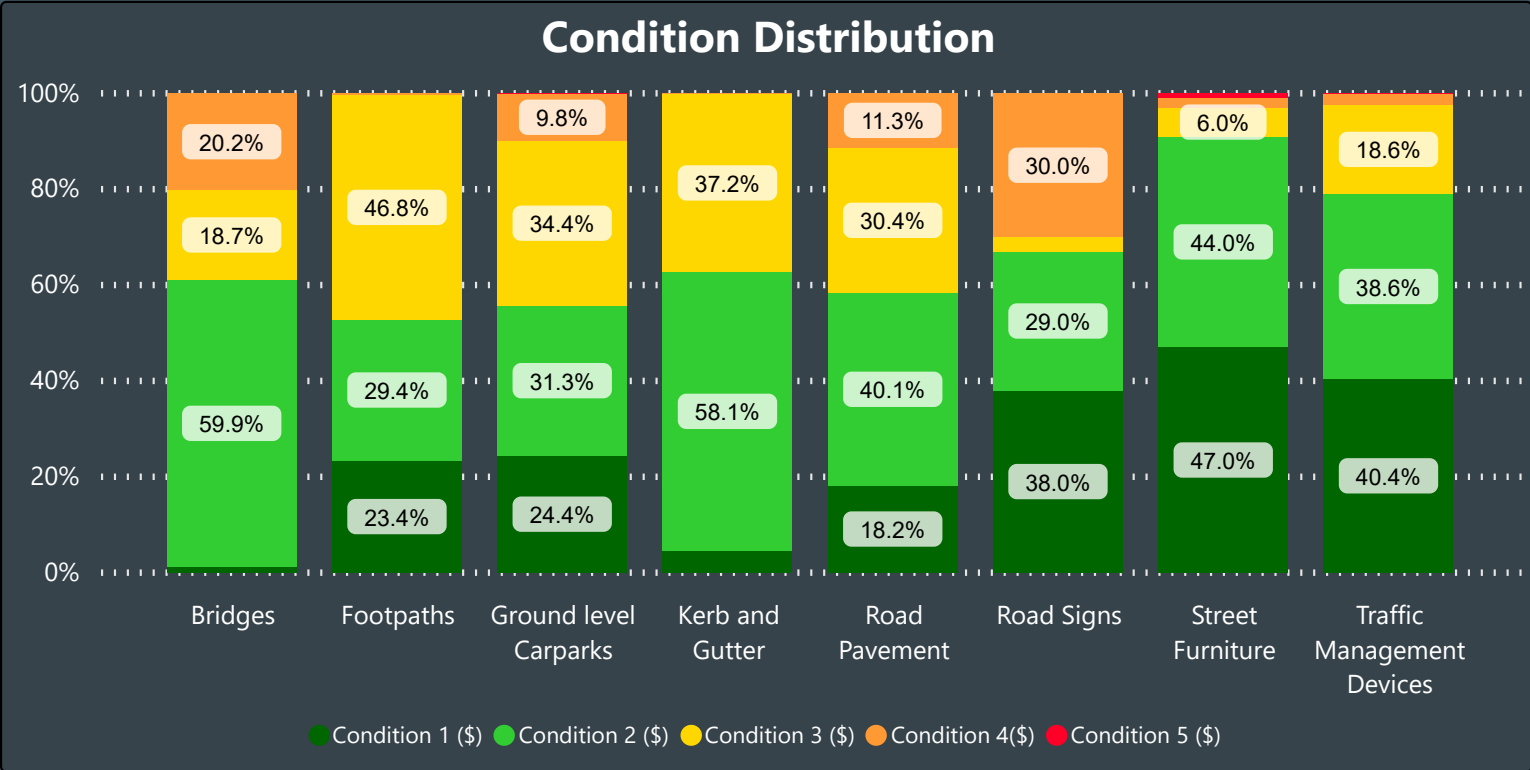
Required Average Annual Budget
\$35,628,082

Average Annual Renewal Gap
\$4,389,188

Unfunded Renewal
\$55,872,291

Average Condition
2.3

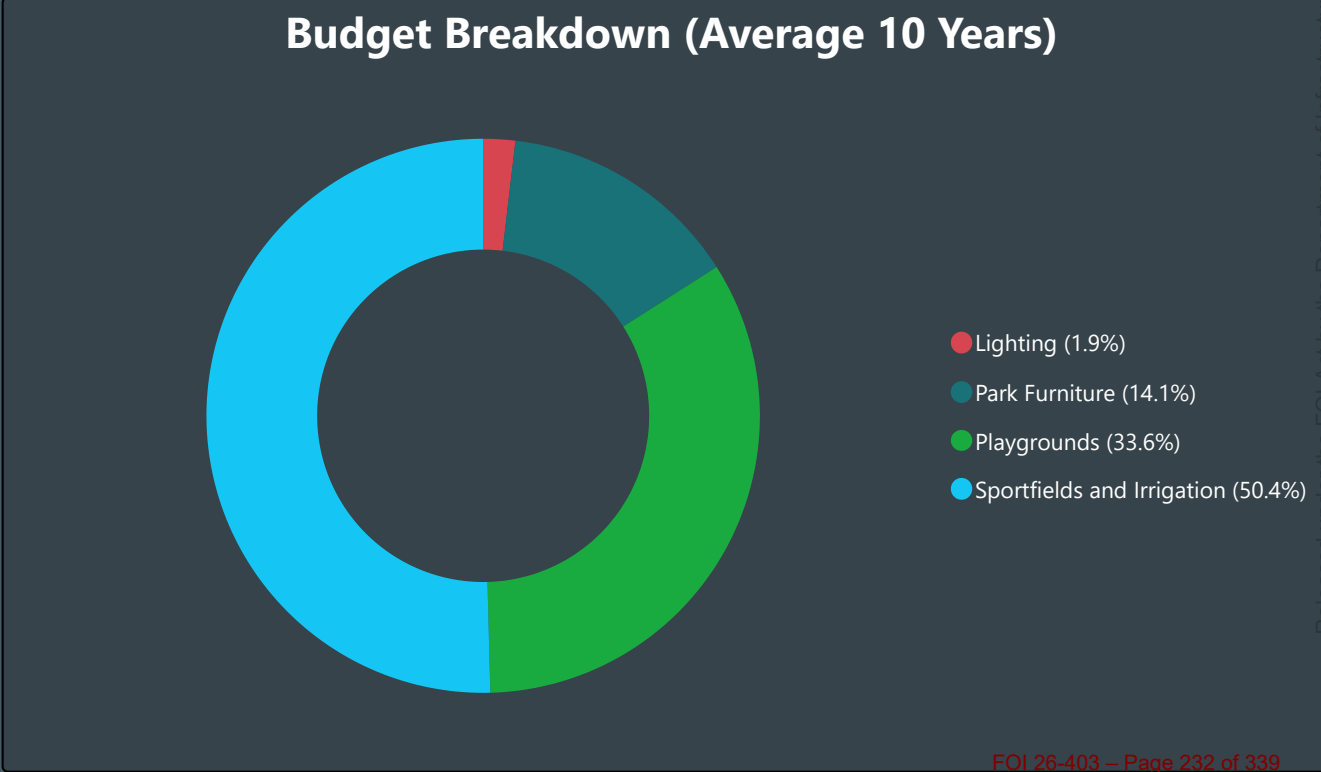
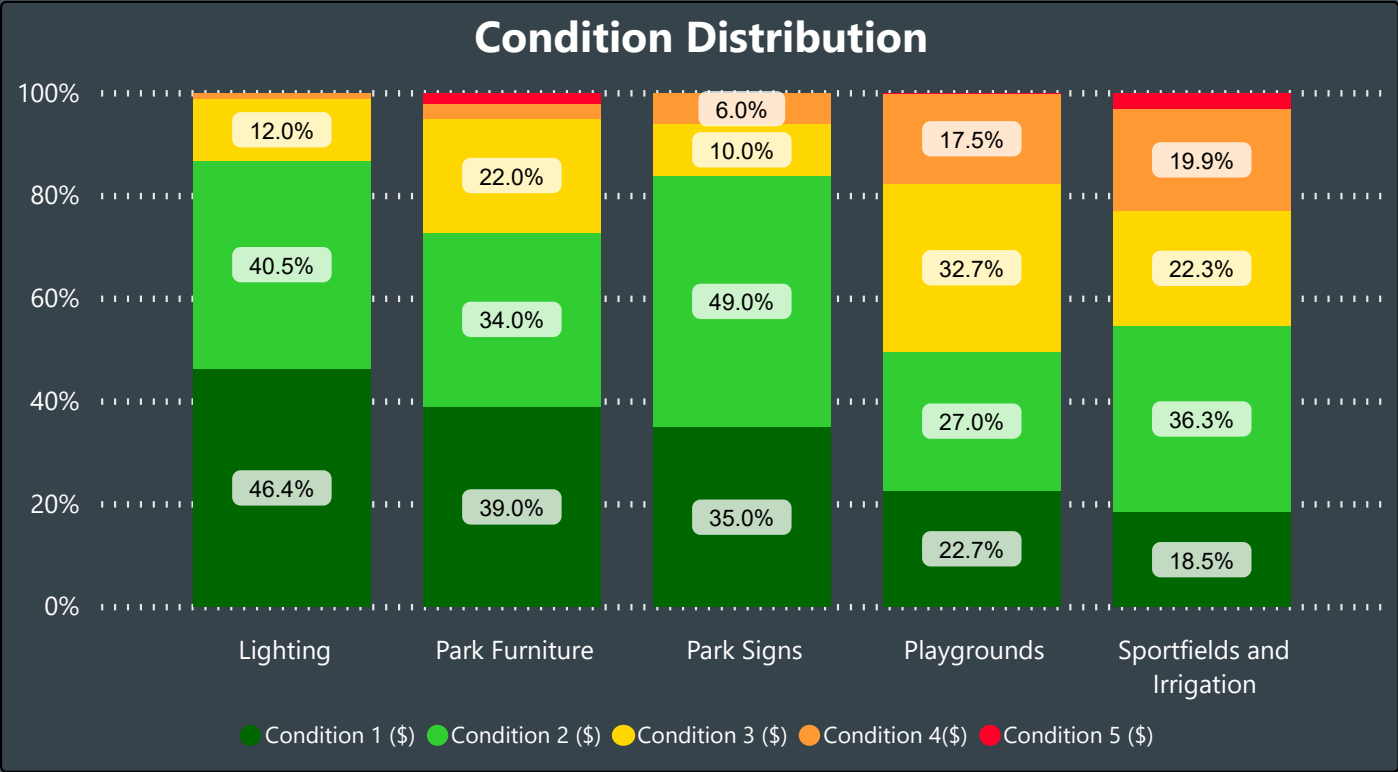
Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget (10 year)	Unfunded Renewal	Annual Depreciation
▲						
Bridges	\$58,125,988	\$32,686,705	\$3,104,717	\$3,540,942	\$5,870,725	-\$684,012
Footpaths	\$311,964,666	\$202,559,964	\$2,330,391	\$2,657,820	\$623,929	-\$5,248,676
Ground level Carparks	\$19,557,333	\$11,554,699	\$529,634	\$604,050	\$969,864	-\$768,574
Kerb and Gutter	\$379,648,484	\$255,821,565	\$1,165,196	\$1,328,910	\$189,824	-\$4,847,102
Road Pavement	\$806,668,664	\$567,000,682	\$23,303,912	\$26,578,204	\$45,412,561	-\$16,818,643
Street Furniture and Road Signs	\$15,805,698	\$10,041,804	\$63,556	\$72,486	\$1,243,198	-\$954,837
Traffic Management Devices	\$127,804,231	\$92,440,870	\$741,488	\$845,670	\$1,562,190	-\$3,193,312



State of Parks and Open Space Infrastructure Assets Portfolio

Current Replacement Cost
\$171,089,941
Current Average Annual Budget
\$6,303,708
Required Average Annual Budget
\$7,189,404
Average Annual Renewal Gap
\$885,696
Unfunded Renewal
\$12,164,325
Average Condition
2.2

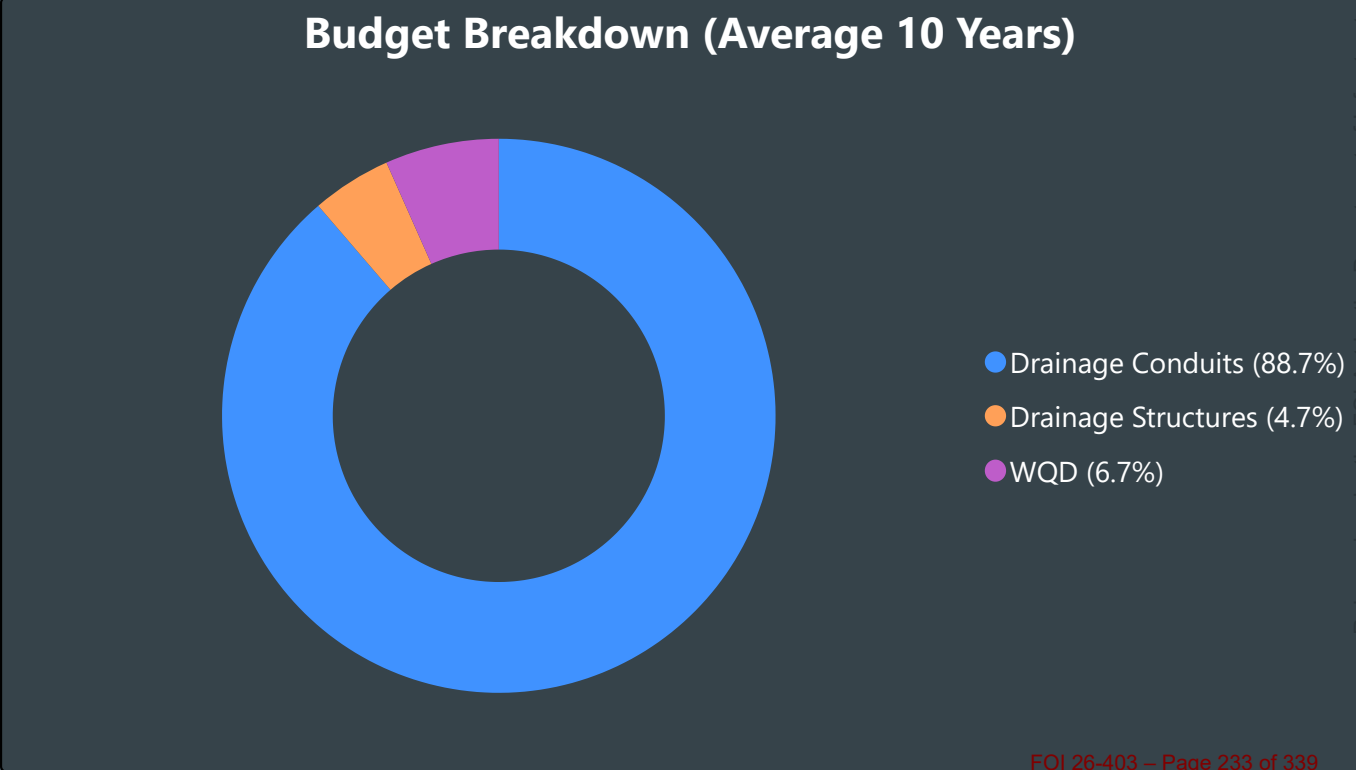
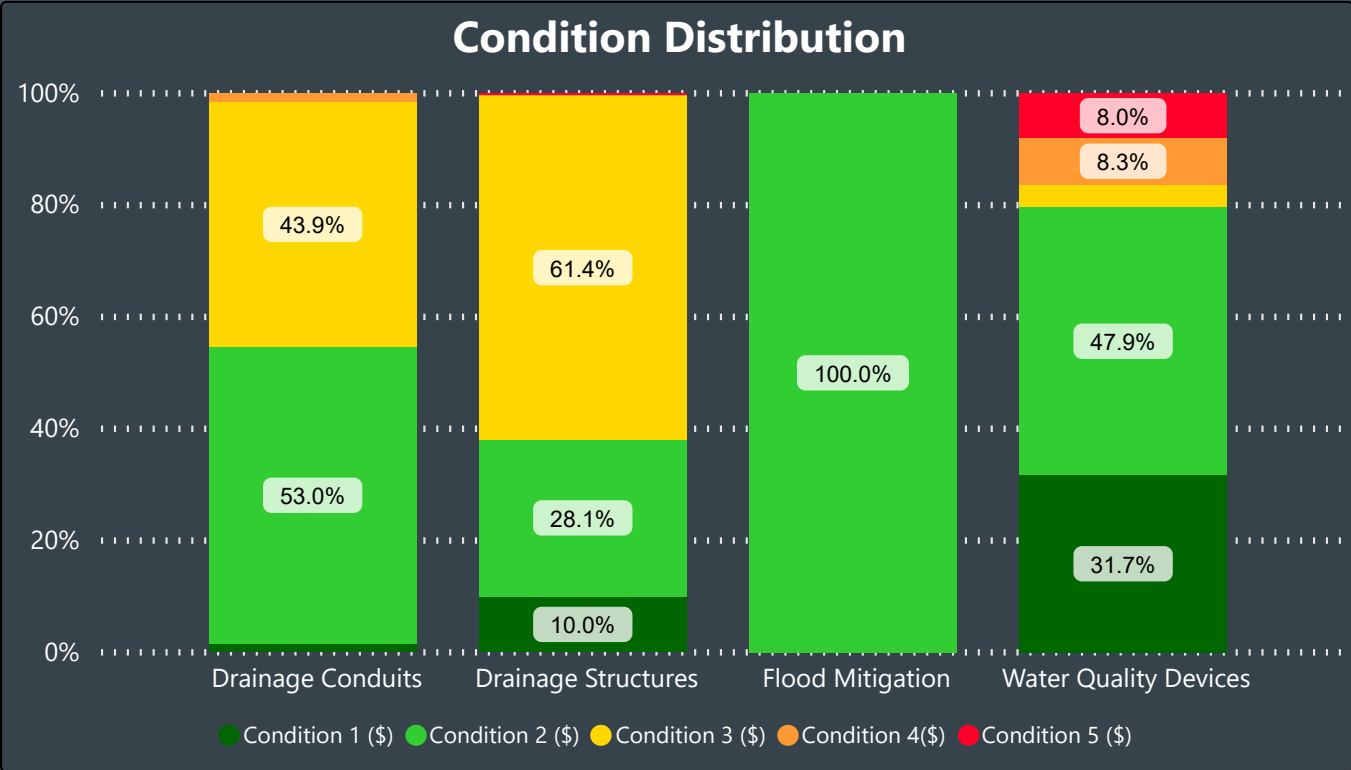
Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget (10 year)	Unfunded Renewal	Annual Depreciation
Lighting	\$23,241,610	\$19,303,473	\$117,579	\$134,099	\$127,829	-\$843,089
Park Furniture and Signs	\$51,584,597	\$33,976,810	\$889,786	\$1,014,804	\$1,455,127	-\$1,708,637
Playgrounds	\$20,223,896	\$13,085,536	\$2,118,537	\$2,416,200	\$1,782,676	-\$1,011,195
Sportfields and Irrigation	\$76,039,838	\$47,021,140	\$3,177,806	\$3,624,301	\$8,798,692	-\$2,715,073



State of Stormwater Drainage Infrastructure Assets Portfolio

Current Replacement Cost
\$707,320,850
Current Average Annual Budget
\$4,777,302
Required Average Annual Budget
\$5,448,532
Average Annual Renewal Gap
\$671,230
Unfunded Renewal
\$5,459,562
Average Condition
2.5

Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget (10 year)	Unfunded Renewal	Annual Depreciation
▲						
Drainage Conduits	\$610,878,017	\$378,869,089	\$4,237,075	\$4,832,401	\$4,581,585	-\$5,648,008
Drainage Structures	\$85,933,059	\$54,226,078	\$222,446	\$253,701	\$237,352	-\$859,331
Flood Mitigation	\$3,765,184	\$2,485,021	\$0	\$0	\$0	-\$37,652
Water Quality Devices	\$6,744,590	\$4,509,062	\$317,781	\$362,430	\$640,625	-\$153,370



State of Buildings and Structures Infrastructure Assets Portfolio

Current Replacement Cost
\$759,314,838

Current Average Annual Budget
\$8,262,296

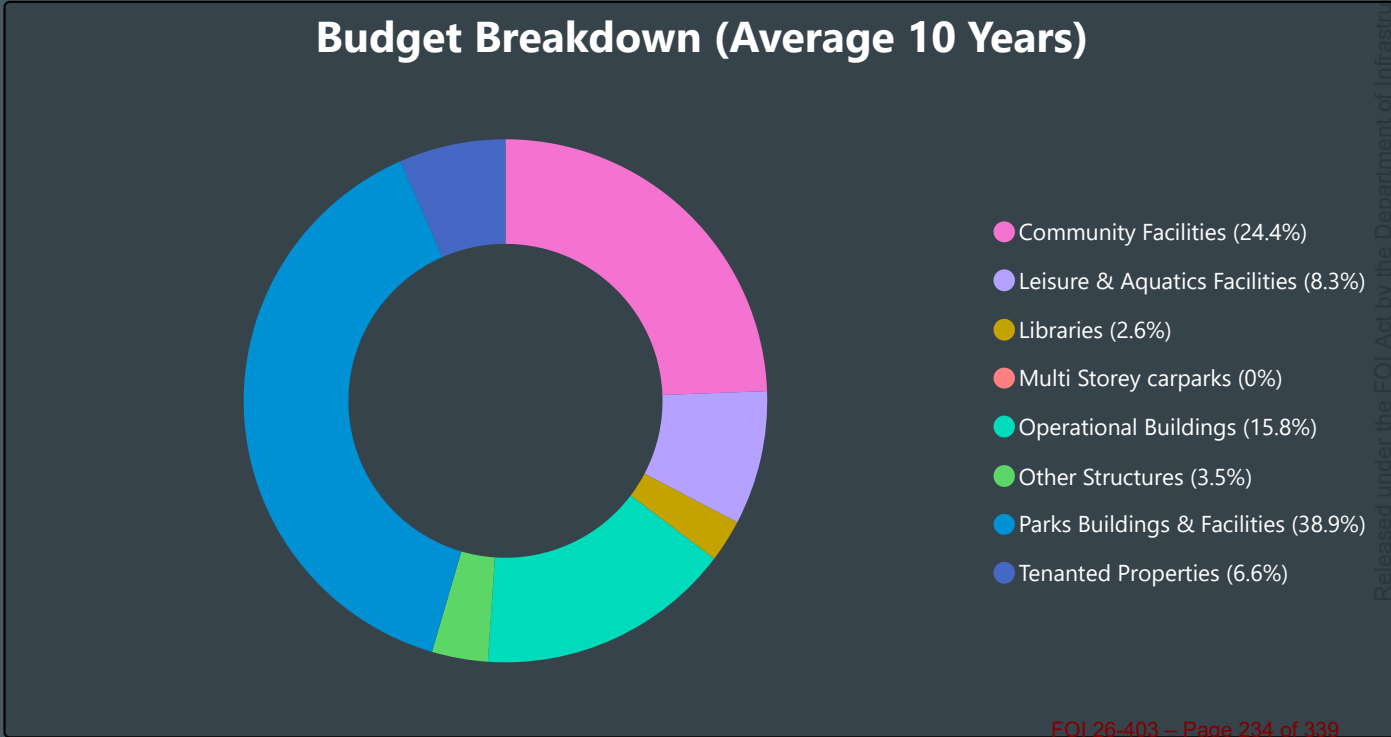
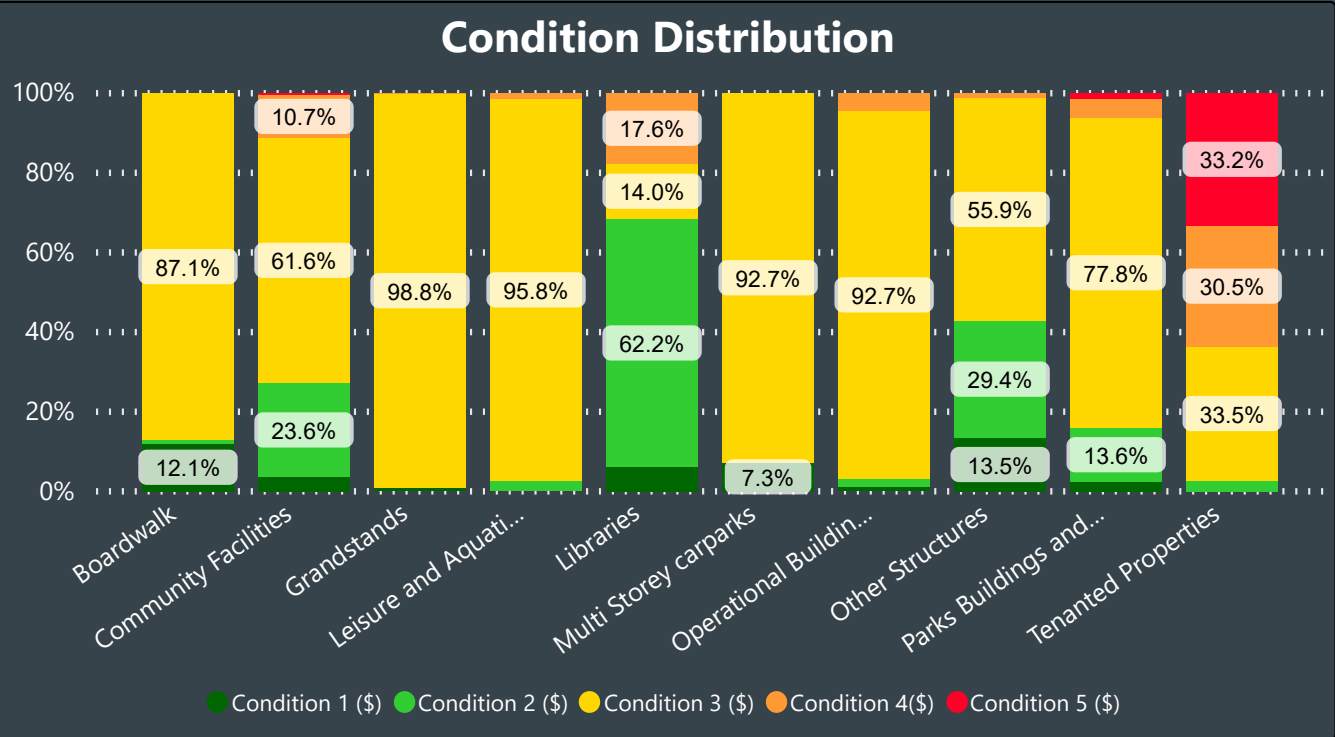
Required Average Annual Budget
\$11,723,182

Average Annual Renewal Gap
\$3,460,886

Unfunded Renewal
\$28,081,378

Average Condition
2.9

Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget (10 year)	Unfunded Renewal	Annual Depreciation
▲						
Boardwalk	\$5,896,795	\$3,285,762	\$245,250	\$279,710	\$0	-\$147,420
Community Facilities	\$133,059,000	\$67,980,492	\$1,788,133	\$2,557,051	\$7,425,969	-\$4,251,655
Grandstands	\$5,365,376	\$2,644,939	\$795	\$907	\$5,365	-\$97,199
Leisure and Aquatics Facilities	\$126,322,062	\$66,521,668	\$1,479,201	\$2,115,274	\$952,967	-\$3,564,417
Libraries	\$97,303,000	\$65,086,419	\$192,162	\$274,795	\$8,565,856	-\$2,500,993
Multi Storey carparks	\$41,556,900	\$15,829,381	\$0	\$0	\$0	-\$642,382
Operational Buildings	\$149,067,856	\$73,560,610	\$1,154,193	\$1,650,509	\$3,214,608	-\$4,485,229
Other Structures	\$30,263,848	\$19,853,541	\$71,735	\$81,814	\$189,480	-\$871,292
Parks Buildings and Facilities	\$157,457,000	\$68,219,330	\$2,849,875	\$4,075,355	\$4,734,039	-\$4,912,184
Tenanted Properties	\$13,023,000	\$3,033,394	\$480,952	\$687,767	\$2,993,094	-\$394,543



Asset Consumption Ratios

The asset consumption ratios of Council's assets (average "remaining service potential" left in assets, being the depreciable WDV divided by the depreciable GRC) are shown in Figure 1 - Asset Consumption Ratios.

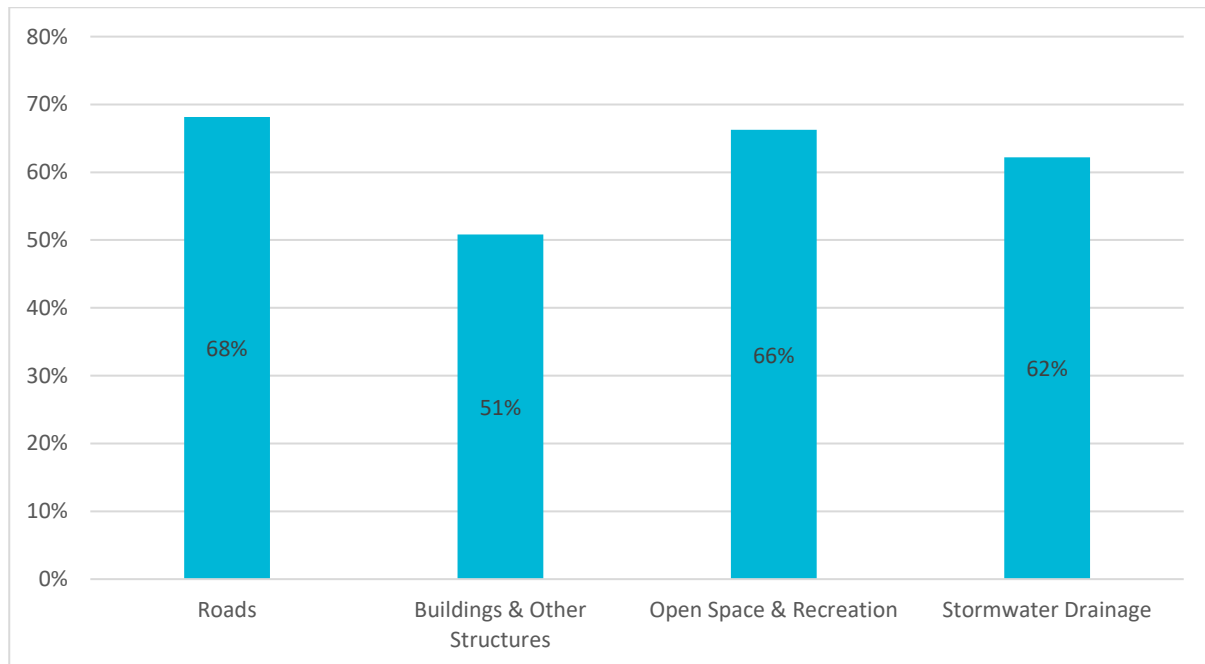


Figure 1 - Asset Consumption Ratios

The Asset Consumption Ratio is an indicator of the potential level of service remaining in an infrastructure group. A higher percentage indicates that a greater future service potential is available to the community.

For large collections of assets that are kept in services on an ongoing basis (like roads and buildings) the Consumption Ratio is also an indicator of the average asset group Condition. It may also indicate how well an asset group is being managed.

In layman's terms, ratios above 60% indicate the asset group remaining service potential is high and the average group condition is satisfactory. Provided that sufficient funding is maintained in the future, the group will continue to provide service at planned levels and will remain in satisfactory condition (this is optimal or near optimal lifecycle management). Ratios below 60% tend to indicate the group's service potential is below planned levels and that some assets in the group are below optimal condition – it is likely that the additional funding will address the situation.

Renewal Gap and Unfunded Renewals

Two broad measures are commonly used to quantify the sufficiency of ongoing infrastructure asset management funding. These measures are referred to as the *Renewal Gap* and the *Unfunded Renewals*. The shortfall of maintenance and renewal funding (if any) is known as the *Renewal Gap*. In numerous cases, asset condition, capacity and functionality has deteriorated below acceptable levels to the community and substantial funds need to be expended on such assets for rehabilitation, for safe and satisfactory operation.

The second term is “Unfunded Renewals” which is defined,¹ as the total cost of all asset treatments (maintenance and component/asset renewals) due for renewal or past its due date at the date of review. For asset management practices, Unfunded Renewal is calculated by estimating the cost of 50% of assets in condition 4 and 100% of assets in condition 5. The two most pressing challenges council is faced with are the increase in Renewal Gap and the increase in Unfunded Renewal.

Developing funding and resourcing strategies to address the Renewal Gap and clearing the Unfunded Renewal in a reasonable timeframe are the two key pressing issues across the whole of NSW local government. The Renewal Gap is also recognised at both state and federal level as one of the most pressing issues facing local government today. Detailed breakdown of the Renewal Gap and Unfunded Renewal for asset categories is provided in Table B5 in Attachment B. The average condition and the percentage of assets by Current Replacement Cost (CRC) in each condition rating for asset categories is provided in Table B6 in Attachment B.

A positive Renewal Gap indicates that Council is more than adequately funding asset renewal expenditures and the average condition of the Asset Group will improve over time. A negative Renewal Gap indicates insufficient asset renewal funding, and the average condition of the Asset Group will deteriorate over time and there may not be sufficient funds in the future to replace the assets when they reach the end of their useful lives. The Renewal Gap expenditure does not address the Unfunded Renewals but addressing the Renewal Gap will lead to the Unfunded Renewals reducing over time.

The Current Average Annual Budget figures provided in this report are from the current LTFP (Scenario 1 – Base Case, includes adopted SRV). The figures shown are the average over the 10 years of the LTFP for the costs budgeted for infrastructure renewal including the maintenance gap. Table 2 shows that for all four major Asset Groups the Current Average Annual Budgets are insufficient and have Renewal Gaps and/or Unfunded Renewals. Table 3 shows the condition profiles of the four major Asset Groups. These profiles are reasonable with most assets in Condition 3 or better with a small amount of unfunded renewals. Nonetheless, if medium term action (over the next 10 years) is not taken to address the asset maintenance and renewal expenditure shortfall the situation will deteriorate.

¹ International Infrastructure Financial Management Guidelines.

Table 2 - Estimated Infrastructure Asset Group Renewal Gap and Unfunded Renewal Totals 2021

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Current Average Annual Budget (10 year)	Annual Renewal Gap	Unfunded Renewal
Roads	\$1,719,575,064	\$1,172,106,288	\$35,628,082	\$31,238,894	\$4,389,188	\$55,872,291
Buildings & Other Structures	\$759,314,838	\$386,015,536	\$11,723,182	\$8,262,296	\$3,460,886	\$28,081,378
Open Space & Recreation	\$171,089,941	\$113,386,958	\$7,189,404	\$6,303,708	\$885,696	\$12,164,325
Stormwater Drainage	\$707,320,850	\$440,089,251	\$5,448,532	\$4,777,302	\$671,230	\$5,459,562
Total Assets	\$3,357,300,692	\$2,111,598,033	\$59,989,200	\$50,582,200	\$9,407,000	\$101,577,555

Table 3 - Estimated Infrastructure Asset Group GRC Weighted Condition Percentages 2021

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Roads	\$1,719,575,064	2.3	17.5%	42.6%	33.4%	6.5%	0.0%
Buildings & Other Structures	\$759,314,838	2.9	3.2%	17.0%	72.1%	6.8%	0.9%
Open Space & Recreation	\$171,089,941	2.2	29.0%	35.2%	21.9%	12.0%	1.9%
Stormwater Drainage	\$707,320,850	2.5	2.9%	50.2%	45.4%	1.4%	0.1%
Total Assets	\$3,357,300,692	2.4	11.8%	38.0%	44.10%	5.80%	0.30%

Section 4: Long Term Financial Strategy

Financial Scenarios

A financially sustainable council, as defined by the NSW Government, is one that over a long term can generate sufficient funds to provide the level and scope of services and infrastructure agreed with its community through the Integrated Planning and Reporting Process. (Source: NSW Government, 2012).

Council's Financial Strategy 2022 – 2032 has been developed with the aim of having an appropriately funded capital works program and maintaining a “fit for purpose” asset base. Five scenarios have been developed and included in the Long-Term Financial Plan.

Scenario 1: Base Case Option –IPART approved SRV to address asset renewal and maintenance gaps with additional loans to fund Council's Leisure and Aquatic Strategy

Scenario 2: Servicing Model Option – Base Case with funds distributed from infrastructure reserves to OPEX reserves to address resourcing requirements of a growing city

Scenario 3: Asset Management Model Option – Base Case with additional income to address Council's asset maintenance and renewal requirements over a 20-year time horizon

Scenario 4: Base Case without SRV Model Option – Base Case without additional funding from SRV nor the proposed borrowings

Scenario 5: Reduce Services Model Option – Council will cut the provision of existing services to deliver required asset renewals

The objective is to provide sufficient funds each year into an asset reserve to cover the Required Annual Budget for the maintenance and renewal of Council's existing infrastructure as determined in Council's asset lifecycle models (myPredictor).

This section details the projected annual renewal budgets required and annual maintenance gap for the infrastructure assets and compares them against the current and proposed Long Term Financial Plan's scenarios over the next 10 years. The figures have been calculated by making estimates for the required replacement and maintenance costs to ensure that assets can reach their complete potential service life. These values have been summarised in Table 4 below and more details can be found in Table B7 in the appendix.

These estimates have been tailored to the requirements of each asset type and have been cost weighted where asset categories in a Group have varying effective useful lives. The Required Budget figures shown are the projected averages for the next 10 years including allowances for inflation. The projected required annual infrastructure budget details from myPredictor were also utilised in the preparation of the LTFP.

Summary of Renewal and Maintenance Gap for Various LTFP Scenarios ('000)					
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Average Renewal Budget (10 years)	\$ 48,862	\$ 41,230	\$ 56,201	\$ 22,318	\$ 47,432
Total Renewal and Maintenance Gap over 10 years	\$ 94,070	\$ 170,386	\$ 20,681	\$ 412,258	\$ 161,111

Table 4 – Renewal and Maintenance Gaps Summary of the Long-Term Financial Plan Scenarios ('000)

Scenario 1

Base Case Option

IPART approved SRV to address asset renewal and maintenance gaps with additional loans to fund Council's Leisure and Aquatic Strategy.

The Base Case proposes a SRV over a four-year period starting from the 22/23 Financial Year. In addition, a \$30 million loan will be obtained in the 22/23 Financial Year and a further \$55 million loan in the 25/26 Financial Year to fund Council's adopted Leisure and Aquatics Strategy. This scenario completely addresses the Maintenance Gap that exists for Operational Expenditures (OPEX) as it includes a 10-year average of \$5.3 million p.a. in OPEX for additional services to the community.

However, based on the proposed budget projection for the next 10 years, funds will be shy of completely addressing the required renewal of Council's infrastructure assets. As a result, the average renewal gap is estimated to be \$9.4 million p.a.

For the four major Asset Groups, the total average annual amount budgeted for asset lifecycle renewal over the next ten years is approximately \$48.9 million p.a. (the actuals vary from year to year). Correspondingly over the next 10 years, the Required Average Annual Budget to keep the \$3.36 billion infrastructure asset stocks in satisfactory condition is of the order of \$60.0 million p.a.

Scenario 2

Servicing Model Option

Base Case with funds distributed from infrastructure reserves to OPEX reserves

The Servicing Model Scenario applies the same assumptions as the Base Case Scenario. However, it adjusts operational expenditure by diverting \$2.0 million of the approved SRV to OPEX to account for adjusted resourcing requirements of a growing city and meeting the ever-increasing community expectations around service level provision.

Although this model will result in improved services being provided to the community, due to the limitations in the IPART rate peg, available funds to be allocated to infrastructure reserves will be reduced, increasing the renewal gap to \$17.0 million p.a. in comparison to the \$9.4 million p.a. in scenario 1.

Scenario 3

Asset Management Model Option

Base Case with additional income to address Council's asset maintenance and renewal requirements over a 20-year time horizon

Scenario 3 provides the funding required to optimise the lifecycle management of Council's extensive infrastructure asset portfolio. That is, the medium term (20 years) asset renewal budgets required to maintain the current levels of service to the community. Hence, to address the renewal and maintenance gap, Scenario 3 proposes an SRV over two periods.

- \$40 million over four years starting from 2022/23
- \$17 million over four years starting from 2026/27
- \$85 million loan to fund Council's Leisure and Aquatic Strategy as per Scenario 1

The budgets shown in Scenario 3 (an average of \$56.2 million p.a.) will negate the existing Renewal Gap in 2027/28 and then resolve some of the Unfunded Renewals over the 10 years. It is predicted that an additional SRV in 2025/26 would potentially address most of the infrastructure assets maintenance and renewal requirements over a 20-year time horizon.

Scenario 4

Base Case without SRV Model Option

Base Case without additional funding from SRV nor the proposed borrowings

Scenario 4 has been labelled as the "Base Case without SRV" Model. This is the case in which the SRV application has been rescinded by Council in future years, leaving Council with no additional rate income. Under this scenario Council is not adequately funding its asset maintenance/renewal requirements, is unable to meet the service levels expected by our growing community and would not be able to fund its adopted Leisure and Aquatics Strategy.

This scenario will fail to address the existing maintenance and renewal gap and collude in deteriorating existing assets at an accelerated rate. This ultimately impacts the safety and quality of services provided to the community and also challenges the sustainability of asset maintenance and renewal in the future. A total of \$22.3 million p.a. is estimated as the available funding, resulting in an average renewal and maintenance gap of \$41.2 million p.a. over the 10-year period.

Scenario 5

Reduce Services Model Option

Council will cut the provision of existing services to deliver required asset renewals

The final scenario, "Reduce Services" Model is a scenario developed should Council decide not to proceed with the approved SRV. This model assumes that rather than applying the approved IPART SRV, that Council consider reducing services to deliver the required asset maintenance and renewal costs outlined in Council's Asset Management Plan over the next 10 years. The possible services to be reduced could consist of:

- Closing all aquatic facilities
- Closing all libraries except BlaKC (close 8 libraries)
- Ceasing all City Cleaning operations (litter bins, street cleaning, graffiti)
- Not undertaking any civic or community events
- Cease community grants program, aged and disability programs, and youth development programs
- Cease mowing in all parks
- Not undertake any parks garden works
- Cease mowing all sports fields

The final model projects a budget of \$47.4 million p.a. with an overall average renewal and maintenance gap of \$16.1 million p.a. over the 10-year period.

The lifecycle modelling carried out in myPredictor to support the LTFP and the AMS shows that overall Council's infrastructure assets (with the exception of some Buildings and Other Structures) are in satisfactory condition and their condition profiles (the mix of assets in each condition state) are reasonable. It can also be seen that LTFP Scenario 3 can reduce the renewal and maintenance gap. However, these assets are ageing, additional funding will be required to keep these assets in satisfactory condition in the future. In the Buildings and Other Structures group approximately 78.8% of the assets are in condition 3 or worse – these assets are getting old. In the coming years additional budgets will be required to replace these assets. In addition, there are certain asset groups such as stormwater that may need major upgrades due to their limited design capacity to manage flows. Some of Council facilities such as buildings are also required to be upgraded to better fit the purpose for the ever-growing community.

Section 5: Council's Asset Management Maturity

This section of the AMS provides an overview of Councils capacity to manage infrastructure assets and demonstrate value for money for infrastructure-based services.

How We Define Asset Management Maturity

Asset Management Maturity is the level or ability of the Council to achieve contemporary best practice asset management. In general terms, contemporary best practice asset management for the City of Canterbury Bankstown means the following:

- *We know what we own or have responsibility or legal liability for*
- *We have recorded these assets in a register down to an identifiable level and our valuations are reported at a component level*
- *We monitor the condition, functionality, capacity, performance, utilisation, and costs of assets down to the managed component level and aggregate this data up to give outputs of cost and performance at the portfolio levels*
- *We understand and have recorded the current levels of service in terms of reliability, repeatability and quality of service as well as our responsiveness to any asset failures*
- *We understand the likely future levels of service required based on population growth, demographic changes and community expectations*
- *We understand the long term (10 years plus) funding needs of our city to meet customer expectations in both capital and maintenance expenditure*
- *We monitor and report on the condition, performance and functionality of our assets against prescribed service levels and regulatory requirements*
- *We have uniform processes across our whole organisation for the evaluation of any investment in capital works (new/upgrade, renewal/rehabilitation), maintenance and operations*
- *We have a consistent method of developing annual needs-based budgets*
- *We regularly report and compare actual performance against planned performance – costs, service levels and responsiveness*

How We Measure Asset Management Maturity

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting (adopted by the Australian Local Government and Planning Ministers Council (LGPMC) on 8th March 2009) defined 10 elements. From these 10 elements, 11 core asset management practice areas have been developed to assess 'core' competency under the National Frameworks.

The 11-core asset management practice areas are:

Financial Planning and Reporting

- Strategic Long-Term Plan
- Annual Budget
- Annual Report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

This approach was developed by Jeff Roorda and Associates (JRA) for the Institute of Public Works Engineering Australia (IPWEA) and is now widely used across Australia.

Asset Management Maturity Matrix

In 2018, Council's Asset Management Team (AMT), in collaboration with the Asset Managers completed a self-assessment of the Council's Asset Management Maturity. This was based on the extensive experiences of the stakeholders involved and their understanding of best practice Asset Management. The results are shown in Figure 3.

This is the first Asset Management Maturity Assessment for the amalgamated City of Canterbury Bankstown. As shown, Council is within 85% - 95% of target apart from "Evaluation" currently at 50% of target. Further advancements need to be made to reach maturity for 2023 targets. The necessary actions are addressed in Section 6 of this AMS.

CBCity's Asset Management Maturity will be reviewed next financial year by engaging an independent party to assess whether the 2023 targets have been achieved.

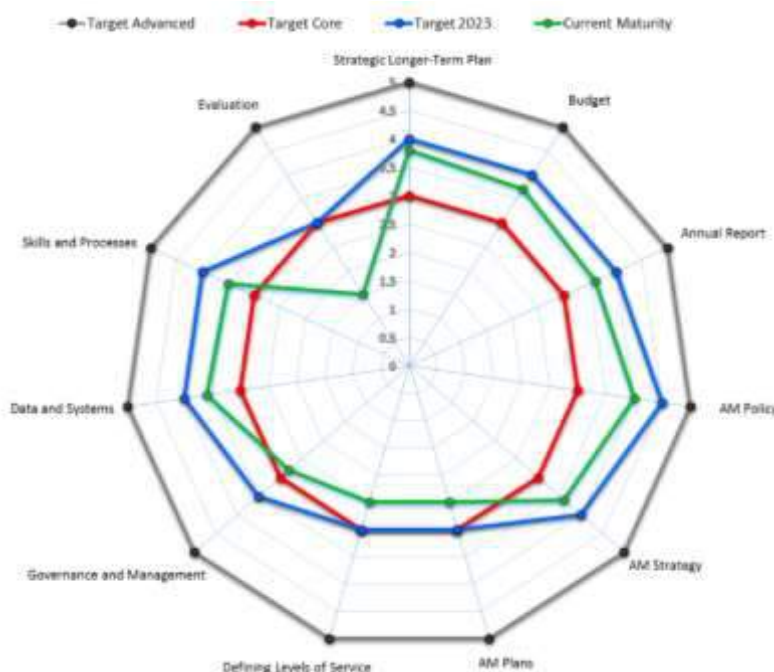


Figure 2 - Asset Management Maturity Spider Diagram

Section 6: Strategic Actions

The City of Canterbury Bankstown is facing a series of asset management challenges that are common to most LGA's throughout Australia. The majority of Council's assets were first constructed at the same time as the original suburbs were built in 1930-1950's. These assets are in the latter half of their expected lives, if not near the end. As such, their physical condition has deteriorated and will continue to deteriorate at an accelerated rate in the coming years.

At the same time, population growth and changing demographics are challenging the functionality and capacity of these assets. Community expectations are also changing, which will further impact the ability of these assets to meet the emerging needs of the community.

Adequately funding asset maintenance and renewal and reducing Unfunded Renewals will require Council to develop efficiencies, rationalise assets, review service levels, source additional grant funds, raise additional revenue and/or a mixture of some or all these. These are crucial decisions that will affect the City of Canterbury Bankstown Community now and future generations.

At the City of Canterbury Bankstown, these challenges will be met by:

- Developing a Council-Wide approach to Strategic Asset Management
- Continuing to review our communities needs and expectations and aligning the provision of our services and condition of assets in a sustainable manner
- Adopting best-practice asset management strategies to ensure intergenerational sustainability of Council's community and operational assets
- Ensuring that required funding is available to renew/upgrade existing assets of the Council to meet changing expectations of the community
- Modelling asset behaviour to reliably predict the condition of assets in the future for various funding scenarios
- Ensuring sound risk management and mitigation associated with Council's assets
- Developing and maintaining asset management staff, databases, new systems and technologies, and other resources to support the above

Since its proclamation, the City of Canterbury Bankstown has made substantial progress in establishing SAM at the new Council. Nonetheless, the asset management journey continues and there is still much to be done. It is vital that the Council capitalises on its efforts to date and keeps on travelling down the path of continuous improvement. By adopting the following Strategic Actions, Council will reach closer in achieving its asset management objectives.

Importantly, the following strategies are a series of linked steps that will enable Council to produce advanced asset management processes that will guide the long-term financial planning for its assets.

The responsibility for all strategies is the Asset Management Team (AMT), supported by other teams across Council. The action year terms refer to the Financial Year ending in the year shown (e.g. 2023 refers to the 2022-2023 Financial Year).

Strategy 1 - AM Planning and Reporting	2023	2024	2025	2026
1.1. Review the Asset Management Strategy and the Asset Management Plans annually to inform the development of Council's annual Operational Plan and the Delivery Program				
1.2. Update the Asset Valuation Manual and the supporting Asset Assessment Manuals and undertake asset revaluations in line with the asset revaluation schedule				
1.3. Perform Fair Value Assessment of the Asset Classes and provide the relevant documents to the auditors				

Strategy 2 - Integrating AM Across Organisation	2023	2024	2025	2026
2.1. Collaborate with project stakeholders to develop a 5 year rolling Capital Works Program to be submitted through PMO				
2.2. Develop strategies to improve the organisational understanding and involvement in Strategic Asset Management				
2.3. Develop an Asset Management Portal and make it available on the Intranet for organisational use				

Strategy 3 - Developing AM Service Levels	2023	2024	2025	2026
3.1. Document the current asset management service levels				
3.2. Consult with the community to agreed service levels for the four major infrastructure asset groups (i.e. what the community wants, what it can afford and what it's willing to pay)				

Strategy 4 - AM Data and Systems Development	2023	2024	2025	2026
4.1. Move asset register to a cloud-based system to enable it to be updated and viewed in real time				
4.2. Support the development of systems and processes to improve the automation of the data collection practices in collaboration with BI and IT team (Refer to Table B1 for completed or current projects)				

Strategy 5 - Improving Organisational Capabilities	2023	2024	2025	2026
5.1. Assist with the development of interactive reports to support asset owners and decision makers				
5.2. Develop a plan to create the organisation's funding prioritisation model for the operations, maintenance and renewal of existing assets				
5.3. Update the Critical Asset Register and Risk Register for all asset groups including Roads, Open Space, Buildings and Other Structures and Stormwater				
5.4. Utilise business analytics applications such as Power BI and ESRI to enhance sharing data and information internally and externally				

Strategy 6 - AM Financial Modelling and Planning	2023	2024	2026	2027
6.1. Review and update life cycle modelling for the infrastructure asset classes (using the myPredictor tool)				
6.2. Align asset life cycle financial modelling with the Long-Term Financial Plan				
6.3. Support the development of an appropriate community facilities strategy.				

Strategy 7 - Building Continuous Improvement	2023	2024	2025	2026
7.1. Conduct an independent review of compliance with ISO 55000 Asset Management - Overview, Principles and Terminology and provide a gap analysis report.				
7.2. Strengthening whole of life Asset Management Planning in the development of the project business cases through the PMO				

Section 7: Attachments

[Attachment A - Definitions](#)

[Attachment B - Detailed Figures and Tables](#)

[Attachment C - Asset Management Policy](#)

[Attachment D - References and Related Information](#)

Attachment A - Definitions

Term	Definition
Accumulated Depreciation	The total cumulated value of how much of an asset's value has been used up over its useful life or life expectancy.
Asset	An asset is an item, thing or entity that has potential or actual value to an organisation. The value will vary between different organisations and their stakeholders, and can be tangible or intangible, financial or non-financial
Asset Condition Assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for preventative or remedial action
Asset Group	An asset group refers to an umbrella of assets that have similar characteristics or purpose. For example, "Stormwater Drainage" assets all help to contribute towards
Asset Management	The balancing of costs, opportunities and risks against the desired performance of assets, to archive the organisational objectives. The balancing might need to be considered over different timeframes. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its lifecycle
Capital Expenditure	Expenditure which contributes or results in a physical asset
Capital Grants	Monies received from a third party which are generally tied to specific projects
Component	An individual part of an asset which contributes to the composition of the whole and can be separated/attached from the whole. It may also require different types of treatments and have differing useful lives and lifecycle costs
Componentisation	The practice of considering the components of a fixed asset individually, to account for the fact that these components have unique physical and economic lives
Condition	Assessed and given a value on a scale of 1 (new) to 5 (end of life). The Average Condition of a group of assets is the GRC weighted average of all assets in the group.
Current Average Annual Expenditure	An estimate of the current total maintenance and capital works expenditure on the Asset Group, being the annualised present worth of the value of the last 2 years' maintenance and 2 years' capital renewals expenditure.
Depreciation	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life
Fair Value	The amount for which an asset can be exchanged, or a liability settled between knowledgeable, willing parties, in an arm's length transaction

Term	Definition
Gross Replacement Cost (GRC) aka Current Replacement Cost (CRC)	The amount it would cost at the revaluation date to acquire or construct a brand-new substitute asset that has comparable utility and no obsolescence. Also referred to as Current Replacement Cost (CRC).
Infrastructure assets	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no market value
Level of service	The defined service quality for a particular service from an asset. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Minimum Average Annual Expenditure	The average annual expenditure required to keep the Asset Group in good condition after the Unfunded Renewal (if any) has been addressed.
Reactive maintenance	Unplanned repair work that carried out in response to service requests and management/supervisory directions.
Remaining life	The time remaining until an asset ceases to provide the required service level or economic usefulness.
Renewal	Refer capital renewal expenditure
Renewal Gap	The gap (if any) between the Minimum Average Annual Expenditure and the Current Average Annual Expenditure. The Renewal Gap expenditure does not address the Unfunded Renewal, if any.
Risk management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Satisfactory Condition	As designated in Special Schedule 7 of Council's Annual Financial Report, being condition 3.
Unfunded Renewals	The total cost of all asset treatments (maintenance and component/asset renewals) due or past due at the date of review.
Useful Life	The period over which an asset is expected to be available for service by an entity. The estimated period from installation till removal of the asset upon the end of its serviceability
Written Down Value (WDV)	Also referred to as the book value, WDV reflects the assets present value from an accounting perspective. It is calculated by subtracting the depreciated value from its original value.

Attachment B - Detailed Figures and Tables

Table B1 – List of Projects Developed in Konect

Project Name	Description
Advertisement Cabinets CBCity	To locate all known advertisement cabinets
Alcohol Sign Audit	To inspect and locate signs with an Alcohol related message
API - Artworks Inspection 2021	To inspect and value artworks 2021
BCA-Building Condition Project	Project for Buildings Condition Inspection
BCI Building Capex Investigation	Project to investigate capital works location for Buildings
Blocked Pits Cleaning	To identify and streamline blocked pits cleaning process
BMI Building Maintenance Inspection	To process defects and services checks performed by building inspectors
Bridges L1	To inspect and identify any bridge issues on L1 Level
Building Lighting Replacement	For replacing lights in Building
Building Locks and Keys	To audit lock and keys associated with Council Building and Parks
Building Valuations Project	For external valuers to find Council owned buildings
Buildings Signage Audit	For the identification and mapping of Signs on or around Buildings with a CBC, CCC, or BCC logo
Bus Pad Inspection 2020	To inspect Bus pad within the CBCity LGA

Project Name	Description
Bushland Regeneration	For external contractors to perform bushland works and internal reporting
Carpark Condition	For condition rating CBCity owned car parks
Council Amenities	For finding and locating council toilets. For Inspectors use
CWP Inspections	For regular inspections on Capital Work Projects
Disability Parking Investigation	For Traffic Investigation Officers to locate and identify disability parking locations
Drainage Investigation	For Drainage team to record information on-site during drainage investigations
Drainage Maintenance Works	To streamline drainage maintenance works
Drainage Survey CBCity 2020	To investigate Invert levels and diameter of Drainage Devices and Conduits
Endangered Species	For mapping endangered plant species
Evacuation centres audit	For checking CBCity evacuation centres data
Evacuation Centres CBCity	For the Roads Manager and Director, when on call, to find nearest evacuation centre in an emergency
Flag Banner Pole Inspection	For identifying the flag type on a flagpole and the poles condition
Flood Mark	To identify flood levels after heavy rain in Feb 2020
Footpath and K&G Condition Audit	For condition rating kerb and gutter, and footpath assets

Project Name	Description
Footpath Grinding	For streamlining process of identifying, ordering works and closing grindable footpath trip defects
Habitat Boxes	To capture location, conditions and works needed for CBCity habitat boxes
Ibis Nesting Location	For mapping and inspecting Ibis nesting sites
Kerb Ramp Audit	For condition rating and compliancy of Kerb ramps
Kerb Ramp PAMP Program 2020	To inspect identified kerb ramps 2020
L2 Inspection Project	For recording and centralising information on L2 inspections
MDR	For inspecting assets and recording defects (Maintenance Defects Register)
Minor Concrete Works	To streamline workflow of minor concrete works
Native Bee Hives	To keep track on bee hives given to local schools
Nature Strip Mowing	Project for mowing nature strip
NLM - Linemarking	To perform Line Marking Maintenance and Capex works
NRM - Cameras	For locating camera that record wild life movements that can be used for studies and planning
NTS - New Traffic Committee Sign	For streamlining the process of ordering works on new traffic committee signs
Operations Project Register	For streamlining the process of identifying and completing capital works carried out by Roads Operation

Project Name	Description
Outdoor Advertisement Inspection	For identifying and locating outdoor advertisement signs
PAI - Parks Asset Inspections	For the Parks team to add their inspections for the Capital Works Projects.
Park Asset Condition	For Park Officer to find and confirm Condition 4 or 5 assets in Parks
Park Name Sign Replacement	To identify and replace park name signs
Park Sign Replacement	For replacing park regulatory signs
Parks and Sportsfield Mowing	Project for mowing Sportsfield
Pedestrian Crossing Inspection	For auditing pedestrian crossings for compliancy
Playground CWP	For Playground Capital Works Planning
Poles	For Inspecting/Testing Council owned Power & Light Poles
Pothole Repairs	For streamlining the process of identifying and completing pothole defects
Previous Incident Administration	Project used to manage the Previous Incident layer
Public Place Inspection	To investigate the condition and usability of public infrastructure in council area
Public Toilet Facilities	For Inspecting Public Toilets in CBCity
Recycle Right	For the inspection of contamination in residential recycling bins

Project Name	Description
Secondary Sign Blades	To locate and identify secondary sign blades
Speed Hump Investigation 2020	To inspect speed humps 2020
Sportsfield Condition Check	For the condition assessment of sports playing field turf
Street Bin	For inspecting Bins in streets and parks as part of the Bin replacement program
Traffic Management Device Condition Audit	To condition rate Traffic Management Device, Bus Shelter and Other Structures
Tree Inspection	Series of projects related to tree inspections
Tree Under pruning	For under pruning trees in the CBCity LGA
Tree Works	For issuing tree related works to external contractors
UM - Utility Meterage Inspection	For locating and identifying utility meter and its reading
Utility Restoration	For mapping location of Utility restorations and Inspections during 2-year warrantee period
Vulnerable Facilities CBCity	For the Roads Manager and Director, when on call, to know of vulnerable facilities in an emergency
War Memorial Inspection	For inspecting war memorials in CBCity
Waterway Asset Mapping	To complete liveability surveys of waterway assets
Way Finding Sign	To locate and identify Way Finding Signs

Project Name	Description
Weeds	For Inspecting Properties for the occurrence of notifiable Weeds. Meets DPI WAP funded projects metadata standard
WQD OWB Water Quality Device	For the Inspection and servicing of WQD and Open water bodies
WSUD Inspection	To investigate Water Sensitive Urban Devices

Table B2 - Asset Management Group Details

AMP Group	Includes Assets Such As
Roads and Transport	All vehicle and pedestrian infrastructure (both in roads and in parks) including pavements; kerb and gutter; footpaths, boardwalks and cycleways; road furniture; street structures (such as bus shelters); signs and pavement markings, bridges (both in roads and in parks); traffic management devices, and open (surface level) carparks.
Buildings & Other Structures	Bankstown Arts Centre, memorials, monuments and public art installations across the LGA. Children's Facilities, Youth Facilities, Senior Citizens' Centres, Community Centres/Halls, Baby Health/Immunisation Clinics Council Chambers, the Civic Tower and the Campsie Administration Centre, and the Council Depots Canterbury - Bankstown SES Facilities Birrong, Canterbury, Greenacre, Max Parker (Revesby), Roselands and Wran Aquatic and Leisure Centres. Bankstown Library and Knowledge Centre; Campsie, Chester Hill, Earlwood, Greenacre, Lakemba (Library and Senior Citizens Centre), Padstow, Panania and Riverwood Libraries. Bankstown Memorial Park Indoor Sports Centre and the Media Centre; and the Basketball Stadium; parks toilets/amenities buildings and clubhouses; grandstands; skateparks Major (multi-Storey) carparks; wharves; Boardwalk; Outdoor Pools; Grandstands; Skate parks; Retaining Wall; Stage; Viewing Platform; Vehicle Port; Bus Interchange; Miscellaneous Structure; Practice Net; Shade Structure; Shelter; Stairs; Waste Enclosure; Boat Ramp Tenanted Dwellings and Investment Properties
Open Space & Recreation	The Canterbury and Sefton golf courses; sports fields, courts and other active sports areas; gardens, playgrounds, park and sports field lighting; BBQs and other furniture; signs and other park (passive recreation) assets.
Stormwater Drainage	Pipes, culverts, channels, and other conduits; pits, junction pits, headwalls, outlets and other devices; retarding basins, gross pollutant traps, trash racks, booms, ponds, dams and other water quality devices; levees, and other flood mitigation structures.
Plant & Equipment	Plant and fleet vehicles, trucks, major plant, minor plant, workshop equipment, office equipment, furniture and fittings. Domestic waste and recycling plant and bins.
Other Assets	Tips assets; library books; information management hardware; low value assets and artwork.
Natural Assets	Open water bodies, riverfronts, urban streams, riparian corridors; escarpments; bushland and all trees (Street, Park and Facility).
Land	Community and Operational Lands, land under roads, Crown Lands and drainage reserves.

Table B3 - Meaning of Condition Scores

Condition	Tag	Description	Remaining Service Potential
1	Excellent	New or near new or in excellent to very good condition with no indicators of obsolescence. Only nominal maintenance required.	Very High
2	Good	In good condition with no sign of immediate or short-term obsolescence. Only minor maintenance required.	High
3	Average	In fair condition and there may be some signs of short to medium term obsolescence. Significant maintenance may be required to improve condition to 2.	Adequate
4	Poor	In poor condition with significant signs of impending (short term) obsolescence. Substantial maintenance required to keep the asset serviceable.	Low
5	Unserviceable	In very poor condition or obsolete – the asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service.	Very Low

Table B4 - Values of the Asset Groups and Categories, 2021

Asset Management Group	Current Replacement Cost	Written Down Value
Roads		
Road Pavement	\$806,668,663.59	\$567,000,681.63
Footpaths	\$311,964,666.42	\$202,559,963.79
Bridges	\$58,125,987.69	\$32,686,704.59
Kerb and Gutter	\$379,648,483.94	\$255,821,565.06
Street Furniture	\$8,524,478.93	\$6,577,033.52
Road Signs	\$7,281,219.08	\$3,464,770.67
Traffic Management Devices	\$127,804,230.70	\$92,440,869.90
Ground level Carparks	\$19,557,333.48	\$11,554,698.76
Total	\$1,719,575,064	\$1,172,106,288
Buildings & Other Structures		
Leisure and Aquatics Facilities	\$49,789,062.00	\$20,096,086.00
Bankstown Arts Centre	\$8,997,000.00	\$6,457,918.00
Children's Facilities	\$27,504,000.00	\$10,998,682.00
Civic Tower	\$96,419,000.00	\$51,739,705.00
Community Facilities	\$96,558,000.00	\$50,523,892.00
Council Chambers	\$2,190,000.00	\$1,183,695.00
Council Works Depots	\$28,447,856.28	\$12,090,113.28
Dunc Gray Velodrome	\$76,533,000.00	\$46,425,582.00
Libraries	\$41,182,000.00	\$23,172,450.00
Campsie Administration Centre	\$22,011,000.00	\$8,547,097.00
Parks Buildings and Facilities	\$157,457,000.00	\$68,219,330.00
Tenanted Properties	\$13,023,000.00	\$3,033,394.00
Bankstown Library and Knowledge Centre	\$56,121,000.00	\$41,913,969.00
Boardwalk	\$5,896,795.25	\$3,285,761.72
Multi Storey carparks	\$41,556,900.00	\$15,829,381.00
Grandstands	\$5,365,375.80	\$2,644,939.00
Other Structures	\$30,263,848.46	\$19,853,541.22
Total	\$759,314,838	\$386,015,536
Open Space & Recreation		
Golf Courses	\$8,184,000.00	\$6,138,000.00
Irrigation	\$17,851,340.00	\$9,605,277.50
Lighting	\$23,241,610.00	\$19,303,472.50
Park Furniture	\$50,104,310.54	\$32,957,698.14
Park Signs	\$1,480,286.52	\$1,019,112.34
Playgrounds	\$20,223,896.17	\$13,085,535.74

Asset Management Group	Current Replacement Cost	Written Down Value
Sportfields	\$50,004,498.00	\$31,277,862.25
Total	\$171,089,941	\$113,386,958
Stormwater Drainage		
Drainage Conduits	\$610,878,017.15	\$378,869,089.32
Drainage Structures	\$85,933,058.64	\$54,226,077.58
Water Quality Devices	\$6,744,589.76	\$4,509,062.13
Flood Mitigation	\$3,765,184.00	\$2,485,021.48
Total	\$707,320,850	\$440,089,251
Plant & Equipment		
Plant and Equipment	\$43,502,447.37	\$15,110,238.94
Office Equipment	\$8,148,033.85	\$767,984.98
Furniture and Fittings	\$6,264,358.70	\$956,734.46
Waste Management Assets	\$27,804,604.33	\$15,334,025.94
Total	\$85,719,444	\$32,168,984
Land		
Operational Land	\$513,280,200.00	\$513,280,200.00
Community Land	\$208,685,582.00	\$208,685,582.00
Crown Land	\$42,558,600.00	\$42,558,600.00
Land Under Roads	\$959,142.32	\$959,142.32
Total	\$765,483,524	\$765,483,524
Other Assets		
Tip Assets	\$15,235,263.20	\$5,774,860.53
Library Books	\$19,458,193.18	\$2,914,083.14
Information Management	\$18,118,112.34	\$1,387,873.18
Artworks	\$2,816,564.86	\$2,816,564.86
Low Value Assets	\$537,181.45	\$0.00
Assets Under Construction	\$41,347,450.25	\$41,347,450.25
Total	\$97,512,765	\$54,240,832
Bulk Earthworks		
Road formation and Base non depreciable	\$562,502,679.37	\$562,502,679.37
Bulk Earthworks - Drainage	\$60,733,517.15	\$60,733,517.15
Total	\$623,236,197	\$623,236,197
Total Assets	\$4,929,252,623	\$3,586,727,570

Table B5 - Estimated Infrastructure Asset Renewal Gap and Unfunded Renewals Totals 2021

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Current Average Annual Budget (10 year)	Annual Renewal Gap	Unfunded Renewal
Roads						
Road Pavement	806,668,664	567,000,682	26,578,204	23,303,912	3,274,292	45,412,561
Footpaths	311,964,666	202,559,964	2,657,820	2,330,391	327,429	623,929
Bridges	58,125,988	32,686,705	3,540,942	3,104,717	436,225	5,870,725
Kerb and Gutter	379,648,484	255,821,565	1,328,910	1,165,196	163,714	189,824
Street Furniture	8,524,479	6,577,034	72,486	63,556	8,930	151,015
Road Signs	7,281,219	3,464,771	0	0	0	1,092,183
Traffic Management Devices	127,804,231	92,440,870	845,670	741,488	104,182	1,562,190
Ground level Carparks	19,557,333	11,554,699	604,050	529,634	74,416	969,864
Total	1,719,575,064	1,172,106,288	35,628,082	31,238,894	4,389,188	55,872,291
Buildings & Other Structures						
Leisure and Aquatics Facilities	49,789,062	20,096,086	867,594	606,704	260,890	952,967
Bankstown Arts Centre	8,997,000	6,457,918	2,282	1,596	686	0
Children's Facilities	27,504,000	10,998,682	805,482	563,270	242,212	3,168,437
Civic Tower	96,419,000	51,739,705	218,584	152,855	65,729	0
Community Facilities	96,558,000	50,523,892	1,749,287	1,223,267	526,020	4,257,532
Council Chambers	2,190,000	1,183,695	80,600	56,363	24,237	0
Council Works Depots	28,447,856	12,090,113	807,668	564,798	242,870	3,214,608
Dunc Gray Velodrome	76,533,000	46,425,582	1,247,680	872,497	375,183	0

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Current Average Annual Budget (10 year)	Annual Renewal Gap	Unfunded Renewal
Libraries	41,182,000	23,172,450	274,795	192,162	82,633	8,565,856
Campsie Administration Centre	22,011,000	8,547,097	543,657	380,177	163,480	0
Parks Buildings and Facilities	157,457,000	68,219,330	4,075,355	2,849,875	1,225,480	4,734,039
Tenanted Properties	13,023,000	3,033,394	687,767	480,952	206,815	2,993,094
Bankstown Library and Knowledge Centre	56,121,000	41,913,969	0	0	0	0
Boardwalk	5,896,795	3,285,762	279,710	245,250	34,460	0
Multi Storey carparks	41,556,900	15,829,381	0	0	0	0
Grandstands	5,365,376	2,644,939	907	795	112	5,365
Other Structures	30,263,848	19,853,541	81,814	71,735	10,079	189,480
Total	759,314,838	386,015,536	11,723,182	8,262,296	3,460,886	28,081,378
Open Space & Recreation						
Lighting	23,241,610	19,303,473	134,099	117,579	16,520	127,829
Park Furniture	50,104,311	32,957,698	1,014,804	889,786	125,018	1,410,719
Park Signs	1,480,287	1,019,112	0	0	0	44,409
Playgrounds	20,223,896	13,085,536	2,416,200	2,118,537	297,663	1,782,676
Sportfields and Irrigation	76,039,838	47,021,140	3,624,301	3,177,806	446,495	8,798,692
Total	171,089,941	113,386,958	7,189,404	6,303,708	885,696	12,164,325
Stormwater Drainage						
Drainage Conduits	610,878,017	378,869,089	4,832,401	4,237,075	595,326	4,581,585
Drainage Structures	85,933,059	54,226,078	253,701	222,446	31,255	237,352

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Current Average Annual Budget (10 year)	Annual Renewal Gap	Unfunded Renewal
Water Quality Devices	6,744,590	4,509,062	362,430	317,781	44,649	640,625
Flood Mitigation	3,765,184	2,485,021	0	0	0	0
Total	707,320,850	440,089,251	5,448,532	4,777,302	671,230	5,459,562
Total Assets	3,357,300,692	2,111,598,033	59,989,200	50,582,200	9,407,000	101,577,555

Table B6 - Estimated Infrastructure Asset GRC Weighted Condition Percentages 2021

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Roads							
Road Pavement	\$806,668,664	2.4	18.2%	40.1%	30.4%	11.3%	0.0%
Footpaths	\$311,964,666	2.2	23.4%	29.4%	46.8%	0.4%	0.0%
Bridges	\$58,125,988	2.6	1.2%	59.9%	18.7%	20.2%	0.0%
Kerb and Gutter	\$379,648,484	2.3	4.6%	58.1%	37.2%	0.1%	0.0%
Street Furniture	\$8,524,479	1.7	47.0%	44.0%	6.0%	2.0%	1.0%
Road Signs	\$7,281,219	2.3	38.0%	29.0%	3.0%	30.0%	0.0%
Traffic Management Devices	\$127,804,231	1.8	40.4%	38.6%	18.6%	2.3%	0.1%
Ground level Carparks	\$19,557,333	2.3	24.4%	31.3%	34.4%	9.8%	0.1%

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Total	\$1,719,575,064	2.3	17.50%	42.60%	33.40%	6.50%	0.00%
Buildings & Other Structures							
Leisure and Aquatics Facilities	\$49,789,062	3.0	0.0%	6.9%	89.3%	3.8%	0.0%
Bankstown Arts Centre	\$8,997,000	2.9	0.0%	14.0%	86.0%	0.0%	0.0%
Children's Facilities	\$27,504,000	3.1	0.3%	14.5%	62.0%	22.4%	0.8%
Civic Tower	\$96,419,000	3.0	0.0%	1.5%	98.5%	0.0%	0.0%
Community Facilities	\$96,558,000	2.7	4.9%	27.1%	59.2%	8.4%	0.4%
Council Chambers	\$2,190,000	3.0	0.0%	0.0%	100.0%	0.0%	0.0%
Council Works Depots	\$28,447,856	3.1	6.2%	4.5%	66.7%	22.6%	0.0%
Dunc Gray Velodrome	\$76,533,000	3.0	0.0%	0.0%	100.0%	0.0%	0.0%
Libraries	\$41,182,000	2.8	14.6%	28.8%	15.0%	41.6%	0.0%
Campsie Administration Centre	\$22,011,000	3.0	0.0%	0.0%	100.0%	0.0%	0.0%
Parks Buildings and Facilities	\$157,457,000	2.9	2.4%	13.6%	77.8%	4.8%	1.4%
Tenanted Properties	\$13,023,000	3.9	0.0%	2.8%	33.5%	30.5%	33.2%
Bankstown Library and Knowledge Centre	\$56,121,000	2.1	0.0%	86.7%	13.3%	0.0%	0.0%
Boardwalk	\$5,896,795	2.8	12.1%	0.8%	87.1%	0.0%	0.0%
Multi Storey carparks	\$41,556,900	2.9	7.3%	0.0%	92.7%	0.0%	0.0%
Grandstands	\$5,365,376	3.0	1.0%	0.0%	98.8%	0.2%	0.0%
Other Structures	\$30,263,848	2.5	13.50%	29.40%	55.90%	1.30%	0.00%
Total	\$759,314,838	2.9	3.20%	17.00%	72.10%	6.80%	0.90%

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Open Space & Recreation							
Golf Courses	\$8,184,000	2.0	0.0%	100.0%	0.0%	0.0%	0.0%
Irrigation	\$17,851,340	2.9	33.0%	4.6%	19.7%	29.9%	12.8%
Lighting	\$23,241,610	1.7	46.4%	40.5%	12.0%	1.1%	0.0%
Park Furniture	\$50,104,311	2.0	39.0%	34.0%	22.0%	3.0%	2.0%
Park Signs	\$1,480,287	1.9	35.0%	49.0%	10.0%	6.0%	0.0%
Playgrounds	\$20,223,896	2.5	22.7%	27.0%	32.7%	17.5%	0.1%
Sportfields	\$50,004,498	2.5	16.3%	37.2%	26.9%	19.6%	0.0%
Total	\$171,089,941	2.2	29.00%	35.20%	21.90%	12.00%	1.90%
Stormwater Drainage							
Drainage Conduits	\$610,878,017	2.5	1.6%	53.0%	43.9%	1.5%	0.0%
Drainage Structures	\$85,933,059	2.5	10.0%	28.1%	61.4%	0.3%	0.2%
Water Quality Devices	\$6,744,590	2.1	31.7%	47.9%	4.1%	8.3%	8.0%
Flood Mitigation	\$3,765,184	2.0	0.0%	100.0%	0.0%	0.0%	0.0%
Total	\$707,320,850	2.5	2.90%	50.20%	45.40%	1.40%	0.1%
Total Assets	\$3,357,300,692	2.4	11.80%	38.24%	43.85%	5.77%	0.34%

Table B7 – Renewal and Maintenance Gaps of the Long-Term Financial Plan Scenarios ('000)

Renewal and Maintenance Gap for Various LTFP Scenarios ('000)											
	2022 /23	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2028 /29	2029 /30	2030 /31	2031 /32	Total
Required Renewal for Infrastructure Assets	\$60,752	\$49,049	\$50,823	\$63,306	\$55,589	\$58,182	\$60,971	\$64,003	\$67,186	\$70,031	\$599,892
Annual Maintenance Gap ²	\$4,707	\$4,825	\$4,946	\$5,070	\$5,197	\$5,327	\$5,460	\$5,597	\$5,737	\$5,880	\$52,746
Scenario 1 - Base Case Option - Available Renewal Budget	\$32,851	\$27,625	\$37,270	\$54,022	\$53,069	\$54,637	\$54,603	\$56,675	\$58,160	\$59,706	\$488,618
Scenario 1 - Base Case Option Total Renewal and Maintenance Gap	\$27,901	\$21,424	\$13,553	\$9,284	\$2,520	\$3,545	\$6,368	\$7,328	\$9,026	\$10,325	\$94,070 ³
Scenario 2 - Servicing Model - Available Renewal Budget	\$32,851	\$27,522	\$37,911	\$55,118	\$45,528	\$45,068	\$42,898	\$42,713	\$41,823	\$40,870	\$412,302
Scenario 2 - Servicing Model Total Renewal and Maintenance Gap	\$27,901	\$21,527	\$12,912	\$8,188	\$10,061	\$13,114	\$18,073	\$21,290	\$25,363	\$29,161	\$170,386 ³
Scenario 3 - Asset Management Model - Available Renewal Budget	\$32,851	\$29,301	\$40,662	\$58,900	\$54,516	\$59,639	\$64,234	\$70,610	\$74,675	\$76,619	\$562,007
Scenario 3 - Asset Management Model Total Renewal and Maintenance Gap	\$27,901	\$19,748	\$10,161	\$4,406	\$1,073	-\$1,457	-\$3,263	-\$6,607	-\$7,489	-\$6,588	\$20,681 ³
Scenario 4 - Base Case without SRV Model - Available Budget	\$19,851	\$21,724	\$21,875	\$22,039	\$22,711	\$23,175	\$22,014	\$22,936	\$23,250	\$23,601	\$223,176
Scenario 4 - Base Case without SRV Model Renewal Gap	\$40,901	\$27,325	\$28,948	\$41,267	\$32,878	\$35,007	\$38,957	\$41,067	\$43,936	\$46,430	\$376,716
Scenario 4 - Base Case without SRV Model Total Renewal and Maintenance Gap	\$45,608	\$32,150	\$33,894	\$46,337	\$38,075	\$40,334	\$44,417	\$46,664	\$49,673	\$52,310	\$412,258 ³
Scenario 5 - Reduce Services Model - Available Budget	\$19,851	\$36,026	\$43,812	\$51,876	\$53,557	\$54,018	\$52,860	\$53,781	\$54,095	\$54,447	\$474,323
Scenario 5 - Reduce Services Model Renewal Gap	\$40,901	\$13,023	\$7,011	\$11,430	\$2,032	\$4,164	\$8,111	\$10,222	\$13,091	\$15,584	\$125,569
Scenario 5 - Reduce Services Model Total Renewal and Maintenance Gap	\$45,608	\$17,848	\$11,957	\$16,500	\$7,229	\$9,491	\$13,571	\$15,819	\$18,828	\$21,464	\$161,111 ³

² Annual Maintenance Gap is accounted for in Scenario 1 -3 budget; Annual Maintenance Gap is not accounted for in Scenario 4 and 5 budget.

³ Includes \$17.204 million opening balance

Attachment C - Asset Management Policy



ASSET MANAGEMENT POLICY

1.0 PURPOSE

The Asset Management Policy outlines the commitment of Canterbury- Bankstown Council (Council) to best practice, service focused and sustainable lifecycle asset management for all assets owned and/or administered by the Council.

2.0 SCOPE

This Policy applies to all assets owned and/or administered or proposed to be acquired by Council. This includes:

- Community and infrastructure assets,
- Operational assets used in the provision of community services and other Council's operations, and;
- Natural and heritage assets in the Canterbury- Bankstown Local Government Area (LGA).

3.0 POLICY STATEMENT

All assets proposed, owned and/or administered by Council are to be acquired, managed and maintained, on a lifecycle basis, in terms of sustainable social, environmental, economic and governance outcomes, for the ongoing benefit of the Canterbury- Bankstown Community.

This Policy establishes the framework that will underpin Council's Asset Management Strategy and Asset Management Plans. These supporting documents and processes will facilitate:

- Keeping the assets in appropriate condition so they fulfil their various roles, serving the community as required at the least possible short, medium and long term cost (we will minimise the overall costs of managing our assets),
- Managing the assets in environmentally sustainable ways,
- Paying for the assets as the community uses them (we will not defer costs unnecessarily to future generations),
- The ongoing custodianship of natural and heritage assets on behalf of the community so they can be used by the community now and in the future,
- The rationalisation of existing, and the development of appropriate new and upgraded assets, to meet the future needs of the community,
- The development or enhancement of the community capital of Bankstown,
- Delivery of new and reconstructed assets at the right cost, right time and right standard,
- Council's ability to report within the Integrated Planning and Reporting Framework, and
- Development of appropriate systems, procedures and controls to enable the above.



3.1 Asset Management Objectives

Assets owned or administered by Canterbury- Bankstown Council must:

- Have an identified strategic purpose that contributes to Council's community infrastructure and/or service delivery objectives as defined in Council's Strategic Community, Delivery and Operational Plans.
- Be managed so that the assets are structurally sound (fit for service), functionally sound (fit for purpose), aesthetically sound (look good) and environmentally and financially sustainable.
- Be accessible, adaptable and have sufficient capacity to meet the varying needs of the Canterbury-Bankstown community over time.
- Add to or enhance the community capital of Canterbury- Bankstown.
- Have clearly defined custodianship and operational accountabilities for the respective aspects of their management.
- Be identified, registered and recorded in accordance with relevant legislation and accounting standards.
- Have a current Asset Management Plan detailing the whole lifecycle of the asset including responsibilities and accountabilities for the delivery, routine maintenance, partial capital renewal and (as required) the disposal or renewal of the asset.
- Have budgeted funding planned for their long term management, maintenance, disposal and/or renewal, and
- Be managed within a documented framework of clear and transparent processes so that it can be demonstrated that responsible management practices have been followed.

4.0 RELATED RESOURCES

4.1 Legislation

- *Local Government Act 1993 and Regulations*
- *Roads Act 1993*
- *Environmental Planning and Assessment Act 1979 and Regulations*
- *Work Health and Safety Act 2011 and Regulation 2017*
- *The Protection of the Environment Act 1997 and Regulations*
- *Anti-Discrimination Act 1977*
- *Disability Discrimination Act 1992*

4.2 Associated Documents

- Integrated Planning and Reporting Framework documentation including the Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy
- Asset Management Strategy (AMS)



- Various Asset Management Plans (AMPs)
- Various facility level Asset Management Plans (FAMPs)
- Asset Condition Assessment Manuals
- Asset Stocktake Procedure TBD
- Canterbury- Bankstown Council asset related policies and procedures
- International Infrastructure Management Manual (IIMM), 2015
- Australian Infrastructure Financial Management Manual (AIFMM), 2015
- International Standard for Asset Management (ISO5500), 2014

The Australian Accounting Standards that apply to Local Government include:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 13 Fair Value Measurement
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated
- AASB 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation
- AASB 1048 Interpretation and Application of Standards
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets
- AASB 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition
- AASB 1010 Recoverable Amounts of Non-Current Assets – specifies requirement to test the reasonableness of valuations

4.3 Definitions

Asset	Plant, Equipment, Property, Buildings, Facilities, Infrastructure, Commercial Investments, Natural and Heritage Items owned or administered by Council.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan	A plan outlining the full physical and financial life cycle of an asset. It will include details of the asset components, asset values, depreciation rates, lifecycle expectations, routine and major periodic maintenance plans for the whole of the life of the asset and its separable components together with any necessary plans for the ultimate sale or disposal of the asset.



Capital Expenditure	Expenditure for new infrastructure, the renewal or upgrade of existing assets that enhances the service potential of the assets. Such expenditure is to be capitalised.
Community Asset	An asset that is used to enable a service or to provide a service to the community, e.g. community centres, town halls, swimming pools, libraries and sports complexes.
Community Capital	The natural, human, social, and built capital from which a community receives benefits and on which the community relies for continued existence.
Financial Sustainability	The financing of the life cycle costs of an asset does not unreasonably burden future generations or unreasonably reduce the asset choices of future generations.
Infrastructure Asset	An asset that by its nature provides value to the community or enables the community to function, e.g. roads, traffic facilities, footpaths, drains, parks and sports fields.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured.

5.0 POLICY OWNER

Director Operations

6.0 AUTHORISATION

Adopted by Canterbury-Bankstown Council on 26 June 2018.

Attachment D - References and Related Information

References

- NSW Office of Local Government Integrated Planning and Reporting Framework Guidelines and Manual
- The City of Canterbury Bankstown Community Strategic Plan
- IPWEA International Infrastructure Management Manual
- IPWEA Financial Management Guidelines
- CBCity Asset Management Policy
- CBCity Asset Valuation Methodology Manual
- Local Government Financial Sustainability Nationally Consistent Frameworks, Frameworks 1, 2 & 3, May 2009
- National State of the Assets, Roads and Community Infrastructure Report, Nov 2018

The National Frameworks and Asset Management

In line with the Local Government and Planning Ministers' Council's (LGPMC's) National Frameworks for Local Government Sustainability and the NSW Office of Local Government's (OLG's) Integrated Planning and Reporting Framework, Council is committed to the ten key asset management elements of the Frameworks:

Financial Planning and Reporting ⁴	Asset Planning and Management ⁵
Strategic longer-term plan	Asset management policy
Annual budget	Strategy and Planning: - asset management strategy - asset management plans
Annual report	Governance and management
	Levels of service
	Data and systems
	Skills and processes
	Evaluation

For the assessment of Council's Asset Management Maturity, "Strategy and planning" has been treated as two elements (AM Strategy and Plans), leading to the 11 asset management practice areas used in the assessment.

NSW OLG Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework (IPRF) is the NSW Government's implementation of the Local Government and Planning Ministers' Council (LGPMC) endorsed Nationally Consistent Frameworks for Local Government Financial Sustainability.

⁴ LGPMC Framework 3 Financial Planning and Reporting, May 2009

⁵ LGPMC Framework 2 Asset Planning and Management, May 2009

Implementation of the IPRF has been mandated through the NSW Local Government Act and the associated IPRF Guidelines and Manual.

NSW and Federal Acts and Regulations

The NSW and Federal Acts and associated Regulations that may apply to Strategic Asset Management include:

- Local Government Act and Regulations,
- Roads Act,
- Environmental Planning and Assessment Act and Regulations,
- Work Health and Safety Act and Regulations 2011,
- The Protection of the Environment Act and Regulations, and
- Anti-Discrimination Act.
- Disability Discrimination Act

Some acts and regulations may also have reporting frameworks and implementation targets.

Australian Standards and other Codes of Practice

Many Australian Standards and other Codes apply to asset management. These include:

- Building Code of Australia (and referenced Australian Standards),
- ISO 31000 Risk Management – Principals and Guidelines,
- AS/NZ 3760 In-service Safety Inspection and Testing of Electrical Equipment, and
- ISO 55000 International Standard for Asset Management.

Australian Accounting Standards

The Australian Accounting Standards that apply to Local Government include:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets;
- AASB 13 Fair Value Measurement – sets out methods for determining Fair Value;
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts;
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated;
- AAS 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation;
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets;
- AAS 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition; and
- AAS 1010 Recoverable Amounts of Non-Current Assets – specifies requirement to test the reasonableness of valuations.



Australian Government

**Department of Infrastructure, Transport,
Regional Development, Communications and the Arts**

Dispatched to M

11 SEP 2023

To: The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government (for decision)

Priority Community Infrastructure Program - Campsie Cultural Hub

Action required by: 22 September 2023

Recommendation/s:

1. That, for the purposes of section 71 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), you **agree** with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' (the department) recommendation in the Summary of the Assessment at **Attachment A** that the expenditure of relevant money as a grant for funding of up to \$6,000,000 (GST exclusive) from the Priority Community Infrastructure Program (PCIP) to Canterbury-Bankstown Council for the Campsie Cultural Hub project would be a proper use of relevant money.

Agreed / Not Agreed

2. That you **approve** the expenditure of relevant money as a grant for funding of up to \$6,000,000 (GST exclusive) from the PCIP to Canterbury-Bankstown Council for the Campsie Cultural Hub project, subject to the department imposing the risk treatments identified at **Attachment A** and any conditions requested by you in writing.

Approved / Not Approved

3. That you **sign** the letter at **Attachment B** advising the Canterbury-Bankstown Council for the Campsie Cultural Hub project of your decision.

Signed / Not Signed

The Hon Catherine King MP

Date: 12 September 23

Comments:

Key Points:

1. Date the project was committed and by whom

The project is a 2022 election commitment. A media release by the Hon Tony Burke MP, Minister for Employment and Workplace Relations, Minister for the Arts and Member for Watson, on 16 May 2022 states Canterbury-Bankstown Council will receive \$6,000,000 for the Campsie Cultural Hub to be delivered under Labor's commitment to new cultural policy.

AND

Official correspondence on 10 February 2023 from the Australian Government to Canterbury-Bankstown Council, confirms the \$6,000,000 commitment towards the Campsie Cultural Hub project.
2. Change of Scope

On 4 August 2023, Canterbury-Bankstown Council requested that the Australian Government funding of \$6,000,000 go towards a new music hub to be located within the new Campsie Cultural Precinct, rather than a cultural hub as stated in the media release. As the change of scope aligned with the commitment the department approved this change of scope.
3. Brief project description

The project will deliver a new music hub to be located within the new Campsie Cultural Precinct. The project will create a central space for recording, rehearsal and performance, offering dedicated rehearsal spaces, soundproof studios and specialist equipment.

Based on the information provided by Canterbury-Bankstown Council the project is consistent with the intent of the funding commitment.
4. Project timeline

The project is expected to commence upon the execution of a funding agreement and completed by December 2026.
5. Sensitivities

Nil
6. Are there any identified risks?

Yes, as detailed in the Risk Analysis Summary Table at **Attachment A**.
7. Can these risks be managed?

Yes, through treatments in the Funding Agreement, as detailed in the Risk Analysis Summary Table at **Attachment A**.
8. GST

As the grantee is a Local Government Authority or State Government Entity, this funding is not subject to GST.

Stakeholder Implications:

Following your approval, the Department will commence negotiation of a Funding Agreement with the Canterbury-Bankstown Council for the Campsie Cultural Hub project.

Name: Chris Burroughs
 Position: A/g Assistant Secretary
 Branch: Major Projects and Governance
 Division: Regional Development and Local Government
 Ph: s22(1)(a)(ii)
 Date: 11 September 2023

Contact Officer: s22(1)(a)(ii)
 Section: Major Projects and Governance
 Ph: s22(1)(a)(ii)

Instructions for MPS: Nil

Responsible Adviser: s22(1)(a)(ii)

PDMS Distribution List: Jim Betts, David Mackay, Katrina Kendall, Christopher Burroughs, s22(1)(a)(ii)

Attachments:

- A: Summary of the Assessment
- B: Delegate Approval Letter to the Grantee
- C: *Public Governance, Performance and Accountability Act 2013*, Commonwealth Grants Rules and Guidelines 2017 requirements.
- D: Project Factsheet

Attachment A

s47G(1)(a), s47G(1)(b)

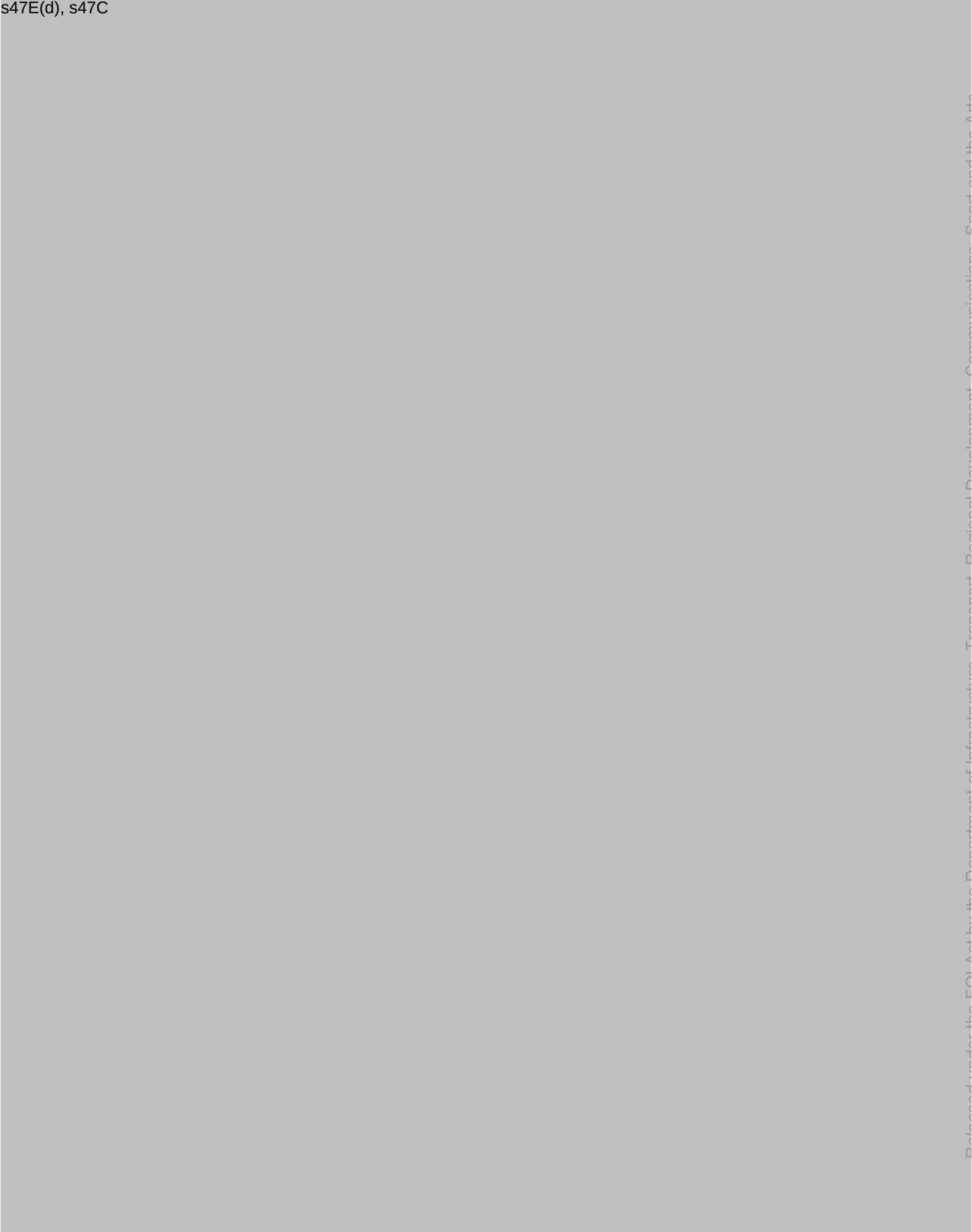


s47E(d), s47C



Released under the FOI Act by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

s47E(d), s47C

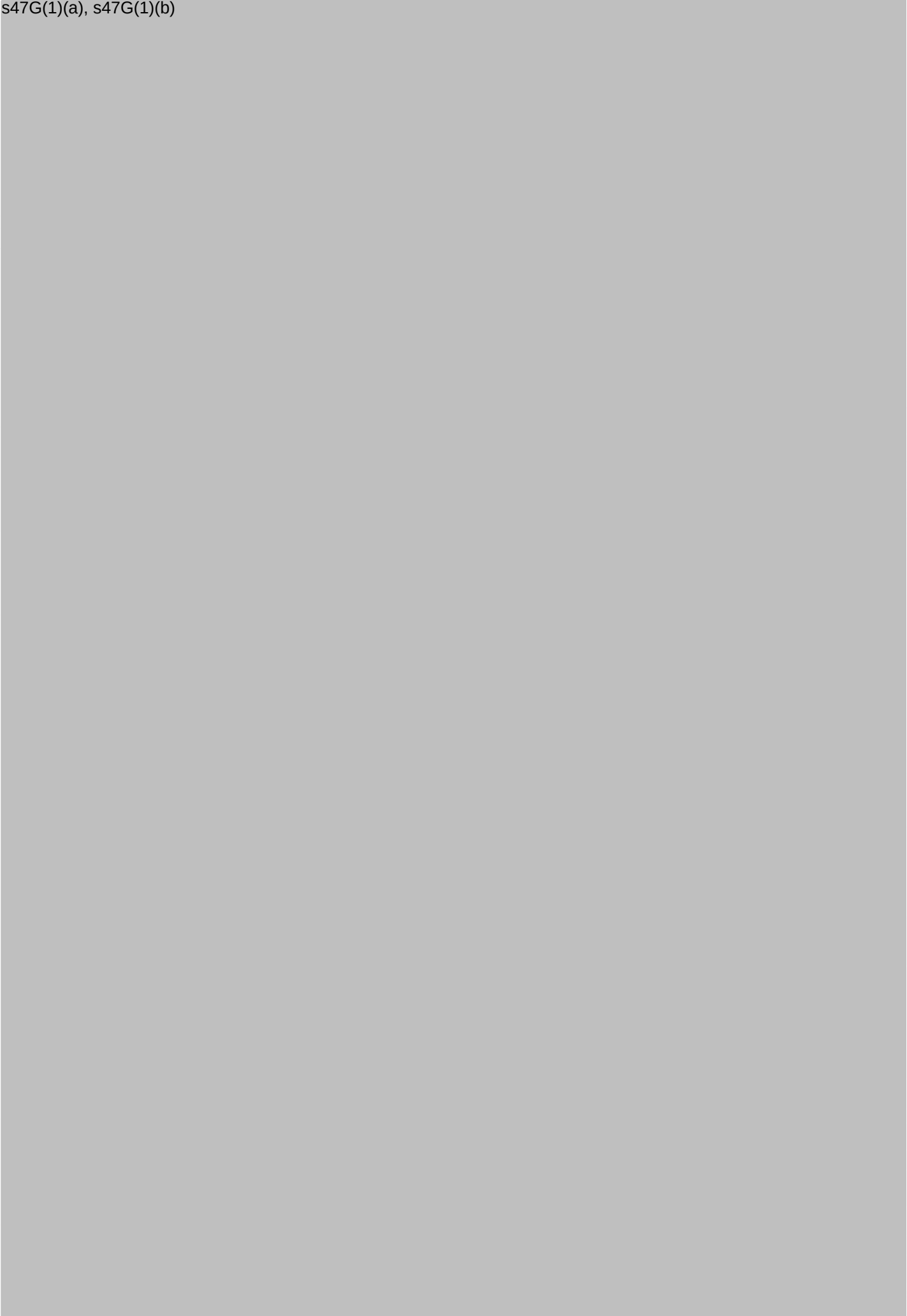


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s47G(1)(a), s47G(1)(b)

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s47G(1)(a), s47G(1)(b)



Released under the FOI Act by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

REQUIREMENTS OF THE *PUBLIC GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY ACT 2013*, RULES, AND THE COMMONWEALTH GRANTS RULES AND GUIDELINES 2017.

Any decision by a Delegate to approve expenditure of relevant money must be undertaken in a manner that is consistent with the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), Rules, and the Commonwealth Grants Rules and Guidelines 2017 (CGRGs).

The PGPA Act, Rules and CGRGs requirements relevant to the approval of funding for this proposed expenditure of relevant money under the Priority Community Infrastructure Program are:

Requirements under the PGPA Act

Section 71(1) – Approval of proposed expenditure by you requires that you must not approve the proposed expenditure of relevant money unless you are satisfied, after making reasonable enquiries that the expenditure would be a “proper” use of relevant money. “Proper” when used in relation to the use or management of public resources means efficient, effective, economical and ethical use.

Section 71 (2a) requires where you agree with the Department’s recommendation to approve or not approve the expenditure of relevant money for this project, that you must record the terms of approval in writing as soon as practicable after giving your approval. This brief and any attachments, including annotations or conditions recorded by you on these documents, satisfies the requirements of Section 71 (2a) of the PGPA Act.

Section 71 (2b) requires that if you approve a proposed expenditure of relevant money, that you must comply with any other requirements prescribed by the Rules in relation to the approval.

Requirements under the CGRGs – Section 4 – Grants specific Processes and Requirements

The CGRGs contain a mandatory requirement that Entity Staff must provide written advice to you, where you exercise the role of an approver. These requirements are outlined under item 4.6 of the CGRGs and include:

- (a) That the proposed expenditure of relevant money for this project is for purposes of a “grant” as described in item 2.3 of the CGRGs;
- (b) That you are advised of any applicable requirements of the PGPA Act and Rules and the CGRGs relating to any ministerial reporting obligations, including the legal authority of the grant;
- (c) Outlining the application and selection process, including the selection criteria, that were used to select potential grants recipients; and
- (d) The merits of the proposed grant or grants relative to the grant guidelines and the key consideration of achieving value with relevant money.

In addition, item 4.11 of the CGRGs provides that where a Minister approves a proposed grant in his/her own electorate, the Minister must write to the Finance Minister advising of the details. For this purpose, it is sufficient to provide the Finance Minister with a copy of correspondence to the grantee (except where the Minister has approved a grant which the relevant official has recommended be rejected).

These requirements are addressed in the covering brief, where applicable.



Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications and the Arts

Project Fact Sheet

Program	Priority Community Infrastructure Program	
Project name	Campsie Cultural Hub	
Funding recipient	Canterbury-Bankstown Council	
Project funding	Total: \$6,000,000	Australian Government funding: \$6,000,000
LGA	Canterbury-Bankstown	
Key dates	Project start: On execution of a funding agreement Project end: The project completion date will be confirmed in the funding agreement, but is anticipated to be December 2026.	
Status as at 7 September 2023	Application submitted: 4 August 2023 Funding approved: N/A Funding Agreement executed: N/A Construction commenced: N/A Expected Project completion: December 2026	
Sensitivities	Provide information on any related sensitivities.	

Project funding breakdown

Funding source	Total \$
Australian Government (PCIP)	6,000,000
Total	6,000,000

Overview of the Priority Community Infrastructure Program

During the 2022 election campaign the Australian Government committed funding to communities across Australia, to improve social and economic viability and improve social amenity and increased health and wellbeing.

The Priority Community Infrastructure Program has been developed to deliver important community and social infrastructure that represents value with relevant money for communities to improve social and economic viability in local areas. It will deliver the Government's 2022 election commitments for community infrastructure, and eligible Community Development Grants Programme commitments announced by the former Government during the 2022 Pre-Election Fiscal and Economic Outlook, with Australian Government funding over \$5 million and selected commitments under \$5 million.

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Campsie Cultural Hub

The Australian Government is committed to providing new and improved infrastructure to encourage communities to thrive, both economically and socially, and to improve equity outcomes and social inclusion across Australia. as part of this commitment, it is providing \$6 million of funding through the Priority Community Infrastructure Program (PCIP) towards the Campsie Cultural Hub for Canterbury-Bankstown Council in Campsie, NSW.

The project delivers a new music hub to be located within the new Campsie Cultural Precinct. The project will create a central space for recording, rehearsal and performance, offering dedicated rehearsal spaces, soundproof studios and specialist equipment, encouraging students, musicians and the broader community to come together, collaborate and perform.

The project will also attract diverse visitors during the days and evenings and will support greater utilisation of an emerging eat street focus in Beamish Street, that will deliver a stronger night-time economy. This site will enable the community to hold more community events injecting further energy and activity into the existing fine-grained retail environment.



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**Australian Government****Department of Infrastructure,
Transport, Regional Development,
Communications and the Arts****Commonwealth Standard Grant Agreement
between the Commonwealth represented by****Department of Infrastructure, Transport,
Regional Development, Communications and
the Arts****ABN 86 267 354 017****and*****Canterbury-Bankstown Council******ABN 45 985 891 846******Campsie Cultural Hub***

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Grant Agreement PCIP0034

Once completed, this document, together with each set of Grant Details, the Commonwealth Standard Grant Conditions (Schedule 1) and the Capital Works clauses (Schedule 2), forms an Agreement between the Commonwealth and the Grantee.

Parties to this Agreement

The Grantee

Grantee	Details
Full legal name of Grantee	Canterbury-Bankstown Council
Legal entity type (e.g. individual, incorporated association, company, partnership etc)	Local Government Entity
Trading or business name	Canterbury-Bankstown Council
Any relevant licence, registration or provider number	N/A
Australian Company Number (ACN) or other entity identifiers	N/A
Australian Business Number (ABN)	ABN: 45 985 891 846
Registered for Goods and Services Tax (GST)?	Yes
Date from which GST registration was effective?	12 May 2016
Registered office address (physical/postal)	66-72 Rickard Street, Bankstown, NSW 2200
Relevant business place address (if different)	N/A
Telephone	02 9707 9000
Email	council@cbc.city.nsw.gov.au

The Commonwealth

The Commonwealth of Australia is represented by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts of 111 Alinga Street, Canberra, ACT 2601.

ABN 86 267 354 017

Background

The Commonwealth has agreed to enter this Agreement under which the Commonwealth will provide the Grantee with one or more Grants for the purpose of assisting the Grantee to undertake the associated Activity.

The Grantee agrees to use each Grant and undertake each Activity in accordance with this Agreement and the relevant Grant Details.

Scope of this Agreement

This Agreement comprises:

- (a) this document;
- (b) the Supplementary Terms from the Clause Bank (if any);
- (c) the Capital Works Clauses (Schedule 2) including the Annexure to Schedule 2;
- (d) the Standard Grant Conditions (Schedule 1);
- (e) the Grant Details; and
- (f) any other document referenced or incorporated in the Grant Details.

Each set of Grant Details, including Supplementary Terms (if any), only applies to the particular Grant and Activity covered by that set of Grant Details and a reference to the 'Agreement' in the Grant Details or the Supplementary Terms is a reference to the Agreement in relation to that particular Grant and Activity. If there is any ambiguity or inconsistency between the documents comprising this Agreement in relation to a Grant, the document appearing higher in the list will have precedence to the extent of the ambiguity or inconsistency.

This Agreement represents the Parties' entire agreement in relation to each Grant provided under it and the relevant Activity and supersedes all prior representations, communications, agreements, statements and understandings, whether oral or in writing.

Certain information contained in or provided under this Agreement may be used for public reporting purposes.

Grant Details PCIP0034

A. Purpose of the Grant

The purpose of the Grant is to deliver a new music hub to be located within the new Campsie Cultural Precinct.

This Grant is being provided under Priority Community Infrastructure Program, (the Program) and these Grant Details form part of the Agreement between the Commonwealth and the Grantee as at the date of execution for PCIP0034 – Campsie Cultural Hub.

B. Activity

The Grantee must deliver the construction of the Campsie Cultural Hub at 141-155 Beamish Street, Campsie, NSW 2194, including the following Activities:

- Detailed designs; and;
- Construction and fit-out of the Campsie Cultural Hub, which includes;
 - at least one central recording, rehearsal and performance space;
 - at least one soundproof recording studio;
 - female amenities, including at least two toilets;
 - male amenities, including at least two toilets;
 - an all accessible amenity, including at least one toilet;
 - at least one kitchenette; and
 - paving, lighting, signage and landscaping.

The Grantee must undertake the Activity so as to meet the following outcomes:

- Provision of new community Infrastructure through the delivery of the Campsie Cultural Hub that improved social cohesion and encourages the community to thrive, both economically and socially.

The Grantee must complete the milestones specified in the table below by the corresponding due date. If the Grantee does not complete a milestone described as a critical milestone by the corresponding due date, the parties agree that the Commonwealth may treat such failure as a breach of this Agreement incapable of remedy for the purposes of clause 19 of Schedule 1 (Commonwealth Standard Grant Conditions).

Milestone #	Critical Milestone (Yes/No)	Due Date
1	No	N/A
2	No	N/A
3	No	N/A
4	No	N/A
5	No	N/A
6	No	N/A
7	No	N/A
8	No	N/A

The Grantee must maintain and operate the completed Capital Works for five years following the Date for Practical Completion (Operational Period). During the Operational Period, the Grantee must, if requested by the

Commonwealth to do so, promptly provide evidence to the Commonwealth that the completed Capital Works are maintained and operational.

The Grantee must conduct an official opening of the completed Activity unless otherwise agreed by the Commonwealth within 6 months of the Date for Practical Completion. The Grantee must conduct the official opening in the manner and form approved by the Commonwealth prior to the official opening and must invite the Commonwealth Minister responsible for Infrastructure to the official opening at least 40 Business Days before the official opening.

C. Duration of the Grant

The Activity starts on the date this Agreement was executed by both Parties.

The Activity (other than the provision of any final reports) ends on the Commonwealth's acceptance in writing of the Activity Completion Report which is the **Activity Completion Date**.

The Agreement ends five years from the date the Commonwealth accepts to its satisfaction, the Activity Completion Report (the **Agreement End Date**).

D. Payment of the Grant

Subject to the terms of this Agreement, the total amount of the Grant is up to \$6,000,000 (GST excl).

GST is not payable on the Grant.

Interest can be earned on the Grant.

The Grantee's nominated bank account into which the Grant is paid is:

Bank Name	Account Name	s22(1)(a)(ii)
Commonwealth Bank of Australia (CBA)	Canterbury Bankstown Council	

Subject to any right of the Commonwealth to withhold payment of the Grant under clause 2.2 of Schedule 1, the Grant will be paid in instalments by the Commonwealth upon satisfactory completion of the agreed payment milestones as set out in the table in Item E below.

Invoicing

Each payment will be made following submission by the Grantee of a correctly rendered invoice. To be correctly rendered, the invoice must include your organisation's name, ABN, an invoice number, the date issued, and if applicable, the relevant GST payable:

Be emailed and addressed to the:

Department of Infrastructure, Transport, Regional Development,
Communications and the Arts
GPO Box 594
CANBERRA ACT 2601 Email: PCIP@infrastructure.gov.au

E. Reporting

The Grantee agrees to create the following reports in the form specified by the Commonwealth and to provide the reports to the Commonwealth representative in accordance with the following:

Report	Milestone(s) / Information covered by the Report	Milestone Completion Date	Payment amount (GST Exclusive)	Due Date for Report	Due Date for Funding Payment
Progress Report 1	Evidence acceptable to the Commonwealth that the following have been achieved: • a project update is provided; and • design consultant engaged.	17 May 2024	NIL	14 June 2024	N/A
Progress Report 2	Evidence acceptable to the Commonwealth that the following have been achieved: • a project update is provided.	30 August 2024	NIL	27 September 2024	N/A
Progress Report 3	Evidence acceptable to the Commonwealth that the following have been achieved: • concept design completed; • community consultation and report completed; • DA documentation completed; and • DA lodged.	31 Jan 2025	\$645,000	28 Feb 2025	14 March 2025
Progress Report 4	Evidence acceptable to the Commonwealth that the following have been achieved: • a project update is provided.	31 July 2025	NIL	28 August 2025	N/A

Report	Milestone(s) / Information covered by the Report	Milestone Completion Date	Payment amount (GST Exclusive)	Due Date for Report	Due Date for Funding Payment
Progress Report 5	Evidence acceptable to the Commonwealth that the following have been achieved: • development approval and other authority approvals obtained; • final designs are confirmed; • award of contract to principal building contractor; • final costs are confirmed; • If clause 16.3 of Schedule 2 applies, confirmation that the contractor is compliant with the WHS Accreditation Scheme; • construction certificate obtained; and • the Activity at Item B of the Grant Details is reviewed and a variation request is submitted to the Commonwealth to align the activity with the final designs.	23 December 2025	NIL	13 Jan 2026	N/A
Progress Report 6	Evidence acceptable to the Commonwealth that the following have been achieved: • 50 per cent of the project is completed and certified by the Project Manager, Quantity Surveyor, or similar.	30 June 2026	\$2,355,000	20 July 2026	3 Aug 2026

Report	Milestone(s) / Information covered by the Report	Milestone Completion Date	Payment amount (GST Exclusive)	Due Date for Report	Due Date for Funding Payment
Progress Report 7	Evidence acceptable to the Commonwealth that the following have been achieved: 80 per cent of the project is completed and certified by the Project Manager, Quantity Surveyor, or similar; and - a completed Event Request Form using the template provided by the Commonwealth in relation to the official opening of the Activity has been submitted to the Commonwealth for approval.	30 September 2026	\$1,800,000	13 Oct 2026	27 Oct 2026
Activity Completion Report	Evidence acceptable to the Commonwealth that the following have been achieved: - the Activity at Item B of the Grant Details is completed and certified by the Project Manager, Quantity Surveyor, or similar; - an independently audited financial acquittal report verifying the Grant payments made to date have been spent in accordance with this Agreement; and - the Capital Works are fully operational.	15 December 2026	\$1,200,000	31 March 2027	14 April 2027

F. Party representatives and address for notices

F.1 Grantee's representative and address

Grantee Representative	Details
Name	s22(1)(a)(ii)
Position	Chief Executive Officer
Physical address	66-72 Rickard Road, Bankstown, NSW 2200
Business hours telephone	s22(1)(a)(ii)
Mobile	N/A
E-mail	ceo@cbc.city.nsw.gov.au

F.2 Commonwealth representative and address

Commonwealth Representative	Details
Name	Katrina Kendall
Position	Assistant Secretary
Postal/physical address(es)	GPO Box 594, CANBERRA ACT 2601
Business hours telephone	s22(1)(a)(ii)
E-mail	

The Parties' representatives will be responsible for liaison and the day-to-day management of the Grant, as well as accepting and issuing any written notices in relation to the Grant.

G. Activity Material

Activity Materials	Details
N/A	N/A

Supplementary Terms from Clause Bank

1. Other Contributions

- 1.1 In this Agreement, Other Contributions means the financial or in-kind contributions other than the Grant set out in the following table:

Contributor	Nature of Contribution	Cash contribution \$ (GST excl)	In-kind contribution \$ (GST excl)	Timing
N/A	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A

- 1.2 The Grantee agrees to provide, or to ensure the provision of, the Other Contributions and to use them to undertake the Activity. If the Other Contributions are not provided or used in accordance with this clause, then the Commonwealth may:
- suspend payment of the Grant until the Other Contributions are provided; or
 - terminate this Agreement in accordance with clause 19 of this Agreement.

2. Activity Budget

- 2.1 The Grantee agrees to use the Grant and any Other Contributions and undertake the Activity consistently with the Activity Budget in the following table:

Expenditure Item	Description	Grant (GST [incl/excl)	Other Contributions Grantee (GST excl)	Other Contributions - Third parties (GST excl)	Total Cost (GST excl)
Construction of the Campsie Cultural Hub	Project expenditure	\$6,000,000	\$0	\$0	\$6,000,000

3. Intellectual property in Activity Material

- The Grantee agrees, on request from the Commonwealth, to provide the Commonwealth with a copy of any Activity Material in the format reasonably requested by the Commonwealth.
- The Grantee provides the Commonwealth a permanent, non-exclusive, irrevocable, royalty-free licence (including a right to sub license) to use, modify, communicate, reproduce, publish, and adapt the Activity Material for Commonwealth Purposes.
- The Grantee warrants that the provision of Activity Material in accordance with the Agreement (and the use of specified Activity Material in accordance with clause 3.2) will not infringe any third party's Intellectual Property Rights.
- The Grantee will obtain written moral rights consents (other than in relation to acts of false attribution) from all authors of Reporting Material, and any Activity Material, to the use of that Material by the Commonwealth in accordance with this Agreement, prior to that Material being provided to the Commonwealth.

3A. Intellectual property – research

Not Applicable

3B. Creative Commons licence

Not Applicable

4. Access/Monitoring/Inspection

4.1 The Grantee agrees to give the Commonwealth, or any persons authorised in writing by the Commonwealth:

- a) access to premises where the Activity is being performed and/or where Material relating to the Activity is kept within the time period specified in a Commonwealth notice; and
- b) permission to inspect and take copies of any Material relevant to the Activity.

4.2 The Auditor-General and any Information Officer under the *Australian Information Commissioner Act 2010* (Cth) (including their delegates) are persons authorised for the purposes of clause 4.1.

4.3 This clause 4 does not detract from the statutory powers of the Auditor-General or an Information Officer (including their delegates).

5. Equipment and Assets

5.1 In this Agreement:

Asset means any item of property purchased, leased, created or otherwise brought into existence wholly, or in part, with the use of the Grant excluding Activity Material, Intellectual Property Rights.

5.2 The Grantee agrees to obtain the Commonwealth's prior written approval to use the Grant to purchase any item of equipment or Asset apart from those listed in the Activity Budget and/or detailed below:

5.3 Unless otherwise agreed in writing by the Commonwealth, the Grantee must ensure that it owns any equipment or Asset acquired with the Grant.

5.4 Unless to the extent the Commonwealth agrees otherwise in writing, the Grantee agrees to use the Asset for the purpose of the Activity. The Commonwealth may give its agreement subject to conditions and the Grantee must comply with any such conditions.

5.5 The Grantee agrees to maintain a register of all Assets at the time of the Asset's purchase, lease, creation or bringing into existence in the form specified below and to provide the register to the Commonwealth upon request.

Item Number	Description	Date of acquisition	Grant Contributions	Other Contributions - Grantee	Other Contributions - Third Parties

5.6 On expiration or termination of the Agreement, the Grantee agrees to transfer any Asset to the Commonwealth or a third party nominated by the Commonwealth or otherwise deal with the Asset as directed by the Commonwealth.

6. Specified Personnel

-
- 6.1 The Grantee agrees to remove any personnel (including subcontractors, agents or volunteers) involved in the Activity at the request of the Commonwealth.
 - 6.2 If clause 6.1 applies, the Grantee will provide replacement personnel acceptable to and at no additional cost to the Commonwealth at the earliest opportunity and without any interruption to the Grantee's compliance with its other obligations under this Agreement.
 - 6.3 The Grantee agrees to remove any personnel (including Specified Personnel, subcontractors, agents or volunteers) involved in the Activity at the request of the Commonwealth.
 - 6.4 If clause 6.2 or clause 6.3 applies, the Grantee will provide replacement personnel acceptable to and at no additional cost to the Commonwealth at the earliest opportunity and without any interruption to the Grantee's compliance with its other obligations under this Agreement.

7. Relevant qualifications, licences, permits, approvals or skills

- 7.1 The Grantee agrees to ensure that personnel performing work in relation to the Activity:
 - (a) are appropriately qualified to perform the tasks indicated;
 - (b) have obtained the required qualifications, licences, permits, approvals or skills before performing any part of the Activity; and
 - (c) continue to maintain all relevant qualifications, licences, permits, approvals or skills for the duration of their involvement with the Activity.

8. Vulnerable Persons

Not Applicable

9. Child safety

Not Applicable

10. Commonwealth Material, facilities and assistance

Not Applicable

11. Jurisdiction

- 11.1 This Agreement is governed by the law of Australian Capital Territory ACT.

12. Grantee trustee of Trust

Not Applicable

13. Fraud

- 13.1 In this Agreement, **Fraud** means dishonestly obtaining a benefit, or causing a loss, by deception or other means, and includes alleged, attempted, suspected or detected fraud.
 - 13.2 The Grantee must ensure its personnel and subcontractors do not engage in any Fraud in relation to the Activity.
 - 13.3 If the Grantee becomes aware of:
 - a) any Fraud in relation to the performance of the Activity; or
 - b) any other Fraud that has had or may have an effect on the performance of the Activity;
 then it must within 5 business days report the matter to the Commonwealth and all appropriate law enforcement and regulatory agencies.
 - 13.4 The Grantee must, at its own cost, investigate any Fraud referred to in clause 15.3 in accordance with the Australian Government Investigations Standards available at www.ag.gov.au.
 - 13.5 The Commonwealth may, at its discretion, investigate any Fraud in relation to the Activity. The Grantee agrees to co-operate and provide all reasonable assistance at its own cost with any such investigation.
 - 13.6 This clause survives the termination or expiry of the Agreement.
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14. Prohibited dealings

Not Applicable

15. Anti-corruption

- 15.1 In this Agreement, **Illegal or Corrupt Practice** means directly or indirectly:
- (a) making or causing to be made, any offer, gift, payment, consideration or benefit of any kind to any party, or
 - (b) receiving or seeking to receive, any offer, gift, payment, consideration or benefit of any kind from any party, as an inducement or reward in relation to the performance of the Activity, which would or could be construed as an illegal or corrupt practice.
- 15.2 The Grantee warrants that the Grantee, its officers, employees, contractors, agents and any other individual or entity involved in carrying out the Activity have not, engaged in an Illegal or Corrupt Practice.
- 15.3 The Grantee agrees not to, and to take all reasonable steps to ensure that its officers, employees, contractors, agents and any other individual or entity involved in carrying out the Activity do not:
- (a) engage in an Illegal or Corrupt Practice; or
 - (b) engage in any practice that could constitute the offence of bribing a foreign public official contained in section 15.4 The Grantee agrees to inform the Commonwealth within five business days if the Grantee becomes aware of any activity as described in 15.3 in relation to the performance of the Activity.

16. Step-in rights

- 16.1 If:
- (a) the Commonwealth issues a notice under clause 2.2 of Schedule 1;
 - (b) an event in clause 19.3.1.c of Schedule 1 occurs; or
 - (c) the Grantee requests that the Commonwealth exercise its rights under this clause, the Commonwealth may, at its discretion, give a notice to the Grantee that the Commonwealth intends to exercise its rights under this clause 16 and the date from which this notice will take effect (Step In Notice).
- 16.2 From the date specified in the Step-in Notice:
- (a) other than as directed by the Commonwealth, the Grantee will cease being responsible for the performance of the Activity;
 - (b) the Commonwealth may, acting on its own behalf or through a nominee, take any step to manage the Activity that is reasonably necessary as determined by the Commonwealth and having regard to the trigger event(s) giving rise to the relevant Step-in Notice;
 - (c) the Commonwealth's obligation to pay the Grant is suspended; and
 - (d) the Grantee agrees to provide all reasonable assistance and comply with any direction of the Commonwealth to enable the Commonwealth to exercise its rights under this clause and manage the Activity.
- 16.3 The Commonwealth may withdraw the Step-in Notice if in the Commonwealth's reasonable opinion:
- (a) the circumstances giving rise to the trigger event have ceased or are able to be appropriately managed by the Grantee; and
 - (b) the Grantee will otherwise be able to comply with its obligations under this Agreement.
- 16.4 The Commonwealth will by written notice advise the Grantee of:
- (a) the date when the Step-in Notice will be withdrawn and the Grantee will resume responsibility for the Activity; and
 - (b) the amount by which the Grant will be reduced, which will be proportionate to the costs incurred by the Commonwealth in exercising its rights under this clause.

17. Grant Administrator

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- 17.1 If the Commonwealth issues a notice under clause 2.2 of Schedule 1 the Commonwealth may appoint an administrator to oversee the performance of the Activity and the management of the Grant (Grant Administrator).
 - 17.2 The Commonwealth can appoint a Grant Administrator for any period and on any terms and conditions that the Commonwealth considers appropriate.
 - 17.3 The Commonwealth will give the Grantee notice of the appointment of a Grant Administrator that specifies:
 - (a) the proposed period of the appointment;
 - (b) the roles and responsibilities of the Grant Administrator; and
 - (c) a summary of reasons why the Commonwealth has made the appointment, if the Commonwealth considers that providing such a summary is practicable and appropriate.
 - 17.4 The Commonwealth may appoint more than one Grant Administrator at the same time.
 - 17.5 The Grantee agrees to:
 - (a) consider, in a timely manner and in good faith, all advice given to the Grantee by a Grant Administrator;
 - (b) co-operate actively, fully and in good faith with, and provide all assistance, material and facilities reasonably required by a Grant Administrator; and
 - (c) comply with all directions given by a Grant Administrator relating to the administration of the Grant.
 - 17.6 A Grant Administrator that provides a report to the Commonwealth:
 - (a) does so independently of the Grantee; and
 - (b) does not reduce the Grantee's obligations to provide reports under this Agreement.
 - 17.7 A Grant Administrator is not an employee, officer, director, agent or contractor of the Grantee, nor an agent of the Commonwealth, and is not appointed to act, and does not act, in any such capacity. A Grant Administrator cannot enter into agreements for or on behalf of the Grantee or otherwise incur debts or other obligations on the Grantee's behalf.

18. Management Adviser

- 18.1 If the Commonwealth issues a notice under a clause 2.2 of Schedule 1, the Commonwealth may, at its discretion and at its own cost, appoint an adviser to perform functions as determined by the Commonwealth (Management Adviser), which may include:
 - (a) advising the Grantee on:
 - (i) the Grantee's operations and corporate governance arrangements;
 - (ii) the management of the Activity;
 - (iii) the management of the Grantee's personnel;
 - (b) with the Grantee's consent, assisting the Grantee with any of the matters specified in the Grant Details;
 - (c) cooperating with any Grant Administrator appointed in respect of the Grantee under this Agreement; and
 - (d) providing any other advice to the Grantee that the Commonwealth requires.
 - 18.2 The Commonwealth will give the Grantee notice of its intention to appoint a Management Adviser that specifies:
 - (a) the proposed period of the appointment;
 - (b) the proposed roles and responsibilities of the Management Adviser; and
 - (c) if the Commonwealth considers it practicable and appropriate, a summary of reasons why the Commonwealth intends to make the appointment.
 - 18.3 Without limiting the Commonwealth's discretion to appoint a Management Adviser and where practicable, the Grantee shall have 14 days after the Grantee receives the Commonwealth's notice of intention given pursuant to 18.2 to provide the Commonwealth with reasons why a Management Adviser should not be appointed.
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- 18.4 Upon appointment of a Management Adviser, the Commonwealth shall inform the Grantee of the scope of the appointment and its duration and of any extensions to the period of appointment.
 - 18.5 The Grantee agrees to cooperate with a Management Adviser and comply with any directions and recommendations given by the Management Adviser in relation to the performance of this Agreement.
 - 18.6 A Management Adviser who provides a report to the Commonwealth in relation to the Grantee:
 - (a) does so independently of the Grantee; and
 - (b) does not reduce the Grantee's obligations to provide Reports to the Commonwealth under this Agreement.
 - 18.7 A Management Adviser is not an employee, officer, director, agent or contractor of the Grantee, nor an agent of the Commonwealth, and is not appointed to act, and does not act, in any such capacity. A Management Adviser is not appointed to act, and does not act, as a member or shadow member of the Grantee's governing board. A Management Adviser cannot enter into agreements for or on behalf of the Grantee or otherwise incur debts or other obligations on the Grantee's behalf.

19. Indemnities

- 19.1 The Grantee indemnifies the Commonwealth, its officers, employees and contractors against any claim, loss or damage arising in connection with the Activity.
- 19.2 The Grantee's obligation to indemnify the Commonwealth will reduce proportionally to the extent any act or omission involving fault on the part of the Commonwealth contributed to the claim, loss or damage.

20. Compliance with Legislation and policies

- 20.1 In this Agreement, Legislation means a provision of a statute or subordinate legislation of the Commonwealth, or of a State, Territory or local authority
- 20.2 The Grantee agrees to comply with all Legislation applicable to its performance of this Agreement.
- 20.3 The Grantee agrees, in carrying out its obligations under this Agreement, to comply with any of the Commonwealth's policies or guidelines as notified, referred or made available by the Commonwealth to the Grantee (including by reference to an internet site).

21. Work health and safety

- 21.1 The Grantee agrees to ensure that it complies at all times with all applicable work health and safety Legislative and regulatory requirements and any additional work health and safety requirements set out in the Grant Details.
- 21.2 If requested by the Commonwealth, the Grantee agrees to provide copies of its work health and safety management plans and processes and such other details of the arrangements it has in place to meet the requirements referred to in clause 21.1.
- 21.3 When using the Commonwealth's premises or facilities, the Grantee agrees to comply with all reasonable directions and procedures relating to work health and safety and security in effect at those premises or in regard to those facilities, as notified by the Commonwealth or as might reasonably be inferred from the use to which the premises or facilities are being put.

22. Transition

Not applicable

23. Corporate governance

- 23.1 In this Agreement, Constitution means (depending on the context):
 - (a) a company's or incorporated association's constitution, or equivalent documents, which (where relevant) includes rules and any amendments that are part of the constitution;
 - (b) in relation to any other kind of body:
 - (i) the body's charter or memorandum; or
 - (ii) any instrument or law constituting or defining the constitution of the body or governing the activities of the body or its members.
 - 23.2 The Grantee warrants that nothing in its Constitution conflicts with its obligations under this Agreement.
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23.3 Reserved.

24. Counterparts

24.1 This Agreement may be executed in any number of counterparts. All counterparts, taken together, constitute one instrument. A Party may execute this Agreement by signing any counterpart.

25. Employees subject to SACS Decision

Not applicable

26. Program interoperability with National Disability Insurance Scheme

Not applicable

27. Rollover of surplus and uncommitted funds

Not applicable

28. Secret and Sacred Indigenous Material

28.1 In this clause:

Aboriginal Person has the same meaning given in the *Aboriginal and Torres Strait Islander Act 2005 (Cth)*; **Aboriginal Tradition** has the meaning given in the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth)*;

Indigenous Person means a person who is or identifies and is accepted as an Aboriginal Person or a Torres Strait Islander;

Secret and Sacred Indigenous Material means all information, knowledge or Material of special spiritual, cultural or customary significance which is considered to be sacred or of significance by an Indigenous Person or according to Aboriginal Tradition; and

Torres Strait Islander Person has the same meaning given in the *Aboriginal and Torres Strait Islander Act 2005 (Cth)*.

28.2 The parties agree that, for the purposes of this Agreement:

- (a) the definition of Activity Material in clause 22 of Schedule 1 excludes any Secret and Sacred Indigenous Material;
- (b) the definition of Reporting Material in clause 22 of Schedule 1 excludes any Secret and Sacred Indigenous Material;
- (c) the record keeping requirements in clause 12 of Schedule 1 do not apply to any Secret and Sacred Indigenous Material; and
- (d) any Secret and Sacred Indigenous Material is the confidential information of the relevant Indigenous Person or Indigenous community.

28.3 The Grantee agrees to inform the Commonwealth of the existence of Secret and Sacred Indigenous Material relevant to the performance of the Activity which is not disclosed to the Commonwealth due it being Secret and Sacred Indigenous Material.

Signatures

Executed as an agreement:

Commonwealth:

	Signed for and on behalf of the Commonwealth of Australia as represented by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, ABN: 86 267 354 017
Name (Print): Assistant Secretary Major Projects and Governance	KATRINA KENOHU s22(1)(a)(ii)
Signature:	
Date:	15/5/24
Witness Name (Print): Major Projects and Governance	s22(1)(a)(ii)
Signature:	
Date:	15/5/24

Grantee:

	Canterbury-Bankstown Council, ABN 45 985 891 846
Signatory Name (Print):	s22(1)(a)(ii)
Signature:	
Date:	
Witness Name (Print):	s22(1)(a)(ii)
Signature:	s22(1)(a)(ii)
Date:	

Schedule 1: Commonwealth Standard Grant Conditions

1. Undertaking the Activity

- 1.1 The Grantee agrees to undertake the Activity for the purpose of the Grant in accordance with this Agreement.
- 1.2 The Grantee is fully responsible for the Activity and for ensuring the performance of all its obligations under this Agreement in accordance with all relevant laws. The Grantee will not be relieved of that responsibility because of:
 - (a) the grant or withholding of any approval or the exercise or non-exercise of any right by the Commonwealth; or
 - (b) any payment to, or withholding of any payment from, the Grantee under this Agreement.
- 1.3 The Grantee agrees that for the term of this Agreement, the Grantee will continue to meet the eligibility obligations relating to the National Redress Scheme (www.nationalredress.gov.au) set out under the relevant grant opportunity guidelines to receive the Grant.

2. Payment of the Grant

- 2.1 The Commonwealth agrees to pay the Grant to the Grantee in accordance with the Grant Details.
- 2.2 Notwithstanding any other provision of this Agreement, the Commonwealth may by notice withhold payment of any amount of the Grant and/or take any other action specified in the Supplementary Terms if it reasonably believes that:
 - (a) the Grantee has not complied with this Agreement;
 - (b) the Grantee is unlikely to be able to perform the Activity or manage the Grant in accordance with this Agreement; or
 - (c) there is a serious concern relating to the Grantee or this Agreement that requires investigation.
 - (d) any previously paid portion of the Grant has not been expended or committed in accordance with this Agreement.
- 2.3 A notice under clause 2.2 will contain the reasons for any action taken under clause 2.2 and, where relevant, the steps the Grantee can take to address those reasons.
- 2.4 The Commonwealth will only be obliged to pay a withheld amount once the Grantee has addressed the reasons contained in a notice under clause 2.2 to the Commonwealth's reasonable satisfaction.
- 2.5 The Grantee agrees to hold the Grant in an account in the Grantee's name and which the Grantee controls, with an authorised deposit-taking institution authorised by the *Banking Act 1959* (Cth) to carry on banking business in Australia.

3. Acknowledgements, Events

- 3.1 The Grantee agrees not to make any public announcement, including by social media, in connection with the awarding of the Grant without the Commonwealth's prior written approval.
- 3.2 The Grantee agrees to acknowledge the Commonwealth's support in all Material, publications and promotional and advertising materials published in connection with this Agreement. The Commonwealth may notify the Grantee of the form of acknowledgement that the Grantee is to use.
- 3.3 The Grantee agrees not to use the Commonwealth Coat of Arms in connection with the Grant or the Activity without the Commonwealth's prior written approval.

Commonwealth Standard Grant Conditions

Schedule 1

- 3.5 The Grantee must provide the Commonwealth detailed information relating to any event it will conduct in relation or connection to the Activity (including the official opening of the Activity) at least [20] Business Days prior to the proposed date of that event and must implement any changes the Commonwealth requires in writing to the planning and conduct of that event.

4. Notices

- 4.1 Each Party agrees to promptly notify the other Party of anything reasonably likely to adversely affect the undertaking of the Activity, management of the Grant or its performance of any of its other requirements under this Agreement.
- 4.2 A notice given by a Party under this Agreement must be in writing and addressed to the other Party's representative as set out in the Grant Details or as most recently updated by notice given in accordance with this clause.
- 4.3 A notice is deemed to be effected:
- (a) If delivered by hand - upon delivery to the relevant address;
 - (b) If sent by post - upon delivery to the relevant address; or
 - (c) If transmitted electronically - upon actual receipt by the addressee.
- 4.4 A notice received after 5.00 pm, or on a day that is a Saturday, Sunday or public holiday, in the place of receipt, is deemed to be effected on the next day that is not a Saturday, Sunday or public holiday in that place.
- 4.5 The Commonwealth may, by notice, advise the Grantee of changes to the Agreement that are minor or of an administrative nature, provided that any such changes do not increase the Grantee's obligations under this Agreement. Such changes, while legally binding, are not variations for the purpose of clause 8.

5. Relationship between the Parties

- 5.1 A Party is not by virtue of this Agreement the employee, agent or partner of the other Party and is not authorised to bind or represent the other Party.

6. Subcontracting

- 6.1 The Grantee is responsible for the performance of its obligations under this Agreement, including in relation to any tasks undertaken by subcontractors.
- 6.2 The Grantee agrees to make available to the Commonwealth the details of any of its subcontractors engaged to perform any tasks in relation to this Agreement upon request.

7. Conflict of interest

- 7.1 Other than those which have already been disclosed to the Commonwealth, the Grantee warrants that, to the best of its knowledge, at the date of this Agreement neither it nor its officers have any actual, perceived or potential conflicts of interest in relation the Activity.
- 7.2 If during the term of the Agreement, any actual, perceived or potential conflict arises or there is any material change to a previously disclosed conflict of interest, the Grantee agrees to:
- (a) notify the Commonwealth promptly and make full disclosure of all relevant information relating to the conflict; and
 - (b) take any steps the Commonwealth reasonably requires to resolve or otherwise deal with that conflict.

8. Variation, assignment and waiver

- 8.1 This Agreement may be varied in writing only, signed by both Parties.

Commonwealth Standard Grant Conditions

Schedule 1

- 8.2 The Grantee cannot assign its obligations, and agrees not to assign its rights, under this Agreement without the Commonwealth's prior approval.
- 8.3 The Grantee agrees not to enter into negotiations with any other person for the purposes of entering into an arrangement that will require novation of, or involve any assignment of rights under, this Agreement without first consulting the Commonwealth.
- 8.4 A waiver by a Party of any of its rights under this Agreement is only effective if it is in a signed written notice to the other Party and then only to the extent specified in that notice.

9. Taxes, duties and government charges

- 9.1 The Grantee agrees to pay all taxes, duties and government charges imposed or levied in Australia or overseas in connection with the performance of this Agreement, except as provided by this Agreement.
- 9.2 If Goods and Services Tax (GST) is payable by a supplier on any supply made under this Agreement, the recipient of the supply will pay to the supplier an amount equal to the GST payable on the supply, in addition to and at the same time that the consideration for the supply is to be provided under this Agreement.
- 9.3 The Parties acknowledge and agree that they each:
 - (a) are registered for GST purposes;
 - (b) have quoted their Australian Business Number to the other; and
 - (c) must notify the other of any changes to the matters covered by this clause.
- 9.4 The Grantee agrees that the Commonwealth will issue it with a recipient created tax invoice for any taxable supply it makes under this Agreement.
- 9.5 The Grantee agrees not to issue tax invoices in respect of any taxable supplies.
- 9.6 If the Grantee is not, or not required to be, registered for GST, then:
 - (a) clauses 9.3(a), 9.4 and 9.5 do not apply; and
 - (b) the Grantee agrees to notify the Commonwealth in writing within 7 days of becoming registered for GST if during the term of the Agreement it becomes, or is required to become, registered for GST.

10. Spending the Grant

- 10.1 The Grantee agrees to spend the Grant for the purpose of performing the Activity and otherwise in accordance with this Agreement.
- 10.2 Within the timeframe specified by the Commonwealth (and if no timeframe is specified, three months) after the Activity Completion Date, the Grantee agrees to provide the Commonwealth with an independently audited financial acquittal report verifying that the Grant has been spent in accordance with this Agreement.
- 10.3 The reports under clause 10.2 must be audited by:
 - (a) a Registered Company Auditor under the *Corporations Act 2001* (Cth); or
 - (b) a certified Practising Accountant; or
 - (c) a member of the National Institute of Accountants; or
 - (d) a member of the Institute of Chartered Accountants; who is not a principal member, shareholder, officer or employee of the Grantee or a related body corporate.

Commonwealth Standard Grant Conditions

Schedule 1

11. Repayment

- 11.1 If any amount of the Grant:
- (a) has been spent other than in accordance with this Agreement; or
 - (b) is additional to the requirements of the Activity;
then the Commonwealth may by written notice:
 - (c) require the Grantee to repay that amount to the Commonwealth;
 - (d) require the Grantee to deal with that amount as directed by the Commonwealth; or
 - (e) deduct the amount from subsequent payments of the Grant or amounts payable under another agreement between the Grantee and the Commonwealth.
- 11.2 If the Commonwealth issues a notice under this Agreement requiring the Grantee to repay a Grant amount:
- (a) the Grantee must do so within the time period specified in the notice;
 - (b) the Grantee must pay interest on any part of the amount that is outstanding at the end of the time period specified in the notice until the outstanding amount is repaid in full; and
 - (c) the Commonwealth may recover the amount and any interest under this Agreement as a debt due to the Commonwealth without further proof of the debt being required.

12. Record keeping

- 12.1 The Grantee agrees to keep financial accounts and other records that:
- (a) detail and document the conduct and management of the Activity;
 - (b) identify the receipt and expenditure of the Grant [and any Other Contributions] separately within the Grantee's accounts and records so that at all times the Grant is identifiable; and
 - (c) enable all receipts and payments related to the Activity to be identified and reported.
- 12.2 The Grantee agrees to keep the records for five years after the Activity Completion Date or such other time specified in the Grant Details and provide copies of the records to the Commonwealth upon request.

13. Reporting, liaison and review

- 13.1 The Grantee agrees to provide the Reporting Material specified in the Grant Details to the Commonwealth.
- 13.2 In addition to the obligations in clause 13.1, the Grantee agrees to:
- (a) liaise with and provide assistance and information to the Commonwealth as reasonably required by the Commonwealth; and
 - (b) comply with the Commonwealth's reasonable requests, directions and monitoring requirements, in relation to the Activity and any Commonwealth review or evaluation of it.
- 13.3 If the Commonwealth acting reasonably has concerns regarding the performance of the Activity or the management of the Grant, the Commonwealth may by written notice require the Grantee to provide one or more additional reports, containing the information and by the date(s), specified in the notice.
- 13.4 If, at any time, a Party reasonably believes that the Activity is unlikely to fully meet the purpose of the Grant, or there are Activity risks that need to be addressed, that Party may provide written notice to the other Party setting out its reasons for that belief and proposing steps that could be taken to better achieve that purpose or address those risks. The Parties agree to work co-operatively to:

Commonwealth Standard Grant Conditions

Schedule 1

- (a) consider, and negotiate in good faith, any change proposed under this clause 13.4; and
 - (b) implement any such change that is agreed by the Parties by executing a variation to this Agreement under clause 8.1.
- 13.5 Except to the extent the Parties agree a variation under clause 8.1, clause 13.4 does not limit any of a Party's other rights under this Agreement.
- 13.6 The Grantee acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under the *Criminal Code Act 1995* (Cth).

14. Privacy

- 14.1 When dealing with Personal Information in carrying out the Activity, the Grantee agrees:
- (a) to comply with the requirements of the *Privacy Act 1988* (Cth);
 - (b) not to do anything which, if done by the Commonwealth, would be a breach of an Australian Privacy Principle;
 - (c) to ensure that any of the Grantee's subcontractors or personnel who deal with Personal Information for the purposes of this Agreement are aware of the requirements of the *Privacy Act 1988* (Cth) and the Grantee's obligations under this clause; and
 - (d) to immediately notify the Commonwealth if the Grantee becomes aware of an actual or possible breach of this clause by the Grantee or any of the Grantee's subcontractors or personnel.
- 14.2 In carrying out the Activity, the Grantee agrees not to send any Personal Information outside Australia without the Commonwealth's prior written approval. The Commonwealth may impose any conditions it considers appropriate when giving its approval.

15. Confidentiality

- 15.1 The Parties agree not to disclose each other's confidential information without the other Party's prior written consent unless required or authorised by law or Parliament to disclose.
- 15.2 The Commonwealth may disclose the Grantee's confidential information where;
- (a) the Commonwealth is providing information about the Activity or Grant in accordance with Commonwealth accountability and reporting requirements;
 - (b) the Commonwealth is disclosing the information to a Minister of the Australian Government, a House or Committee of the Commonwealth Parliament; or
 - (c) the Commonwealth is disclosing the information to its personnel or another Commonwealth agency where this serves the Commonwealth's legitimate interests.

16. Insurance

- 16.1 The Grantee agrees to effect and maintain for as long as any obligations remain in connection with this Agreement:
- (a) workers compensation insurance as required by law;
 - (b) adequate and appropriate public liability insurance;
 - (c) insurance against any loss or damage to an asset for its full replacement cost including where relevant the costs of demolition and removal of debris and the cost of architects, engineers and other consultants; and
 - (d) any other additional insurance specified in the Grant Details.
- 16.2 The Grantee agrees to provide proof of insurance to the Commonwealth upon request and within the time specified in the request.

Commonwealth Standard Grant Conditions

Schedule 1

17. Intellectual property

- 17.1 Subject to clause 17.2, the Grantee owns the Intellectual Property Rights in Activity Material and Reporting Material.
- 17.2 This Agreement does not affect the ownership of Intellectual Property Rights in Existing Material.
- 17.3 The Grantee provides the Commonwealth a permanent, non-exclusive, irrevocable, royalty-free licence to use, modify, communicate, reproduce, publish, adapt and sub-license the Reporting Material for Commonwealth Purposes.
- 17.4 The licence in clause 17.3 does not apply to Activity Material.

18. Dispute resolution

- 18.1 The Parties agree not to initiate legal proceedings in relation to a dispute arising under this Agreement unless they have first tried and failed to resolve the dispute by negotiation.
- 18.2 Unless clause 18.3 applies, the Parties agree to continue to perform their respective obligations under this Agreement when a dispute exists.
- 18.3 The Parties may agree to suspend performance of the Agreement pending resolution of the dispute.
- 18.4 Failing settlement by negotiation in accordance with clause 18.1, the Parties may agree to refer the dispute to an independent third person with power to intervene and direct some form of resolution, in which case the Parties will be bound by that resolution. If the Parties do not agree to refer the dispute to an independent third person, either Party may initiate legal proceedings.
- 18.5 Each Party will bear their own costs in complying with this clause 18, and the Parties will share equally the cost of any third person engaged under clause 18.4.
- 18.6 The procedure for dispute resolution under this clause does not apply to any action relating to termination, cancellation or urgent interlocutory relief.

19. Reduction, Suspension and Termination**19.1 Reduction in scope of agreement for fault**

- 19.1.1 If the Grantee does not comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is incapable of remedy, or if the Grantee has failed to comply with a notice to remedy, the Commonwealth may by written notice reduce the scope of the Agreement.
- 19.1.2 The Grantee agrees, on receipt of the notice of reduction, to:
 - (a) stop or reduce the performance of the Grantee's obligations as specified in the notice;
 - (b) take all available steps to minimise loss resulting from the reduction;
 - (c) continue performing any part of the Activity or the Agreement not affected by the notice if requested to do so by the Commonwealth; and
 - (d) report on, and return any part of, the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.
- 19.1.3 In the event of reduction under clause 19.1.1, the amount of the Grant will be reduced in proportion to the reduction in the scope of the Agreement.

19.2 Suspension**19.2.1 If:**

- (a) the Grantee does not comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is capable of remedy;

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- (b) the Commonwealth reasonably believes that the Grantee is unlikely to be able to perform the Activity or manage the Grant in accordance with this Agreement; or
- (c) the Commonwealth reasonably believes that there is a serious concern relating to the Grantee or this Agreement that requires investigation; the Commonwealth may by written notice:
- (d) immediately suspend the Grantee from further performance of the Activity (including expenditure of the Grant); and/or
- (e) require that the non-compliance or inability be remedied, or the investigation be completed, within the time specified in the notice.

19.2.2 If the Grantee:

- (a) remedies the non-compliance or inability specified in the notice to the Commonwealth's reasonable satisfaction, or the Commonwealth reasonably concludes that the concern is unsubstantiated, the Commonwealth may direct the Grantee to recommence performing the Activity; or
- (b) fails to remedy the non-compliance or inability within the time specified, or the Commonwealth reasonably concludes that the concern is likely to be substantiated, the Commonwealth may reduce the scope of the Agreement in accordance with clause 19.1 or terminate the Agreement immediately by giving a second notice in accordance with clause 19.3.

19.3 Termination for fault

19.3.1 The Commonwealth may terminate this Agreement by notice where the Grantee has:

- (a) failed to comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is incapable of remedy or where clause 19.2.2.b applies; or
- (b) provided false or misleading statements in relation to the Grant; or
- (c) become bankrupt or insolvent, entered into a scheme of arrangement with creditors, or come under any form of external administration.
- (d) in addition to clause 19.3.1(a), breached the requirements in subclause 1.3.

19.3.2 The Grantee agrees, on receipt of the notice of termination, to:

- (a) stop the performance of the Grantee's obligations;
- (b) take all available steps to minimise loss resulting from the termination; and
- (c) report on, and return any part of, the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

20. Cancellation or reduction for convenience

20.1 The Commonwealth may cancel or reduce the scope of this Agreement by notice, due to:

- (a) a change in government policy; or
- (b) a change in the control of the Grantee which the Commonwealth reasonably believes will negatively affect the Grantee's ability to comply with this Agreement.

20.2 On receipt of a notice of reduction or cancellation under this clause, the Grantee agrees to:

- (a) stop or reduce the performance of the Grantee's obligations as specified in the notice;

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- (b) take all available steps to minimise loss resulting from that reduction or cancellation;
 - (c) continue performing any part of the Activity or the Agreement not affected by the notice if requested to do so by the Commonwealth; and
 - (d) report on, and return any part of, the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.
- 20.3 In the event of reduction or cancellation under this clause, the Commonwealth will be liable only to:
- (a) pay any part of the Grant due and owing to the Grantee under this Agreement at the date of the notice; and
 - (b) reimburse any reasonable and substantiated expenses the Grantee unavoidably incurs that relate directly and entirely to the reduction in scope or cancellation of the Agreement.
- 20.4 In the event of reduction, the amount of the Grant will be reduced in proportion to the reduction in the scope of the Agreement.
- 20.5 The Commonwealth's liability to pay any amount under this clause is:
- (a) subject to the Grantee's compliance with this Agreement; and
 - (b) limited to an amount that when added to all other amounts already paid under the Agreement will not exceed the total amount of the Grant.
- 20.6 The Grantee will not be entitled to compensation for loss of prospective profits or benefits that would have been conferred on the Grantee but for the cancellation or reduction in scope of the Agreement under clause 20.1.
- 20.7 The Commonwealth will act reasonably in exercising its rights under this clause.

21. Survival

The following clauses survive termination, cancellation or expiry of this Agreement:

- clause 10 (Spending the Grant);
- clause 11 (Repayment);
- clause 12 (Record keeping);
- clause 13 (Reporting);
- clause 14 (Privacy);
- clause 15 (Confidentiality);
- clause 16 (Insurance);
- clause 17 (Intellectual property);
- clause 19 (Reduction, Suspension and Termination);
- clause 21 (Survival);
- clause 22 Definitions;
- Supplementary Terms 4 (Access/Monitoring/Inspection)
- Supplementary Terms 9 (Child safety)

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- Supplementary Terms 13 (Fraud)
- Supplementary Terms 14 (Prohibited Dealings)
- Supplementary Terms 15 (Anti-corruption)
- Supplementary Terms 20 (Compliance with Legislation and policies)
- Supplementary Terms 21 (Work health and safety); and

Any other clause which expressly or by implication from its nature is meant to survive.

22. Definitions

In this Agreement, unless the contrary appears:

- **Activity** means the activity described in the Grant Details and includes the provisions of the Reporting Material.
- **Activity Completion Date** means the date or event specified in the Grant Details.
- **Activity Material** means any Material, other than Reporting Material, created or developed by the Grantee as a result of the Activity and includes any Existing Material that is incorporated in or supplied with the Activity Material.
- **Agreement** means the Grant Details, Supplementary Terms (if any), the Commonwealth Standard Grant Conditions and any other document referenced or incorporated in the Grant Details.
- **Agreement End Date** means the date or event specified in the Grant Details.
- **Australian Privacy Principle** has the same meaning as in the *Privacy Act 1988*.
- **Change in the Control** means any change in any person(s) who directly exercise effective control over the Grantee.
- **Commonwealth** means the Commonwealth of Australia as represented by the Commonwealth entity specified in the Agreement and includes, where relevant, its officers, employees, contractors and agents.
- **Commonwealth Purposes** includes the following:
 - a. the Commonwealth verifying and assessing grant proposals, including a grant application;
 - b. the Commonwealth administering, monitoring, reporting on, auditing, publicising and evaluating a grant program or exercising its rights under this Agreement;
 - c. the Commonwealth preparing, managing, reporting on, auditing and evaluating agreements, including this Agreement; and
 - d. the Commonwealth developing and publishing policies, programs, guidelines and reports, including Commonwealth annual reports; but in all cases:
 - e. excludes the commercialisation (being for-profit use) of the Material by the Commonwealth.
- **Commonwealth Standard Grant Conditions** means this document.
- **Date for Practical Completion** is as set out in the Capital Works Particulars in Schedule 2.

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- **Existing Material** means Material developed independently of this Agreement that is incorporated in or supplied as part of Reporting Material or Activity Material.
- **Grant** means the money, or any part of it, payable by the Commonwealth to the Grantee for the Activity as specified in the Grant Details and includes any interest earned by the Grantee on that money once the Grant has been paid to the Grantee.
- **Grantee** means the legal entity other than the Commonwealth specified in the Agreement and includes, where relevant, its officers, employees, contractors and agents.
- **Grant Details** means the document titled Grant Details that forms part of this Agreement.
- **Intellectual Property Rights** means all copyright, patents, registered and unregistered trademarks (including service marks), registered designs, and other rights resulting from intellectual activity (other than moral rights under the *Copyright Act 1968*).
- **Material** includes documents, equipment, software (including source code and object code versions), goods, information and data stored by any means including all copies and extracts of them.
- **Party** means the Grantee or the Commonwealth.
- **Personal Information** has the same meaning as in the *Privacy Act 1988*.
- **Records** includes documents, information and data stored by any means and all copies and extracts of the same.
- **Reporting Material** means all Material which the Grantee is required to provide to the Commonwealth for reporting purposes as specified in the Grant Details and includes any Existing Material that is incorporated in or supplied with the Reporting Material.

Capital Works Clauses

Schedule 2

Schedule 2: Capital Works Clauses

1. Definitions

In this Agreement, unless the contrary appears:

Activity means the activity described in the Grant Details and includes the Capital Works, the use of the Capital Works for the Designated Use and the provision of the Reporting Material.

Activity Period means the period commencing on the Activity start date set out in the Grant Details and ending on the Activity Completion Date.

Approval means any licence, permit, consent, approval, determination, certificate or other requirement of any authority, body or other organisation having any jurisdiction in connection with the Capital Works or the carrying out of the Activity or under any applicable statutory requirement, which must be obtained or satisfied to perform the Activity.

Asset means any item of property purchased, leased, created or otherwise brought into existence wholly, or in part, with the use of the Grant, with a value at that time of \$10,000 (inclusive of GST) or more, excluding Activity Material, Intellectual Property Rights and Real Property (including any property once it becomes part of Real Property).

Capital Works means any part of the Activity that comprises construction and building activities and includes the Capital Works specified in the Capital Works Particulars.

Capital Works Particulars means the particulars set out in the Annexure to this Agreement.

Capital Works Site means the site described in the Capital Works Particulars where the Capital Works are to be carried out, and any item or property which is affixed to that site.

Defect means any defect, shrinkage, fault, error or omission in the Capital Works and includes any feature of the Capital Works which does not comply with this Agreement or otherwise makes the Capital Works not fit for the Designated Use.

Designated Use means the use specified in the Capital Works Particulars.

Designated Use Period means the period, specified in the Capital Works Particulars, during which the Site must be used for the Designated Use.

Real Property means the real property listed in the Capital Works Particulars.

Site means the site or sites described in the Capital Works Particulars, any item which is affixed to the site or sites, and any site or sites where the Activity is carried out, and includes the Capital Works Site.

2. Approvals

The Grantee agrees to obtain all Approvals, including those specified in the Capital Works Particulars, necessary to commence and perform the Activity in accordance with this Agreement and must deliver a copy of satisfactory written evidence of each Approval to the Commonwealth by the date(s) specified in the Capital Works Particulars.

2.1 If the Grantee does not obtain the necessary Approvals in accordance with clause 2.1 of this Schedule, the Commonwealth may, at its sole discretion:

- (a) withhold payment of any amount of the Grant in accordance with clause 2 of Schedule 1; or
- (b) terminate this Agreement in accordance with clause 19 of Schedule 1.

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3. Commencement

- 3.1 In this clause, **Force Majeure Event** means a circumstance or event which was not contemplated by the Grantee and which could not reasonably have been foreseen by the Grantee at the Activity start date set out in the Grant Details, and is beyond the Grantee's reasonable control, including acts of God, war, terrorism or other hostility, natural or international disaster, fire, explosion, power failure, strike or lockout, but does not include circumstances caused by acts or omissions of the Grantee or its officers, employees, subcontractors or agents.
- 3.2 The Grantee agrees to:
- comply with any preconditions to commencing the Activity specified in the Capital Works Particulars; and
 - commence the Activity by the date specified in the Capital Works Particulars, unless the Commonwealth agrees otherwise in writing or the Grantee is prevented by a Force Majeure Event.
- 3.3 The Grantee agrees to notify the Commonwealth in writing that it has commenced the Activity within five business days of that commencement.
- 3.4 If the Grantee fails to commence the Activity in accordance with clause 3.2 of this Schedule, the Commonwealth may, at its sole discretion:
- give the Grantee notice requiring the Grantee to repay any amount of the Grant that has been paid in accordance with clause 11.2 of Schedule 1;
 - withhold payment of any amount of the Grant in accordance with clause 2 of Schedule 1; or
 - terminate this Agreement in accordance with clause 19 of Schedule 1.

4. Construction standards

- 4.1 The Grantee agrees to ensure that:
- all aspects of the Capital Works are carried out by qualified tradespeople or professionals who:
 - use workmanship of a standard consistent with the best Australian industry standards for work of a similar nature; and
 - are registered with the relevant Australian state, territory or national accreditation bodies that regulate the activities of members of that particular trade or profession in each jurisdiction where the Capital Works are carried out;
 - all activity relating to the Capital Works is carried out in accordance with all legal requirements and standards applicable to the building, construction or fit-out being undertaken;
 - all materials used in the Capital Works comply with any requirements set out in this Agreement and are of merchantable quality, fit for their purpose and consistent with the nature and character of the Capital Works; and
 - the Capital Works comply with all relevant standards of Standards Australia.

5. Material variations to the Capital Works

- 5.1 The Grantee agrees not to vary, or enter into any agreement to vary, the Capital Works in any material way without the prior written consent of the Commonwealth.
- 5.2 For the purposes of clause 5.1 of this Schedule, a variation to the Capital Works will be material if it would, or might reasonably be expected to, have an effect on the:
- price of the Capital Works or Activity generally;
 - budget for the Capital Works or Activity generally;
 - milestones or timeframes for completion of the Capital Works or Activity generally;
 - fitness of the completed Capital Works for the Designated Use;

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- e) Approvals obtained in relation to the Capital Works or Activity generally; or
- f) location of the Capital Works or the Activity generally.

6. Latent Conditions and other Site conditions

- 6.1 In this clause, **latent condition** means any ground conditions at the Site where the Activity is to take place, excluding ground conditions resulting from inclement weather, which differ materially from those which should have been anticipated by a prudent, competent and experienced professional.
- 6.2 The Grantee agrees to ensure that:
- a) the Site is suitable for carrying out the Activity; and
 - b) there are no latent conditions existing at the Site that may affect the Grantee's ability to perform or complete the Activity in accordance with this Agreement.
- 6.3 If, at any time during the performance of the Activity, a latent condition or other condition is discovered at the Site that may affect the performance or completion of the Activity, the Grantee agrees to:
- a) immediately notify the Commonwealth;
 - b) give the Commonwealth any details it reasonably requires as to the condition, its causes, and its anticipated effect on the Activity;
 - c) allow the Commonwealth, and any person the Commonwealth nominates, access to the Site at all reasonable times to inspect and investigate the condition; and
 - d) take all steps necessary to avoid (or, if the condition cannot be avoided, to mitigate) the impacts of the condition on the performance and completion of the Activity.
- 6.4 The Commonwealth may direct the Grantee to vary the Activity to overcome any latent condition or other condition at the Site that would or may adversely affect the Grantee's ability to perform or complete the Activity in accordance with this Agreement or otherwise comply with this Agreement. Any such direction does not limit the Commonwealth's rights under clause 6.5 of this Schedule below.
- 6.5 If, in the Commonwealth's reasonable opinion, a condition referred to at clause 6.3 of this Schedule is a latent condition:
- a) the Grantee agrees that all steps the Grantee takes (and that any third party takes on the Grantee's behalf) to avoid or mitigate the impacts of the latent condition in accordance with clause 6.3(d) of this Schedule are entirely at the Grantee's own risk and expense and will not be paid for using any of the Grant; and
 - b) the Commonwealth may, at any time following the identification of the latent condition, terminate this Agreement under clause 19 of Schedule 1 if the Commonwealth considers that:
 - i. the impacts of the latent condition cannot be avoided or mitigated cost effectively in a way that will enable the Activity to be completed by the Activity Completion Date and in accordance with this Agreement; or
 - ii. the Grantee failed to avoid or mitigate the impacts of the latent condition in accordance with clause 6.3(d) of this Schedule within a reasonable time.
- 6.6 The Commonwealth's termination of this Agreement under clause 6.5(b) of this Schedule does not limit the Grantee's obligations under clause 6.3 of this Schedule.

7. Practical Completion

- 7.1 The Grantee agrees to ensure that the Capital Works achieve practical completion in accordance with clause 7.2 of this Schedule on or before the Date for Practical Completion set out in the Capital Works Particulars.
- 7.2 To achieve practical completion:

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- (a) the Capital Works must be:
 - (i) complete and free from Defects, except for those that:
 - A. are of a minor nature;
 - B. it is not reasonably practicable for the Grantee to make good immediately;
 - C. can exist or be made good without significantly inconveniencing users of the site; and
 - D. do not cause any legal or physical impediment to the use and occupation of the Site and the Capital Works for the Designated Use; and
 - (ii) fit for the Designated Use;
- (b) the Grantee must provide the Commonwealth with written certification by a registered and qualified builder, architect or engineer that has inspected the Capital Works on their completion that:
 - (i) the Capital Works meet all the requirements of clause 7.2(a) of this Schedule and all other requirements set out in this Agreement; and
 - (ii) all statutory requirements have been complied with.

8. Defects after Practical Completion

- 8.1 In this clause, **Date of Practical Completion** means the date on which practical completion under clause 7.2 of this Schedule is achieved.
- 8.2 The Grantee agrees to promptly rectify any Defect in the Capital Works, including those which become apparent after the Date of Practical Completion and during the Designated Use Period before the Agreement End Date.

9. Assets

Acquisition and ownership

- 9.1 The Grantee agrees not to use the Grant to acquire or create any Asset, apart from those detailed in the Capital Works Particulars, without obtaining the Commonwealth's prior written approval. The Commonwealth may grant that approval subject to conditions.
- 9.2 The Grantee agrees to ensure that:
 - a) it owns all Assets acquired or created in its own right, unless the Commonwealth gives its prior written consent to the Commonwealth or a third party owning the relevant Asset; and
 - b) if an Asset is owned by a third party, the terms of the arrangement to use the Asset are consistent with the Grantee's responsibilities regarding the Asset in clause 9.3 of this Schedule.

Grantee's responsibilities

- 9.3 Throughout the Activity Period, the Grantee agrees to:
 - a) use each Asset in accordance with this Agreement and for the Designated Use;
 - b) not encumber or dispose of any Asset, or deal with or use any Asset other than in accordance with this clause, without the Commonwealth's prior written approval;
 - c) safeguard all Assets against theft, loss, damage and unauthorised use;
 - d) maintain all Assets in good working order;
 - e) take out and maintain all appropriate insurances for all Assets to their full replacement value, noting any interest of the Commonwealth in the Asset under this Agreement, and provide satisfactory written evidence of this to the Commonwealth when requested;
 - f) maintain registration and licensing of each Asset required by law to be registered or licensed;
 - g) take full responsibility for, and bear all risks relating to, the use or disposal of all Assets; and

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- h) if specified in the Capital Works Particulars, maintain an Asset Register in the form and with the details described there, and provide copies of the Asset Register to the Commonwealth when requested.

Sale or disposal of Asset

- 9.4 If the Grantee disposes of an Asset which it owns during the Activity Period, the Grantee agrees to account for the proportion of the Asset's market value that was met by the Grant as part of the Grant, and to use that amount for the Activity.

Loss or damage of Asset

- 9.5 If any Asset owned by the Grantee is lost, damaged or destroyed during the Activity Period, the Grantee agrees:
 - a) to promptly reinstate the Asset, including from the proceeds of the insurance;
 - b) that this clause 9 of this Schedule will apply to the reinstated Asset; and
 - c) to notify the Commonwealth of any surplus insurance proceeds, account for that surplus as part of the Grant and use that amount for the Activity.

End of the Activity

- 9.6 After the Activity Completion Date or the earlier termination of this Agreement, the Commonwealth may, by written notice, require the Grantee to deal with any Asset, other than an Asset owned by a third party, in accordance with the Commonwealth's directions.

10. Real Property

Definition

- 10.1 In this clause, **Operational Period** means the period commencing on the Activity start date set out in the Grant Details and ending on the Agreement End Date.

Purchase of Real Property

- 10.2 The Grantee must not spend any part of the Grant on any Real Property.

Outgoings

- 10.3 The Grantee agrees to pay all rents, rates, taxes, levies and other outgoings of any nature in relation to the Real Property. The Grantee agrees not to use the Grant to pay rent or other disallowed outgoings set out in the Capital Works Particulars.

Right to undertake Capital Works at the Capital Works Site

- 10.4 Before the Grantee commences the Capital Works, the Grantee agrees to ensure that the Grantee has a legal right or interest acceptable to the Commonwealth that permits the Grantee to occupy and carry out the Capital Works at the Capital Works Site, whether by way of fee simple, lease, agreement to lease, licence or otherwise.
- 10.5 The Grantee agrees to provide the Commonwealth with copies of all relevant documentation regarding its interest in and right to occupy and carry out the Capital Works at the Capital Works Site within 10 business days of a request by the Commonwealth for such documentation.

Grantee's responsibilities

- 10.6 Throughout the Operational Period, the Grantee agrees to:
 - a) hold the Real Property securely and safeguard it against theft, loss, damage or unauthorised use
 - b) maintain the Real Property in good condition;

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- c) take out and maintain all appropriate insurances for the Real Property to its full replacement cost and use that insurance to rectify any damage to or destruction of the Real Property. This clause continues to apply to the Real Property once any damage or destruction is rectified. The Grantee agrees to notify the Commonwealth of any surplus from the proceeds of this insurance and to use and account for that surplus as part of the Grant;
- d) effect and maintain any registration and licensing of the Real Property required by law;
- e) be fully responsible for, and bear all risks relating to, the use or disposal of the Real Property; and
- f) if required by the Commonwealth, maintain a Real Property Register in the form and containing the details as set out in the Capital Works Particulars, and provide the Commonwealth with a copy of the Real Property Register on request.

Security

- 10.7 If the Commonwealth requests, the Grantee agrees to take all action necessary to grant the Commonwealth a security, including in the form of a charge or mortgage, over the Real Property on terms acceptable to the Commonwealth.

Dealings

- 10.8 The Grantee agrees to obtain the Commonwealth's prior written consent before:
- a) disposing of any Real Property during the Operational Period; or
 - b) ceasing to use any Real Property for the Designated Use.
- 10.9 If the Grantee disposes of any Real Property during the Operational Period, or ceases to use any Real Property for the Designated Use without the prior written consent of the Commonwealth, the Commonwealth may, at its sole discretion:
- a) give the Grantee notice requiring the Grantee to repay all or part of the amount of the Grant that has been paid, as determined by the Commonwealth;
 - b) withhold payment of any amount of the Grant in accordance with clause 2 of Schedule 1; or
 - c) terminate this Agreement in accordance with clause 19 of Schedule 1.

Use of the Real Property

- 10.10 The Grantee agrees to ensure that:
- a) the Real Property is used for, and is fit to be used for, the Designated Use; and
 - b) the Grantee's legal right or interest in the Real Property permits the use of the Real Property for the Designated Use.

Third party interests

- 10.11 If a third party has proprietary or other rights or interests in relation to any Real Property, the Grantee agrees to:
- a) enter into legally binding written agreements under which all such third parties agree to:
 - i. the use of the Capital Works Site to carry out the Capital Works;
 - ii. the use of the Capital Works Site and completed Capital Works for the Designated Use; and
 - iii. the use of any other Real Property for the Activity in accordance with this Agreement;
 - b) not do anything that would give any such third party a right to rescind its agreement to any use specified in paragraph (a) above; and
 - c) provide the Commonwealth with evidence that the Grantee has complied with this clause within 10 business days of a request by the Commonwealth for such evidence.

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11. Purposes Deed

Not applicable

12. Designated Use

- 12.1 The Grantee agrees not to use the Grant to acquire or create any Asset, apart from those detailed in the Capital Works Particulars, without obtaining the Commonwealth's prior written approval. The Commonwealth may grant that approval subject to conditions.
- 12.2 The Grantee agrees to ensure that:
- a) the Capital Works and the Site are used only for the Designated Use throughout the Designated Use Period;
 - b) the Designated Use is provided in accordance with any requirements specified in the Capital Works Particulars, including regarding who provides the Designated Use; and
 - c) the Commonwealth's prior written approval is obtained to any use of the Capital Works or the Site (or both) not in accordance with the specified requirements.
- 12.3 The Parties agree that the repayment provisions set out in clause 10.9 (a) and 12.4 (a) in this Schedule would constitute a genuine and reasonable loss of public utility to the Commonwealth if the Capital Works and the Site are not used for the Designated Use throughout the Designated Use Period.
- 12.4 Subject to clause 12.5 of this Schedule, in addition to any other rights available to the Commonwealth, if the Grantee fails to comply with clause 12.1 of this Schedule, the Commonwealth may, at its sole discretion:
- a) give the Grantee notice requiring the Grantee to repay all or part of the amount of the Grant that has been paid, as determined by the Commonwealth;
 - b) withhold payment of any amount of the Grant in accordance with clause 2 of Schedule 1; or
 - c) terminate this Agreement in accordance with clause 19 of Schedule 1.
- 12.5 The Commonwealth agrees not to rely upon clause 12.4 of this Schedule if the non-compliant use was for a limited time only and the Commonwealth is satisfied that:
- a) the situation did not arise through any substantial failure by the Grantee;
 - b) the Grantee used all reasonable efforts to resolve the situation to the Commonwealth's satisfaction;
 - c) the Grantee complied with all reasonable directions the Commonwealth gave to help resolve the situation; and
 - d) the situation is resolved to the Commonwealth's satisfaction.

13. Activities on Native Title Land

- 13.1 In this clause:

Native Title Land means land that is subject to native title or subject to a native title claim.

Native Title has the same meaning as in the *Native Title Act 1993* (Cth).

- 13.2 In addition to all other necessary Approvals (clause 2 of this Schedule) [and evidence of agreements with any third parties with an interest in the Real Property required by clause 10.11 of this Schedule], the Grantee agrees that, before performing an Activity on Native Title Land, the Grantee will, where required by law, obtain the agreement of any Native Title holders or known claimants in relation to the Native Title Land concerned, including, if appropriate, by entering into an Indigenous Land Use Agreement.

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- 13.3 Whether or not there is a legal requirement to obtain the agreement of Native Title holders or known claimants in relation to Native Title Land in order to perform an Activity, the Grantee agrees not to perform any such Activity on the Native Title Land unless the Grantee:
- a) has consulted with the Native Title holders or known claimants about the Activity; and
 - b) is satisfied that the Native Title holders or known claimants understand the nature of the Activity and have had an adequate opportunity to comment.
- 13.4 The Parties acknowledge that, in all cases, it is desirable that the Grantee has the agreement of any Native Title holders or known claimants to the performance of the Activity on Native Title Land.
- 13.5 The Grantee agrees to immediately notify the Commonwealth in writing if the Grantee fails to obtain all necessary Approvals and agreements to perform the Activity on Native Title Land (including, where required by law, agreeing to an Indigenous Land Use Agreement and registering it on the Register of Indigenous Land Use Agreements) within 6 months after the date of this Agreement.
- 13.6 If the Grantee fails to obtain the necessary Approvals and agreements to perform the Activity on Native Title Land within 6 months after the date of this Agreement, the Commonwealth, at its sole discretion, may:
- a) negotiate changes to the Activity to enable the Activity to proceed with any and all necessary Approvals and agreements;
 - b) terminate this Agreement under clause 19 of Schedule 1; or
 - c) by notice, reduce the scope of the Activity.
- 13.7 If the Commonwealth reduces the scope of the Activity, the Grantee agrees that the Commonwealth will not be liable to pay any costs related to activities no longer within scope that are incurred after the date of the notice of reduction.
- 13.8 The Grantee agrees to provide the Commonwealth with a copy of any Indigenous Land Use Agreement entered into for the purposes of this clause 13 of this Schedule within 5 business days of its registration on the Register of Indigenous Land Use Agreements.
- 13.9 The Grantee agrees that, unless otherwise agreed in writing, the Commonwealth is not required to pay the Grant (or any remaining part of the Grant) if the Grantee has not complied with this clause 13 of this Schedule.
- 13.10 The Grantee agrees to obtain and rely on its own advice in relation to Native Title matters.

14. Activities on Land Rights Land

14.1 In this clause:

Aboriginal peoples has the same meaning as in the *Native Title Act 1993* (Cth).

Land Rights Land means land which is:

- a) subject to a freehold estate or lease granted or vested under legislation that makes provision for the grant or vesting of such things only to, in, or for the benefit of, Aboriginal peoples or Torres Strait Islanders;
- b) held expressly for the benefit of, or held on trust, or reserved, expressly for the benefit of, Aboriginal peoples or Torres Strait Islanders; or
- c) claimed under legislation referred to above in paragraph (a).

Torres Strait Islander has the same meaning as in the *Native Title Act 1993* (Cth).

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- 14.2 In addition to all other necessary Approvals (clause 2 of this Schedule) [and evidence of agreements with any third parties with an interest in the Real Property required by clause 10.11 of this Schedule], the Grantee agrees that, before performing an Activity on Land Rights Land, the Grantee will, where required by law, obtain the necessary approval of any land holding body, traditional owners or known claimants of the Land Rights Land concerned.
- 14.3 Whether or not there is a legal requirement to obtain the agreement of any land holding body, traditional owners or known claimants in relation to Land Rights Land in order to perform an Activity, the Grantee agrees not to perform any such Activity on the Land Rights Land unless the Grantee:
- a) has consulted with the any land holding body, traditional owners or known claimants about the Activity; and
 - b) is satisfied that any such land holding body, traditional owners or known claimants understand the nature of the Activity and have had an adequate opportunity to comment.
- 14.4 The Parties acknowledge that, in all cases, it is desirable that the Grantee has the agreement of any land holding body, traditional owners or known claimants to the performance of the Activity on Land Rights Land.
- 14.5 The Grantee agrees that, unless otherwise agreed in writing, the Commonwealth is not required to pay the Grant (or any remaining part of the Grant) if the Grantee has not complied with this clause 14 of this Schedule.
- 14.6 The Grantee agrees to obtain and rely on its own advice in relation to land rights matters.

15. Environmental obligations

- 15.1 In this clause:

Contamination means the presence in, on or under the land, air or water of a substance (whether solid, liquid, gas, odour, heat, sound, vibration or radiation) at a concentration above the concentration at which the substance is (or should be) normally present in, on or under (respectively) land, air or water in the same locality, being a presence that presents a risk of harm to human health or any other aspect of the Environment, or could otherwise give rise to a risk of non-compliance or breach of any statutory requirements relating to the Environment.

Environment means components of the earth, including:

- a) land, air and water;
- b) any layer of the atmosphere;
- c) any organic or inorganic matter and living organism; and
- d) human-made or modified structure and areas,

and includes interacting natural ecosystems that include components referred to in paragraphs (a) to (d) above.

- 15.2 In performing the Activity, the Grantee agrees to ensure that:
- a) the Grantee complies with all the Grantee's obligations under the *Environment Protection and Biodiversity Conservation Act 1999*, its associated legislative instruments, and all applicable state or territory legislation relating to the Environment;

Commonwealth Standard Grant Conditions

Schedule 2

- b) the Grantee complies with any requirements relating to the Environment set out in the Capital Works Particulars;
 - c) the Grantee does not contaminate or otherwise damage the Environment; and
 - d) the Grantee's officers, employees, subcontractors and agents comply with the requirements set out in this clause.
- 15.3 The Grantee agrees to make good any Contamination or damage to the Environment arising out of or in connection with the Activity, regardless of whether the Grantee has complied with all applicable laws regarding the protection of the Environment.
- 15.4 Unless the Commonwealth specifically notifies the Grantee otherwise or approves in writing, the Grantee agrees not to use the Grant for rectification in accordance with clause 15.3 of this Schedule.
- 15.5 Without detracting from the Grantee's obligations under this Agreement, the Commonwealth may take any action necessary to protect:
- a) the Activity;
 - b) the Site or other property;
 - c) the Environment; or
 - d) third parties,
- from Contamination or damage to the Environment arising out of or in connection with the Activity.
- 15.6 The Commonwealth may recover as a debt due from the Grantee to the Commonwealth all costs, expenses and liabilities that the Commonwealth incurs as a result of taking action under clause 15.5 of this Schedule.

16. Work Health and Safety Accreditation Scheme

- 16.1 Building work undertaken as part of the Activity may be covered by the Work Health and Safety Accreditation Scheme (WHS Accreditation Scheme).
- 16.2 The WHS Accreditation Scheme is established under the Federal Safety Commissioner Act 2022 and specified in the Building and Construction Industry (Improving Productivity) (Accreditation Scheme) Rules 2019.
- 16.3 The WHS Accreditation Scheme applies to building work that is indirectly funded by the Commonwealth if it is carried out under a contract with a value of \$4 million or more (GST inclusive) and the contribution made to the funding of the project that includes building work by the Commonwealth is at least:
- (a) \$6,000,000 (GST inclusive) and represent at least 50% of the total funding; or
 - (b) \$10,000,000 (GST inclusive).
- 16.4 If the WHS Accreditation Scheme applies to the building work undertaken as part of the Activity, the Grantee must:
- a) notify the Office of the Federal Safety Commissioner at the earliest possible opportunity (that is, when approaching the market);

Commonwealth Standard Grant Conditions

Schedule 2

- b) contain a requirement that the builder:
 - i. is accredited under the WHS Accreditation Scheme*;
 - ii. maintains Scheme accreditation for the life of the contract.*
- * Paragraph 26(g) of the *Building and Construction Industry (Improving Productivity) (Accreditation Scheme) Rules 2019* outlines provisions applying to joint venture arrangements that include accredited and unaccredited builders.

Commonwealth Standard Grant Conditions Schedule 2

Annexure A – Capital Works Particulars

These Capital Works Particulars must be read in conjunction with the Commonwealth Standard Grant Agreement.

Item number	Related clause in Schedule 2	Details	Comments
1	1	Capital Works: construction and fit-out of the Real Property at the Capital Works Site	
2	1	Capital Works Site: 141-155 Beamish Street, Campsie, NSW 2194.	
3	1, 12.1	Designated Use: Campsie Cultural Hub	
4	1	Designated Use Period: Commences on the Date that the Activity starts on, as set out in Part C of the Grant Details, and concludes on the Agreement End Date, which is five years from the date the Commonwealth accepts, to its satisfaction, the Activity Completion Report.	
5	1	Real Property: Campsie Cultural Hub	
6	1	Site: 141-155 Beamish Street, Campsie, NSW 2194.	
7	2	Approvals required: Development Approval and all other authority approvals. Date evidence of each Approval is required: 13 January 2026	
8	3.2(a)	Preconditions to commencement: None	
9	3.2(b)	Date Activity is to commence by: This Activity starts on the date this agreement is executed.	
10	7.1	Date for Practical Completion: The Activity (other than the provision of any final reports) ends on 15 December 2026, which is the Activity Completion Date.	
11	9.1	Assets that may be acquired or created without the Commonwealth's prior approval: None	
12	9.3(h)	Asset Register: The Asset Register contains the following information: (a) Asset number; (b) description of Asset;	

Commonwealth Standard Grant Conditions

Schedule 2

		(c) purchase or creation price or total lease cost; (d) date of purchase, creation or lease; (e) if leased, type and term of lease; (f) location of Asset; (g) date on which the Asset was disposed of or written off; (h) disposal method; and (i) if the Asset was partly purchased, created or leased using the Grant, the proportion that was paid for with the Grant.	
13	10.6	Real Property Register: The Real Property Register contains the following information: (a) Real Property description; (b) acquisition, upgrade or creation price or total lease cost; (c) date of acquisition, creation, upgrade or lease; (d) if leased, type and term of lease; (e) location of Real Property; (f) date of disposal; (g) disposal method; and (h) if the Real Property was partly created, acquired or upgraded using the Grant, the proportion that was paid for with the Grant.	
14	10.3	Disallowed outgoings: None	
15	15	Environmental requirements: None	

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MS25-000269

	Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Dispatched to MO 19 FEB 2025
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To: The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government (for decision)

Subject: Priority Community Infrastructure Program (PCIP) - 2022 Election Commitment - Change of Scope - PCIP0034 - Campsie Cultural Hub

Critical Date: 5 March 2025 to enable the project to proceed as scheduled.

Recommendation:	
1. That you agree to a change of scope for the Campsie Cultural Hub project (PCIP0034) under the Priority Community Infrastructure Program (PCIP).	Agreed / Not Agreed
 The Hon Catherine King MP Comments: Date: 20.2.25	

Key Points:

1. On 12 September 2023 you approved funding of \$6 million under the Priority Community Infrastructure Program (PCIP) for the Campsie Cultural Hub project (MS23-004406 refers). The approved project is to construct a central recording, rehearsal and performance space, including a soundproof recording studio and associated amenities (the Music Hub).
2. The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the department) entered into a funding agreement with the City of Canterbury-Bankstown (the grantee) on 15 May 2024.
3. On 18 October 2024 the grantee advised the department there had been a review of the project scope to ensure the best possible outcome could be delivered to the community. This resulted in a redesign of the Campsie Hub, incorporating the construction of the Music Hub into a centrally located building, to be delivered as part of the Campsie precinct.

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s47C

5. However, as a result of the proposed changes, the overall project can no longer be completed within the PCIP appropriation timeframe, with construction expected to be complete in 2029.

6. On 20 January 2025, the grantee submitted a variation request seeking approval to stage the project and use the \$6 million in PCIP funding for Stage One (project planning and establishment works), which can be delivered within the PCIP appropriation period.

7. Stage two will then construct a four storey building with library, community spaces and civic meeting facilities, and create an interconnected open space, including an outdoor garden and the Campsie plaza, linking the new hub to the existing Orion Centre.

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Financial impacts: N/A

Legal/Legislative impacts:

9. Should you approve the change of scope, the department will work with the grantee to formalise the change through a Deed of Variation.

Stakeholder Implications:

10. Proceeding with the change of scope will ensure the benefits are realised for the Canterbury-Bankstown community.

11. The original commitment made by the Hon Tony Burke MP, Member for Watson, was to provide \$6 million toward the Campsie Cultural Hub project. Mr Burke has indicated he is supportive of the revised scope of works.

Consultation: N/A

Media Opportunities:

12. The department will work with your office on possible media opportunities once the change of scope is executed.

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Cleared By: Katrina Kendall
Position: Assistant Secretary
Division: Regional Development and Local
Government

Contact Officer: s22(1)(a)(ii)
Section: Major Projects and Governance
Mob: s22(1)(a)(ii)

s22(1)(a)(ii)

Cleared Date: 18 February 2025

Instructions for MPS: Nil

Do you require a signed hardcopy to be returned: No

Responsible Adviser: s22(1)(a)(ii)

PDMS Distribution List: Jim Betts, David Mackay, Clare Chapple, Katrina Kendall, s22(1)(a)(ii)

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Deed of Variation in relation to PCIP0034 – Campsie Cultural Hub Stage 1

1. Date

This Deed is made on the date it is executed by the Commonwealth.

2. Parties

This Deed is made between:

- 2.1 The Commonwealth, as represented by Department of Infrastructure, Transport, Regional Development, Communications and the Arts ABN 86 267 354 017 (the 'Commonwealth'); and
- 2.2 Canterbury-Bankstown Council ABN 45 985 891 846 (the 'Grantee').

3. Context

- 3.1 The Parties entered in an agreement on 15 May 2024 under which the Commonwealth gave a grant of up to \$6,000,000 to the Grantee for the design and construction of the Campsie Cultural Hub (the 'Agreement').
- 3.2 The Parties have agreed to amend the Agreement on the terms and conditions contained in this Deed.

4. Amendments

- 4.1 With effect from the date this Deed is executed, the Agreement is amended in accordance with the Schedule.

5. Entire agreement and interpretation

- 5.1 The parties confirm all the other provisions of the Agreement and, subject only to the amendments contained in this Deed, the Agreement remains in full force and effect.
- 5.2 This Deed and the Agreement, when read together, contain the entire agreement of the parties with respect to the parties' rights and obligations under the Agreement.
- 5.3 Unless otherwise specified or the context otherwise requires, terms that are defined in the Agreement have the same meaning in this Deed.

6. Signatures

Executed as a deed:

Commonwealth:

SIGNED, SEALED AND DELIVERED for and on behalf of the Commonwealth of Australia as represented by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts ABN: 86 267 354 017	
Name: (print)	KATRINA KENDALL
Position: (print)	ASSISTANT SECRETARY
Signature	s22(1)(a)(ii)
Date:	1/5/25
In the presence of:	s22(1)(a)(ii)
Witness Name: (print)	
Signature	
Date:	1/5/2025

Grantee:

SIGNED, SEALED AND DELIVERED by:

Full legal name of the Grantee:	Canterbury-Bankstown Council ABN: 45 985 891 846
Signatory Name: (print)	s22(1)(a)(ii)
Signature and date:	
Witness Name: (print)	s22(1)(a)(ii)
Signature and date:	s22(1)(a)(ii)

Deed of Variation in relation to PCIP0034 – Campsie Cultural Hub Stage 1

Page 3

Schedule – Amendments to the Agreement

- Items A (Purpose of the Grant), B (Activity) and E (Reporting) of the Grant Details are deleted and replaced with the updated Grant Details set out below:

Grant Details PCIP0034

A. Purpose of the Grant

The purpose of the Grant is to support community infrastructure and open space improvements through Stage 1 of the Campsie Cultural Hub project, providing necessary enabling works for future Stage 2 - construction.

This Grant is being provided under Priority Community Infrastructure Program, (the Program) and these Grant Details form part of the Agreement between the Commonwealth and the Grantee as at the date of execution for PCIP0034 – Campsie Cultural Hub Stage 1.

B. Activity

The Grantee must deliver 'Stage 1' enabling works for the Campsie Cultural Hub at 141-155 Beamish Street, Campsie, NSW 2194, including the following Activities:

- Provision of concept and detailed designs;
- Development Application;
- Project enabling works, including:
 - Demolition of existing buildings;
 - Geotechnical investigations;
 - Site works to enable utility connections, including sewer, electrical and water;
- Minor upgrade works on the existing Orion Centre; and
- Music Hub plaza enabling works.

The Grantee must undertake the Activity so as to meet the following outcomes:

- Provision of new community infrastructure through the delivery of the Campsie Cultural Hub that improved social cohesion and encourages the community to thrive, both economically and socially.

The Grantee must complete the milestones specified in the table below by the corresponding due date. If the Grantee does not complete a milestone described as a critical milestone by the corresponding due date, the parties agree that the Commonwealth may treat such failure as a breach of this Agreement incapable of remedy for the purposes of clause 19 of Schedule 1 (Commonwealth Standard Grant Conditions).

Milestone #	Critical Milestone (Yes/No)	Due Date
1	No	N/A
2	No	N/A
3	No	N/A

4	No	N/A
5	No	N/A
6	No	N/A
7	No	N/A

The Grantee must maintain and operate the completed Capital Works for five years following the Date for Practical Completion (**Operational Period**). During the Operational Period, the Grantee must, if requested by the Commonwealth to do so, promptly provide evidence to the Commonwealth that the completed Capital Works are maintained and operational.

The Grantee must conduct an official opening of the completed Activity unless otherwise agreed by the Commonwealth within 6 months of the Date for Practical Completion. The Grantee must conduct the official opening in the manner and form approved by the Commonwealth prior to the official opening and must invite the Commonwealth Minister responsible for Infrastructure to the official opening at least 40 Business Days before the official opening.

E. Reporting

The Grantee agrees to create the following reports in the form specified by the Commonwealth and to provide the reports to the Commonwealth representative in accordance with the following:

Report	Milestone(s) / Information covered by the Report	Milestone Completion Date	Payment amount (GST Exclusive)	Due Date for Report	Due Date for Funding Payment
Progress Report 1	Evidence acceptable to the Commonwealth that the following have been achieved: - a project update is provided; and - design consultant engaged.	COMPLETE	NIL	COMPLETE	N/A
Progress Report 2	Evidence acceptable to the Commonwealth that the following have been achieved: a project update is provided.	COMPLETE	NIL	COMPLETE	N/A
N/A	Payment on execution of Deed of Variation 1	Upon execution of the variation	\$1,200,000	N/A	14 Days from execution

Report	Milestone(s) / Information covered by the Report	Milestone Completion Date	Payment amount (GST Exclusive)	Due Date for Report	Due Date for Funding Payment
Progress Report 3	Evidence acceptable to the Commonwealth that the following have been achieved: • concept design completed; and • community consultation and any relevant reports completed;	4 August 2025	\$500,000	4 September 2025	18 September 2025
Progress Report 4	Evidence acceptable to the Commonwealth that the following have been achieved: • Documentation completed and lodged for relevant statutory approvals.	12 January 2026	\$500,000	12 February 2026	26 February 2026
Progress Report 5	Evidence acceptable to the Commonwealth that the following have been achieved: • confirmation that all relevant approvals have been obtained; and • an update on the development of demolition tender documentation is provided.	8 July 2026	\$1,600,000	10 August 2026	24 August 2026

Report	Milestone(s) / Information covered by the Report	Milestone Completion Date	Payment amount (GST Exclusive)	Due Date for Report	Due Date for Funding Payment
Progress Report 6	Evidence acceptable to the Commonwealth that the following have been achieved: - confirmation of final designs; - Award of contract for enabling works; and - A completed Event Request Form using the template provided by the Commonwealth in relation to the official opening of the Activity has been submitted to the Commonwealth for approval.	11 December 2026	\$1,600,000	11 January 2027	25 January 2027
Activity Completion Report	Evidence acceptable to the Commonwealth that the following have been achieved: - the Activity at Item B of the Grant Details is completed and certified by the Project Manager, Quantity Surveyor, or similar; - an independently audited financial acquittal report verifying the Grant payments made to date have been spent in accordance with this Agreement.	14 March 2027	\$600,000	14 June 2027	28 June 2027

- Items 6 (Specified Personnel) and 20 (Compliance with Legislation and policies) from Supplementary Terms from the Clause Bank are deleted and replaced with the below:

6. Specified Personnel

- 6.1 The Grantee agrees to remove any personnel (including subcontractors, agents or volunteers) involved in the Activity at the request of the Commonwealth.
- 6.2 If clause 6.1 applies, the Grantee will provide replacement personnel acceptable to and at no additional cost to the Commonwealth at the earliest opportunity and without any interruption to the Grantee's compliance with its other obligations under this Agreement.

20. Compliance with Legislation and policies

- 20.1 In this Agreement, Legislation means a provision of a statute or subordinate legislation of the Commonwealth, or of a State, Territory or local authority
 - 20.2 The Grantee agrees to comply with all Legislation applicable to its performance of this Agreement.
 - 20.3 The Grantee agrees, in carrying out its obligations under this Agreement, to comply with any of the Commonwealth's policies or guidelines as notified, referred or made available by the Commonwealth to the Grantee (including by reference to an internet site).
- Items 3 (Acknowledgements) and 10 (Spending the Grant) of Schedule 1 (Commonwealth Standard Grant Conditions) are deleted and replaced with the below:

3. Acknowledgements and Events

- 3.1 The Grantee agrees not to make any public announcement, including by social media, in connection with the awarding of the Grant without the Commonwealth's prior written approval.
- 3.2 The Grantee agrees to acknowledge the Commonwealth's support in all Material, publications and promotional and advertising materials published in connection with this Agreement. The Commonwealth may notify the Grantee of the form of acknowledgement that the Grantee is to use.
- 3.3 The Grantee agrees not to use the Commonwealth Coat of Arms in connection with the Grant or the Activity without the Commonwealth's prior written approval.
- 3.5 The Grantee must provide the Commonwealth detailed information relating to any event it will conduct in relation or connection to the Activity (including the official opening of the Activity) at least [40] Business Days prior to the proposed date of that event and must implement any changes the Commonwealth requires in writing to the planning and conduct of that event.

10. Spending the Grant

- 10.1 The Grantee agrees to spend the Grant for the purpose of performing the Activity and otherwise in accordance with this Agreement.
- 10.2 Within the timeframe specified by the Commonwealth (and if no timeframe is specified, three months) after the Activity Completion Date, the Grantee agrees to provide the Commonwealth with an independently audited financial acquittal report verifying that the Grant has been spent in accordance with this Agreement.
- 10.3 The reports under clause 10.2 must be audited by:
 - (a) a Registered Company Auditor under the *Corporations Act 2001* (Cth); or
 - (b) a certified Practising Accountant; or

-
- (c) a member of the National Institute of Accountants; or
 - (d) a member of the Institute of Chartered Accountants; who is not a principal member, shareholder, officer or employee of the Grantee or a related body corporate.
- Item numbers 1, 3, 7, 10, 14 and 15 at Annexure A (**Capital Works Particulars**) are deleted and replaced with the following:

These Capital Works Particulars must be read in conjunction with the Commonwealth Standard Grant Agreement.

Item number	Related clause in Schedule 2	Details	Comments
1	1	Capital Works: project enabling works at the Capital Works Site	
3	1, 12.1	Designated Use: N/A	
7	2	Approvals required: Demolition Development Approval or Review of Environmental Factors . Date evidence of each Approval is required: 10 August 2026	
10	7.1	Date for Practical Completion: The Activity (other than the provision of any final reports) ends on 14 March 2027, which is the Activity Completion Date.	
14	10.3	Disallowed outgoings: Refer to the Grant Opportunity Guidelines	
15	15	Environmental requirements: None	