

## 8.12 Delivery Program/Operational Plan: 6 Month Progress Report

### Reporting Officer

Manager Insights and Corporate Strategy  
City Growth

### Community Strategic Plan

Objective	Strategy
3 Outcome Three: A Thriving, Attractive City	3.8 - Provide strong governance for all Council activities

### Officer's Recommendation

That Council receive and note the 6-monthly progress report. This report outlines progress against the Principal Activities outlined in the Delivery Program 2017-22 and Operational Plan 2021-22, for the July to December 2021 period.

### Purpose

To advise Council of the progress against the Principal Activities outlined in the Delivery Program 2017-22 and Operational Plan 2021-22 for the July to December 2021 period.

### History

Council provides a 6-monthly progress report as per the requirements of the Integrated Planning and Reporting framework, and Section 404(5) of the *Local Government Act 1993*. The progress reports allow Council, the community, and stakeholders to collectively monitor the delivery of the Principal Activities outlined in the Delivery Program - including projects, programs, and initiatives - towards achieving the community's vision for Campbelltown.

### Report

This report is a key piece of reporting and accountability towards the community's vision for Campbelltown, as documented in our Community Strategic Plan (CSP): *Campbelltown 2027*. *Campbelltown 2027* is structured around 4 Community Outcomes, each of which has specific goals and strategies:

1. A vibrant, liveable city
2. A respected and protected natural environment
3. A thriving, attractive city
4. A successful city

The CSP is Council's highest-level strategy and informs our Delivery Program/ Operational Plan. The Delivery Program/ Operational Plan - in turn - outlines the Principal Activities that we will undertake as a Council to address *Campbelltown 2027*.

The objective of this report is to provide a summary of progress against these Principal Activities over the past 6 months, and provide a status update for every underlying action we have committed to. Further reporting on key highlights along with legislative and statistical information are presented in our annual and end of term reports.

The full set of our Corporate Planning and Reporting documents can be found on Council's website:

<https://www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy>

### Our Progress

This progress report along with the quarterly business review statements, annual, and end of term reports capture our progress against the Delivery Program/Operational Plan. These reports are key points of accountability and transparency, to ensure that our community is informed and can monitor our progress towards achieving Campbelltown 2027.

The contents of this report indicate that we have progressed well against our 174 commitments, with 155 actions either completed or on track for the first half of this year.

Completed	On Track	Not on Track/ Needs Attention	On Hold	Not Completed
13 - 7.5%	142 - 82%	6 - 3%	1 3 - 7.5%	0 - 0%

- **Completed** – We successfully completed a number of actions during July to December 2021 including:
  - upgrade of the customer facing system at our Leisure Centres
  - review of Council's Climate Change Risk Assessment
  - completion of the Aquatic and Indoor Sports Strategy
  - Installation of an additional 37 street smart bins and introduction of earlier (time of day) street sweeping program
  - support in delivering the 2021 Local Government elections
  - external funding of \$800,000 awarded for the High Performance Indoor Cricket Centre (total of \$1.5 million external funding achieved).
  
- **Not on Track/ Needs Attention** – 6 actions have been identified as needing further attention to review the scoping, resourcing, or prioritisation of the project.

Section	Action	Comments	Status
Community Life	Promote the Event Toolkit and Event Application Checklist to support community groups organising events	This requires attention in the next quarter. Progress has been disrupted by the ongoing effects of COVID-19.	Not on Track / Needs Attention
Open Space	Develop the Lynwood Park Masterplan	A spatial concept master plan has been developed, and site investigation works are currently being undertaken.	Not on Track / Needs Attention
Creative Life	Develop a cultural strategy that encourages the local community to engage in arts culture across the region	Engagement for the cultural strategy has been delayed due to COVID-19, and will resume in the next quarter.	Not on Track / Needs Attention

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Open Space	Deliver 12-month long baseline LGA wide biodiversity study to inform draft Natural Areas Prioritisation Plan to be finalised in 2022-23	Project scoping is still underway, and on-ground assessments are needed. This project may not be implemented during the planned timeframe.	Not on Track / Needs Attention
Economic and Investment Growth	Develop a city marketing strategy and action plan to promote the city for investment attraction using the brand identity	Several activities have continued to progress (e.g. the development of a city centre narrative framework).  While we continue to support inbound investment opportunities, the broader Investment Attraction Strategy component of this action has been put on hold while we ensure that important foundational work is in place to enable the conversion of interest to commitment.	Not on Track / Needs Attention
Infrastructure	Ensure that Asset renewal programs are developed on time and in accordance with the Asset Management Strategy	The programs are currently being finalised. Awaiting for data from the consultants for modelling.	Not on Track / Needs Attention

- On Hold** - A small number of actions have been placed on hold and will be reviewed for completion during the period January to June 2022. These include a number of programs affected by COVID-19 health restrictions. Additionally, construction of the Campbelltown Sports and Health Centre of Excellence is on hold pending investigations into an emerging funding opportunity to relocate the planned development to the Campbelltown Sports Stadium site, enhancing community benefit.

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Deliver road safety initiatives including the Learner Driver Program and the Speed Reduction Program	This program was placed on hold due to the COVID-19 Public Health Orders.	On Hold
Infrastructure	Inspect, identify and undertake preventative/remedial works on fire trails	This action is on hold, as we are waiting for a quotation from the Rural Fire Service.	On Hold
Community Life	Implement the Campbelltown Healthy Food and Drinks Policy focusing on internal meetings and functions, owned facilities and both internal and external events	This program has been on hold due to the ongoing impacts of COVID-19.	On Hold

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Develop a Social and Health Impact Assessment process for Development Applications	This program is currently being reviewed following reprioritisation of programs, and is anticipated to restart in April.	On Hold
Community Life	Deliver and review the Youth Engagement program 'Hack Collective' to engage our young people	This Program is a partnership with a number of local High Schools who have currently suspended all optional programs with external partners due to COVID-19. This is expected to change in Term 2, and it is hoped that the program can recommence.	On Hold
Community Life	Develop a Tennis Strategy for the city	The Tennis Strategy is on hold, subject to the collection of further participation data. This will be facilitated by Council's new online booking system.	On Hold
City Lifestyles Directorate	Complete construction (Stage 1) of the Sport and Health Excellence Centre	Construction of the Campbelltown Sports and Health Centre of Excellence is on hold pending investigations into an emerging funding opportunity to relocate the planned development to the Campbelltown Sports Stadium site.	On Hold
Community Businesses	Deliver the Pacific Test Program	This is on hold due to the ongoing impacts of COVID-19. The program will be further investigated in the next quarter.	On Hold
City Growth Directorate	Engage local businesses to identify water efficiency opportunities through the Sydney Water Partnership Program	The partnership has concluded. Engagement with businesses through a rebates program is currently on hold due to COVID-19. The program will be revisited in the next quarter.	On Hold
Infrastructure	Lead the development of the engineering specifications for Council	On hold due to resourcing constraints.	On Hold
Infrastructure	Develop a traffic model for the reimagine corridor	On hold due to resourcing constraints.	On Hold
Infrastructure	Develop internal and external LGA transport connectivity strategies	On hold due to resourcing constraints.	On Hold
Economic and Investment Growth	Review the Local Strategic Planning Statement (LSPS) in line with the Community Strategic Plan (CSP) and core enabling strategies	This review has been placed on hold, pending direction from the Greater Sydney Commission (GSC) regarding the implications of the scheduled review of the District and Region Plans by the GSC.	On Hold

For a detailed status update on all of our actions, please refer to the Action Progress Tables further within this report. When reading this report, please note that some actions address multiple CSP strategies/ outcomes. In these instances, we report the action against one of the relevant strategies.

**Action Progress – July to December 2021**

The following tables provide a status update for actions listed in the Operational Plan 2021-22 using the definitions below.

- **Completed** – the action has been finalised.
- **On Track** – the action is on track to be substantially completed this year.
- **Not on Track/ Needs Attention** – the action requires some further attention to substantially progress this year.
- **On Hold** – the action is on hold due to external challenges, further decision making and/ or review of resource allocation.
- **Not Completed** – the action could not be completed.

**Outcome 1: A vibrant, liveable city**

**1.1: Provide opportunities for our community to be engaged in decision making processes and to access information**

1.1.1: Seek opportunities to actively engage with our community and ensure they know their input is valued

Section	Action	Comments	Status
Office of the General Manager	Develop, roll out and promote internal process and governance for Community Engagement	We have continued to engage with the community on a range of critical strategies, plans and projects. This includes continuing to centralise engagement Bang the Table (Over to you online platform). This is to support a consistent approach to engagement and data via Face-to-face engagement continues to be challenged by COVID-19, however online engagement is progress well.	On Track

1.1.2: Promote Campbelltown and share information that our community and customers need to live well in our city

Section	Action	Comments	Status
Office of the General Manager	Develop a city-wide Signage Action Plan	The Action Plan has been drafted.	On Track
Office of the General Manager	Complete an upgrade of Council website	The procurement specs are being finalised, and will go out for tender by early February.	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Office of the General Manager	Implement the Communications and Community Engagement Action Plan	We continue to deliver the actions outlined in this plan as part of the core business as usual.	On Track

1.1.3: Provide a single point of contact for our customers for general enquiries, service requests and payments

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Corporate Support and Systems	Deliver high quality face-to-face, over the phone and online customer service	This ongoing action is on track.  The section received a Highly Commended Award for the 2021 National Customer Service Team of the Year. This award acknowledged Customer Service Teams who demonstrated excellence in managing the impact and effects of the COVID-19 Global Pandemic.	On Track
Corporate Support and Systems	Develop the Customer Experience Roadmap 2022-25	The project brief for the Customer Experience Roadmap has been completed.	On Track

**1.2: Create safe, well maintained, activated and accessible public spaces**

1.2.1: Maintain the cleanliness of our city streets by removal of litter and graffiti, and street sweeping

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Operations	Review and implement the street sweeping program to increase efficiencies	Early street sweeping starts have been implemented successfully, and are planned to continue as business-as-usual.	Completed
Operations	Increase collection of loose litter through efficiencies gained from the smart bin replacement program	Smart bins have been installed.	On Track
Operations	Implement a new procedure to respond to and manage illegal waste	Grant funding has been acquired and will fund the development of illegal waste strategy. The procedure will follow this strategy.	On Track
Operations	Use new mobile technology to reduce graffiti removal response times and improve data intelligence	No further action required. Mobile technology working very well.	Completed
Operations	Commence street smart bin replacement program	A further 37 bins have been installed. The total number of bins is now 42.	Completed

1.2.2: Design and implement road and community safety programs to create places where people feel safe, are likely to stay, and want to return to

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Deliver community safety programs and awareness campaigns	Program remains suspended during 2nd quarter. Planning for City Centre program undertaken in final month of quarter.	On Track
Community Life	Deliver Child Car Seat Restraint Fitting Program	Program delivered in a COVID-19 safe way during December.	On Track
Community Life	Deliver road safety initiatives including the Learner Driver Program and the Speed Reduction Program	This program was placed on hold due to the COVID-19 Public Health Orders.	On Hold

1.2.3: Ensure the responsible maintenance of all Council bush and fire trails

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	Complete maintenance and treatments as per program	The work is on track to be completed in April 2022.	On Track
Infrastructure	Review, plan and undertake hazard reduction burning	The progress of this action is weather dependant, but currently on track.	On Track
Infrastructure	Inspect, identify and undertake preventative/remedial works on fire trails	This action is on hold, as we are waiting for a quotation from the Rural Fire Service.	On Hold

## 1.2.4: Manage Council's building assets including building maintenance, city safety (security) and cleaning

Section	Action	Comments	Status
Infrastructure	Maintain all Council buildings for their use by the community	All preventative building maintenance has been completed to required standards. All maintenance requests have been completed in a timely manner.	On Track
Infrastructure	Improve community booking system for community halls and tennis courts	UAT of C4 integration scheduled to commence March 2022.	On Track
Infrastructure	Manage the use of Council halls	Analysis on hall utilisation data being completed.	On Track
Infrastructure	Ensure that Council Assets have the appropriate security systems including: <ul style="list-style-type: none"> <li>increasing the number of encrypted wireless links</li> <li>upgrade to the CCTV at Greg Percival library and community centre</li> <li>migrate security access control software from end of life, to current technology</li> </ul>	These actions are on track: <ul style="list-style-type: none"> <li>4 new encrypted wireless links currently in progress reducing NBN connections by 3.</li> <li>CCTV upgrade at Greg Percival library completed</li> <li>Migration to new software currently 50% complete.</li> </ul>	On Track
Infrastructure	Ensure that all Council Assets are appropriately cleaned	All cleaning on track and a review of programs is currently being undertaken.	On Track

## 1.2.5: Act in the interests of the broader community to encourage compliance with relevant laws, policy and adopted standards, aimed at environmental health and safety of our community

Section	Action	Comments	Status
City Standards, Compliance and Waste	Investigate and appropriately action complaints relating to noise nuisance and unhealthy premises	All formal complaints actioned within the prescribed time frames.	On Track
City Standards, Compliance and Waste	Conduct regular inspections of the following premises: <ul style="list-style-type: none"> <li>food premises;</li> <li>hair, beauty and skin penetration;</li> <li>onsite waste water management systems;</li> <li>commercial and public swimming pools;</li> <li>boarding houses;</li> <li>sex service industry.</li> </ul>	COVID-19 Public Health Orders have restricted inspections. However, inspections have been carried out in Childcare Centres and high risk food businesses. Public health inspections recommenced from mid-December.	On Track



## 1.2.6: Ensure an environmentally safe and sustainable city through a compliance program

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Standards, Compliance and Waste	Respond to development and environmental complaints for tree removal, land clearing, landfill, pollution incidents, and unauthorised land use	Investigations of complaints regarding illegal vegetation/tree removal is still occurring.	On Track
City Standards, Compliance and Waste	Deliver Pool Safety inspection programs	Public Health Orders have affected the pool barrier inspection program. While the program has been running, access to some premises has been restricted.	On Track

## 1.2.7: Conduct ranger services to ensure an environmentally safe and sustainable city

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Standards, Compliance and Waste	Respond to complaints and patrol LGA for illegal parking, abandoned vehicles, overgrown premises, littering and stormwater pollution	Parking throughout the CBD areas and commuter carparks continues to be lower than usual due to COVID-19. This has led to lower-than-usual parking fines. The School Safety Program was able to be recommenced during the last 4 weeks of the school year.	On Track

## 1.2.8: Provide a temporary home for lost cats and dogs at our Campbelltown Animal Care Facility

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Standards, Compliance and Waste	Actively promote and participate in the cat and dog subsidised de-sexing programs	The CAWS Companion Animal Subsidised Desexing Program and National Desexing Network continue to be delivered with good outcomes. Local vets have recently withdrawn from the NDN Program, so we are working to identify a new service provider.	On Track
City Standards, Compliance and Waste	Ensure the health and wellbeing of cats and dogs kept within the Animal Care Facility prior to returning to their owner, rehoming or sale (rescue groups)	The Animal Care Facility continues to operate, with a 62% increase in the number of animals in this quarter. Adopted: Dogs - 44 and Cats - 70. <ul style="list-style-type: none"> <li>• Released to Rescued: Dogs - 24 and Cats - 127.</li> <li>• Total Rehomed: Dogs - 68 and Cats - 197.</li> </ul>	On Track

## 1.2.9: Construct and maintain Council owned infrastructure

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	Maintain our road, bridge and stormwater infrastructure	The 2021-22 asset renewal programs is progressing, as per the program.	On Track
Operations	Construct and maintain our infrastructure such as road network, footpaths, stormwater drains, fencing, bus shelters, seats, fire trails, play grounds and associated open space	Some road projects have been delayed, due to difficulties securing contractors during COVID-19. However, the program is expected to be delivered as planned.	On Track

**1.3: Ensure that Campbelltown is an inclusive city**

## 1.3.1: Foster partnerships that deliver healthy and inclusive outcomes for our diverse community

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Implement the Campbelltown Healthy Food and Drinks Policy focusing on internal meetings and functions, owned facilities and both internal and external events	This program has been on hold due to the ongoing impacts of COVID-19.	On Hold
Community Life	Support the Campbelltown Domestic Violence Committee to increase membership and awareness of support services for our diverse community	The 'PAWS' project assisting Family and Domestic Violence victims in housing their pets has been successfully implemented.	On Track
Community Life	Review and implement the Disability Inclusion Action Plan	The implementation of this Plan is on track. For example, 84% of action items are currently on track or completed.	On Track
Community Life	Develop a Social and Health Impact Assessment process for Development Applications	This program is currently being reviewed following reprioritisation of programs, and is anticipated to restart in April.	On Hold
Community Life	Deliver and review the Youth Engagement program 'Hack Collective' to engage our young people	This Program is a partnership with a number of local High Schools who have currently suspended all optional programs with external partners due to COVID-19. This is expected to change in Term 2, and it is hoped that the program can recommence.	On Hold

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Work with developer to design a community centre at Willowdale as part of the Voluntary Planning Agreement	The location, lot and concept design are being investigated.	On Track
Community Businesses	Deliver the Immunisation Clinic	The childhood immunisation clinic continued to be offered in Q2, although at lower rates than normal (due to COVID-19).	On Track

#### **1.4: Provide and support exciting and curious events and festivals for the local community and visitors**

1.4.1: Support and deliver festivals and events that celebrate our diverse community and unique creativity

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Increase non-Council funding for community festivals and events through Campbelltown GrantsHub	The Australia Day event was cancelled due to COVID-19, although civic events continued online.	On Track
Community Life	Deliver calendar of key signature events including large scale celebrations, culturally specific events and inclusive activations	Rocking Around Christmas Convoy was delivered on 11 December 2021. The New Years' Eve event was delivered on 31 December at the Campbelltown Athletics Centre. Future events are currently being planned for delivery in 2022.	On Track
Community Life	Promote the Event Toolkit and Event Application Checklist to support community groups organising events	This requires attention in the next quarter. Progress has been disrupted by the ongoing effects of COVID-19.	Not on Track / Needs Attention
Community Life	Deliver the Connected Community Fund Programs to support diverse community programs and events	The Connected Community Funds Program was successfully delivered.	Completed

1.4.2: Deliver events that promote civic pride and celebrate our city's achievements

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Office of the General Manager	Deliver calendar of civic events including citizenship ceremonies and recognition programs	Some events were cancelled due to the ongoing impacts of COVID-19. However, the citizenship ceremonies were successfully delivered online.	On Track

### 1.5: Host and promote major sporting events, showcasing our city's sporting facilities and encouraging community participation in sport and recreation

1.5.1: Increase use of Council's leisure services at Eagle Vale, Macquarie Fields, and Gordon Fetterplace and plan for future needs

Section	Action	Comments	Status
Community Businesses	Deliver training and recruitment initiatives to support the Learn to Swim Program	These initiatives have commenced.	On Track
Community Businesses	Implement the Aquatic and Indoor Sports Strategy	The Aquatic and Indoor Sports Strategy has been completed.	Completed
Community Businesses	Enhance the customer experience for centre based sporting and aquatic events and carnivals	Zone and Regional Carnivals have been booked their respective sporting events for March 2022. Attendances are expected to be lower due to COVID-19.	On Track
Community Businesses	Enhance the customer experience by undertaking a customer facing system upgrade (CRM/POS)	The upgrade of customer facing systems has been completed.	Completed

1.5.2: Coordinate the City's sports fields and support local sports clubs in increasing participation

Section	Action	Comments	Status
Open Space	Develop the Lynwood Park Masterplan	A spatial concept master plan has been developed, and site investigation works are currently being undertaken.	Not on Track / Needs Attention
Community Life	Commence delivery of the Sports fields Upgrades Program	The irrigation program has been completed, with upgrades at Worrell Park, Bradbury Oval #1, Lynwood Park 3 and 4. The floodlighting program is on track.	On Track
Community Life	Promote grant funding opportunities for facility and equipment upgrades to local sports clubs	The Stronger Community Grant Program led to 6 successful grant applications from clubs totaling over \$115,000. Projects related to bench seating, shade and fencing.	On Track
Community Life	Investigate funding opportunities to deliver a Cricket High Performance Indoor Centre	This was completed in Q1.	Completed
Community Life	Develop a Tennis Strategy for the city	The Tennis Strategy is on hold, subject to the collection of further participation data. This will be facilitated by Council's new online booking system.	On Hold

1.5.3: Promote and develop our current venues for sport and major events

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Lifestyles Directorate	Complete construction (Stage 1) of the Sport and Health Excellence Centre	Construction of the Campbelltown Sports and Health Centre of Excellence is on hold pending investigations into an emerging funding opportunity to relocate the planned development to the Campbelltown Sports Stadium site.	On Hold
Community Businesses	Increase activation of Campbelltown Sports Stadium	We continue to work with Macarthur FC and the West Tigers to facilitate their 2021/2022 games, work with Athletics Club to continue with events at the Athletics Centre based on COVID-19 safe events.	On Track
Community Businesses	Deliver the Pacific Test Program	This is on hold due to the ongoing impacts of COVID-19. The program will be further investigated in the next quarter.	On Hold
Community Businesses	Investigate Campbelltown Sports Stadium upgrade opportunities	The upgrades are being investigated within the context of the Centre of Excellence and potential expansion of Leumeah Live.	On Track
Community Life	Support Macarthur Football Club in delivering community programs that encourage healthy and active lifestyles	The A-League season has been disrupted by COVID-19. We will continue working with Macarthur FC around their community programs to ensure local communities are encouraged to embrace healthy, active lifestyles.	On Track

**1.6: Foster a creative community that celebrates arts and culture**

1.6.1: Manage Campbelltown Arts Centre as the South West Sydney regions major cultural services provider and venue

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Creative Life	Explore opportunities to expand Campbelltown Arts Centre facility	We continue to advocate for funding for Western Sydney arts and cultural infrastructure investment. Creative Capital EOI has been submitted for theatre and venue upgrades to Create NSW through the Infrastructure and Planning department (pending outcome).	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Creative Life	Promote the hiring of the Arts Centre for functions, corporate events and activities	While there have been disruptions during COVID-19, venue bookings have been consistent since reopening. A promotional strategy in collaboration with other sections of Council will be developed in early 2022.	On Track

1.6.2: Deliver a range of artistic programs and activities to promote cultural awareness and appreciation

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Creative Life	Deliver an artistic program that develops and presents new work that engages diverse audiences and responds to local interest including Sydney Festival	The Arts Centre reopened - following its closure due to COVID-19 - in October 2021. We delivered the 59th Fishers Ghost Art Award Exhibition featuring over 500 works. In addition, Mirage (a new development) will be presented in January along with a new survey exhibition - Khaled Sabsabi: A Hope. Many other events continue to be delivered.	On Track
Creative Life	Establish and maintain relationships with arts and non-arts organisations (e.g. Campbelltown Hospital)	The public art strategy continues to be developed. The public artworks are being produced/manufactured, and are due to be completed in April 2022.	On Track
Creative Life	Deliver artistic and cultural programs with Aboriginal and Torres Strait Islander artists and communities	A range of programs have been delivered. <ul style="list-style-type: none"> <li>Budjari Mudjingaa Elders Ceramic Maker Kits were distributed to elders in the community.</li> <li>Wiritjiribin Girls Dance group resumed workshops on site in November.</li> <li>Yirran Miigaydhu weaving workshops with local Aboriginal women resumed on site in November.</li> </ul>	On Track
Creative Life	Manage the ongoing provision, sustainability and growth of the Little Orange Studio	The Little Orange Studio program continues to run twice weekly, delivering online studio sessions to support artists.	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Creative Life	Deliver an annual program of education, community engagement and creative learning activities and collaborations that engages our diverse community	The Arts Centre has delivered a suite of creative learning and education programs both on-site and digitally. These include artist led workshops, artist talks, educational activities for schools and teachers, and produced various creative packs and resources for communities and artists. We also developed and distributed creative packs for residents impacted by COVID-19.	On Track
Creative Life	Promote Campbelltown as a film friendly City and support the development of local screen based practitioners and projects	The Film and TV Skills program in collaboration with AFTRS is underway and on track for delivery.	On Track
Creative Life	Develop a cultural strategy that encourages the local community to engage in arts culture across the region	Engagement for the cultural strategy has been delayed due to COVID-19, and will resume in the next quarter.	Not on Track / Needs Attention

### **1.7: Promote the City's history, with strong respect for our Aboriginal and Torres Strait Islander history**

1.7.1: Foster partnerships that celebrate our city's history and promotes reconciliation with our First Nations communities

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Review and deliver actions from the Reconciliation Action Plan	Progress during this quarter has been affected by COVID-19. We have been focused on health-related activities such as supporting Aboriginal community groups to boost vaccination rates through targeted Aboriginal vaccine clinics.	On Track
Community Life	Implement the Aboriginal Interpretation Strategy 'Our Voice Our Place' to ensure an Aboriginal perspective across council facilities and the public domain	Progress during this quarter has been affected by COVID-19. We have been focused on health-related activities such as supporting Aboriginal community groups to boost vaccination rates through targeted Aboriginal vaccine clinics.	On Track

**1.8: Enable a range of housing choices to support different lifestyles**

1.8.1: Guide future land use planning rules and encourage sustainable and responsible development that increases the liveability of the Campbelltown local government area

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Urban Release and Engagement	Review and manage planning controls responding to legislative and policy changes as required	We have submitted our request to amend conditions of Local Housing Strategy. A number of planning proposals have been submitted with several considered (e.g. Kellicar Road Planning Proposal). We are working on employment zones reform, and completed the amended Development Control Plans for Electric vehicles. We have prepared Planning Proposals to simplify planning rules for signage, reclassify the Billabong Parklands, and reclassify Campbelltown Stadium.	On Track

**1.9: Create places where people feel good, and are likely to stay, return to and tell others about their experiences**

1.9.1: Design and deliver community led programs, places and spaces

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Deliver the 'On Q' program of initiatives to encourage our community to visit the Campbelltown City Centre by creating engaging spaces (Reimagining Priority Project 3)	The program resumed in December. However, poor weather led to the cancellation of the high profile Christmas Markets.	On Track
Community Life	Deliver Small Centre Space Activation initiatives	The program resumed in Ingleburn during December.	On Track
Community Life	Work with key support services to meet the needs and aspirations of our Claymore community	Community programs were suspended during COVID-19. However, the support and advocacy of community and local services has continued (e.g. targeted Pop Up vaccination hub).	On Track



<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Life	Create event ready sites to encourage new Night Market and Food Market activations across our city	The Night market has been superseded by Artisan and Farmers markets being trialed in the City Centre as part of the Festival of Place. Other sites are being scoped as part of the review of Plans of Management of Parks by Open Space.	Completed

## **Outcome 2: A respected and protected natural environment**

### **2.1: Implement and advocate for initiatives that conserve the city's natural environment**

2.1.1: Plan and deliver programs that protect the threatened and unique plants, animals and places in Campbelltown

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Open Space	Implement Campbelltown Comprehensive Koala Plan of Management included key actions relating to habitat conservation and enhancement, education, monitoring and key threats such as vehicle strikes and dog attacks	Progress has continued through the Koalatown Program. Council is also undertaking habitat restoration at various sites, supporting private land conservation through Land for Wildlife/Koalatown Properties, and is targeting vehicle strikes through the use of the Variable Message Sign at hotspots.	On Track
Open Space	Deliver Stage 6 Smiths Creek Reserve Koala Habitat Restoration	Contractors are continuing works on-ground, which are expected to extend beyond this financial year.	On Track
Open Space	Implement Grey Headed Flying Fox Camp Management Plans for Campbelltown and Macquarie Fields. Key actions include investigating methods to assist residents, developing plans to improve habitat and educating the community	We are currently in the final stages of planning the Residential Assistance Program and drafting brief for development of Site Restoration Plans. Council has begun preparation for Heat Stress Events during summer.	On Track
Open Space	Commence Noorumba Reserve biobanking project works including fencing, weed control, rubbish removal and revegetation	These project works remain on track.	On Track
Open Space	Deliver 12 month long baseline LGA wide biodiversity study to inform draft Natural Areas Prioritisation Plan to be finalised in 2022/23	Project scoping is still underway, and on-ground assessments are needed. This project may not be implemented during the planned timeframe.	Not on Track/ Needs Attention

## 2.2: Activate the city's natural bushlands and open spaces, fostering enhanced community stewardship of these areas

2.2.1: Engage and educate our local community through programs that encourage stewardship of our environment

Section	Action	Comments	Status
Open Space	Deliver engaging community events such as Wild Koala Day, Clean Up Australia Day and National Tree Day	National Tree Day did not go ahead due to COVID-19. Clean Up Australia Day and Wild Koala Day are on track to be delivered in March and May respectively.	On Track
Open Space	Deliver a range of guided walks to activate bushland reserves across the Campbelltown LGA	The program was put on hold due to COVID-19, but is on track to recommence in February.	On Track
Open Space	Deliver Land for Wildlife conservation program promoting conservation of bushland and koala habitat on private property	The program has been affected by COVID-19, but will continue during the next quarter.	On Track
Open Space	Update and implement the Annual Schools Environmental Education Plan	The Plan is being updated, and on track to send to schools in February.	On Track
Open Space	Engage our community in volunteering opportunities to further protect and enhance our environment through initiatives such as the Bushcare Program	Program due to restart in February 2022. Citizen science programs continue to be successful.	On Track

2.2.2: Implement initiatives that will activate and promote use of our natural areas

Section	Action	Comments	Status
Open Space	Implement the Review of Bushwalking Tracks and Associated Facilities Report, specifically reserve upgrades at key locations including Keith Longhurst Reserve, Kentlyn and Ingleburn Reserve, Ingleburn	Trail upgrade works were completed at the Basin Reserve in December, signage for both reserves is currently with Council's design team to draft with installation planned later in this financial year.	On Track

## 2.3: Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life choices

### 2.3.1: Deliver a reliable and cost-effective waste and recycling service to our community

Section	Action	Comments	Status
Waste and Recycling Services	Manage the ongoing efficient operations of the Community Recycling Centre and the Effluent Disposal Facility	Staff appointments to the Community Recycle Centre were finalised, and the site is awaiting final sign-off by the NSW Environment Protection Authority This is expected to occur in mid-January 2022. Site operating days and hours at the Effluent Disposal Facility will reduce upon commencement of operations at the Community Recycle Centre.	On Track

### 2.3.2: Provide our community with the knowledge and skills to maximise resource recovery and recycling

Section	Action	Comments	Status
Waste and Recycling Services	Implement actions from council's adopted Waste Education Strategy including: Council Waste and Recycling App	The action plan continues to be implemented, with the following highlights: <ul style="list-style-type: none"> <li>• My Waste Bin app continues to be promoted</li> <li>• the 'Bin Journey' video project is on track</li> <li>• the community research project is on track</li> <li>• community workshops have continued, as per COVID-19 restrictions.</li> </ul>	On Track

### 2.3.3: Manage opportunities for a cost effective, long term contract for domestic resource recovery and waste disposal

Section	Action	Comments	Status
Waste and Recycling Services	Manage the long term regional contract for domestic resource recovery and waste disposal (known as Project 24)	This remains on track, although the tender opening period may need to be extended.	On Track

## 2.3.4: Prepare for, and respond to, the effects of our changing climate

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Growth Directorate	Implement priority actions that respond to Council's Climate Change Risk Assessment	Review of Council's Climate Change Risk Assessment has been completed, with implementation incorporated into the Resilience Hazard Assessment.	Completed
City Growth Directorate	Develop and commence implementation of actions to transition our operations to net zero emissions	Council's sustainability performance dashboard is continuing to collate information on electricity, gas, and vehicle fleet emissions, with plans to incorporate solar and greenhouse gas information. The dashboard, and underlying data, is essential to inform the actions to transition our operations to net zero emissions.	On Track

**2.4: Conserve and care for our city's biodiversity**

## 2.4.1: Protect our city's unique biodiversity through a targeted program of priority weed and pest animal species

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Open Space	Develop draft Local Priority Weed and Pest Animal Management Plans for the Campbelltown LGA	Draft plans completed.	On Track

**2.5: Plan for and ensure development in our city is sustainable and resilient**

## 2.5.1: Promote precious resource efficiencies

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Growth Directorate	Engage local businesses to identify water efficiency opportunities through the Sydney Water Partnership Program	The partnership has concluded. Engagement with businesses through a rebates program is currently on hold due to COVID-19. The program will be revisited in the next quarter.	On Hold
City Growth Directorate	Investigate integrated water solutions for the city centre	Integrated Water Solutions Working Group has completed analysis of the Hollylea Road Planning Proposal. Grant application to transform Bow Bowing Creek is being considered.	On Track

Section	Action	Comments	Status
City Growth Directorate	Develop a guideline for residential energy sharing schemes under the 'Creating a Spark' grant	A draft technical guideline has been developed, alongside a refined Local Government guideline. A design company has been engaged, and is currently producing the final version of the LG guideline.	On Track

2.5.2: Strengthen our resilience as we adapt to shocks and stressors

Section	Action	Comments	Status
City Growth Directorate	Strengthen our resilience as we adapt to shocks and stressors including: <ul style="list-style-type: none"> <li>• develop a Resilience Plan that identifies priority shocks and stresses</li> <li>• participate in the Resilient Sydney Network</li> <li>• undertake key actions outlined</li> </ul>	The Resilience Hazard Assessment was completed, and will be supported through a Communications plan. The Resilience Hazard Assessment guided Council's Community and Business COVID-19 support team. We continue to be active in the Resilient Sydney Network.	On Track

**Outcome 3: A thriving, attractive city**

**3.1: Support the resilience, growth and diversity of the local economy**

3.1.1: Manage and implement the Economic Development Strategy to create a local environment that facilitates and drives greater economic growth

Section	Action	Comments	Status
Economic and Investment Growth	Investigate resourcing strategies to deliver priority actions from the Economic Development Strategy	A number of actions continue to be implemented. For example: <ul style="list-style-type: none"> <li>• Gen STEM (with CSIRO).</li> <li>• ASPIRE -increased engagement planned in 2022 to encourage industry use of portal.</li> <li>• Developing comprehensive business database through Salesforce.</li> <li>• Industry development - pivoting the engagement focus to on-industry development.</li> <li>• City centre narrative and key messaging.</li> </ul> Through COVID-19, there has been a significant focus on providing support and advice to local businesses.	On Track

**3.2: Ensure that service provision supports the community to achieve and meets their needs**

## 3.2.1: Provide a caring, nurturing educational environment enabling our children to prosper

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Businesses	Provide high quality education and care services that meet the needs of our future generation	Q2 saw a return to more consistent and 'pre-lockdown' attendance numbers in services.	On Track
Community Businesses	Implement improvements that make it easier for families to access our services	These actions continue to be on track. For example: <ul style="list-style-type: none"> <li>Created and supported training packages for use in Education and Care Services.</li> <li>A draft handbook has been prepared for parents.</li> </ul>	On Track
Community Businesses	Improve our education and care facilities to reflect our quality of care standards	These actions are on track. For example: <ul style="list-style-type: none"> <li>Environment Improvements – floor replacement for all identified services.</li> <li>Starter Induction – This projected commenced in Q2.</li> </ul>	On Track

## 3.2.2: Deliver Bicycle Education programs to increase awareness and participation in cycling

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Businesses	Deliver educational programs and facility based experiences	The Bicycle Education Centre re-opened for all programs in late October. Open days were slow due to poor weather and lack of school excursions. However learn-to-ride programs and private hire were still popular.	On Track

## 3.2.3: Provide an outstanding customer experience with our libraries through innovative technologies

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Community Learning and Library Services	Implement a new Library Management System to improve community access to library resources	The Library Management System has been implemented and is well received by the community.	Completed

## 3.2.4: Provide library spaces that encourage our community to connect, create and learn

Section	Action	Comments	Status
Community Learning and Library Services	Deliver the branch renewal program to support increased utilisation by our diverse community	Project plans have been developed for Eagle Vale Library and will be implemented in Q3. Improvements have been made to the HJ Daley Children's Library including the installation of a reading tent and interactive boards for the walls.	On Track
Community Learning and Library Services	Investigate new Civic Library development opportunities	The City Library continues to progress. The library will be part of the final business case and master plan for the Community and Justice Precinct.	On Track

## 3.2.5: Deliver a range of lifelong learning programs and library resources

Section	Action	Comments	Status
Community Learning and Library Services	Deliver a range of library programs and resources including: <ul style="list-style-type: none"> <li>• early literacy</li> <li>• information talks</li> <li>• youth activities</li> <li>• author talks</li> <li>• school holiday activities</li> </ul>	<p>Online programming continued in the second quarter with Fortnightly Fiction and Non Fiction Writing workshops, International Games Week activities.</p> <p>The Fisher's Ghost Writing Prize was also announced with an online ceremony.</p> <p>The library also held an in-person end-of-year storytime, which was well attended at each location.</p>	On Track

### 3.3: Become an innovative city where advances in technology, creativity and community participation are nurtured and embraced

## 3.3.1: Manage IT solutions to provide an improved customer experience

Section	Action	Comments	Status
Corporate Support and Systems	Implement IT solutions to enhance customer experience	Kerbside Cleanup enhancements implemented.	On Track
Corporate Support and Systems	Develop the Digital Services Plan 2022-25	This action is in progress.	On Track

## 3.3.2: Manage IT infrastructure, systems, solutions and support to the organisation

Section	Action	Comments	Status
Corporate Support and Systems	Implement the ICT Infrastructure and Application Program including cyber security, core network refresh, and telephony refresh	<ul style="list-style-type: none"> <li>• Wi-Fi expansion completed for Libraries, Leisure and CAC.</li> <li>• New Library Management System implemented.</li> <li>• Transition Financial system to the Cloud.</li> <li>• Implementation of online Facilities bookings.</li> <li>• Voice strategy completed.</li> </ul>	On Track
Corporate Support and Systems	Develop the ICT Infrastructure and Application Plan 2022-25	This action is in progress.	On Track

**3.4: Retain and expand existing businesses and attract new enterprises to Campbelltown, offering opportunities for a diverse workforce including professional, technology and knowledge based skills and creative capacity**

3.4.1: Develop programs, projects and activities which provide learning and development opportunities and support for local businesses

Section	Action	Comments	Status
Economic and Investment Growth	Deliver projects to support local business including: <ul style="list-style-type: none"> <li>• Street Appeal, Campbelltown and Ingleburn</li> <li>• promotion of outdoor dining opportunities</li> <li>• Southern Strength Campbelltown chapter meetings</li> <li>• FutureMap and UTS collaboration for local manufacturers</li> </ul>	This action is on track. For example, we have: <ul style="list-style-type: none"> <li>• successfully completed 2 social media marketing campaigns to support shop local - Share the Local Love and Own It #2</li> <li>• successfully completed Street Appeal Campbelltown</li> <li>• planned Southern Strength Campbelltown chapter meeting for March 2022</li> <li>• continued promotion of online learning and development opportunities from various sources for local businesses.</li> <li>• planned for Spark Festival business event at CAC in March 2022 for Small Business Month.</li> </ul>	On Track



**3.5: Support for new education opportunities that match workforce skill sets with emerging economic needs underwritten by creative entrepreneurship and innovation capacity within the local community**

3.5.1: Develop programs, projects and activities which provide learning and development opportunities for Campbelltown

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Economic and Investment Growth	Deliver projects to support local business including: <ul style="list-style-type: none"> <li>• CSIRO Generation STEM program (year three)</li> <li>• WSBC interactive STEM initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Completed year 3 of CSIRO Generation STEM program with successful online showcase of student works.</li> <li>• Continued work with CSIRO to deliver a Council Careers Student Showcase in 2022</li> <li>• Grant funding through Festival of Place - released an EOI to gauge business interest.</li> <li>• Engaging with selected local businesses on the ASPIRE platform.</li> <li>• Commenced development of city centre narrative framework and key messages for community and business audiences.</li> </ul>	On Track

**3.6: Develop tourism opportunities and promote Campbelltown as a destination**

3.6.1: Proactively market and position Campbelltown as a city 'where opportunity comes to life' and a great place to live, work, learn, invest and visit

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Economic and Investment Growth	Develop a city marketing strategy and action plan to promote the city for investment attraction using the brand identity	<p>Several activities have continued to progress (e.g. the development of a city centre narrative framework).</p> <p>While we continue to support inbound investment opportunities, the broader Investment Attraction Strategy component of this action has been put on hold while we ensure that important foundational work is in place to enable the conversion of interest to commitment.</p>	Not on Track / Needs Attention

## 3.6.2: Promote Campbelltown to locals and visitors

Section	Action	Comments	Status
Community Learning and Library Services	Provide information services to locals and tourists visiting Campbelltown	The Visitor Information Centre opened in October and has been receiving a steady stream of visitors requesting travel information. Tours will recommence in January 2022.	On Track

**3.7: Public funds and assets are managed strategically, transparently and efficiently**

## 3.7.1: Provide the framework and support in the efficient and effective financial management of Council

Section	Action	Comments	Status
Corporate Services and Governance	Prepare and plan for Council's external financial audit FY22	Financial Statements finalised and presented to both ARIC (28 September) and Council (12 October) with an unqualified audit opinion. Final Management Letter received from Audit Office NSW in late December - Management Responses provided in November. All MLPs tracked via Pulse system.	On Track
Corporate Services and Governance	Conduct asset valuations for Roads, Stormwater, Other Structures, Community Land (Valuer General), Land Under Roads (Valuer General), Land Improvements	Planning and engagement for FY22 valuations will occur in Q3.	On Track
Corporate Services and Governance	Review the Long Term Financial Plan as part of the Community Strategic Plan review	Financial scenarios and model options have been workshopped with Executive during Q2; the financial plan will be updated accordingly in Q3 in alignment with corporate planning timeframes.	On Track

## 3.7.2: Deliver whole of life management of Council Assets including but not limited to asset inspections (both existing and new), data collection, life cycle financial and maintenance modeling, program development and delivery

Section	Action	Comments	Status
Infrastructure	Ensure that all Council Assets are appropriately electronically identified with the required asset information	All work-executed plans were entered in Asset Management Systems.	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	Ensure that Asset renewal programs are developed on time and in accordance with the Asset Management Strategy	The programs are currently being finalised. Awaiting for data from the consultants for modelling.	Not on Track / Needs Attention
Infrastructure	Ensure that all assets, new and existing, are appropriately inspected at the required frequency	Both in-house and external inspections are currently in progress. Some delays due to COVID-19.	On Track
Infrastructure	Review and develop the Asset Management Policy, Strategy and Plans in line with the new Delivery Program 2022-25 and Resourcing Strategy	Drafted Asset Management Policy and Strategy documents. Working on Asset Management Plans.	On Track

3.7.3: Manage Council’s land portfolio to align with the current and future needs of our community

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Economic and Investment Growth	Investigate revitalisation activities for the Queen Street Precinct	Initial property studies have been completed and will inform Council’s approach to leveraging its assets for positive social and economic impact.	On Track
Economic and Investment Growth	Undertake quarterly review of the Land Register of all council owned land	Review of land register completed; properties have been categorised for future analysis.	On Track

3.7.4: Deliver sustainable income streams for Council and maximise efficiency and usage of its property portfolio

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Strategic Property	Commence implementation of the Commercial Property Strategy	Four new lease transactions have been completed achieving the anticipated growth expectations against budget targets. Savings been made in outgoings from the retender of service contracts for security/cleaning and rubbish removal. The asset will also benefit from savings achieved in Council insurance costs and tax status as Council are not required to pay land tax. All COVID-19 related rental issues resolved and outstanding debtor issues addressed.	On Track

## 3.7.5: Manage the good working order of Council's plant and fleet

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Operations	Improve efficiency of council plant and fleet through introduction of new technology	Electronic timesheets implemented with some minor adjustments required in next 2 quarters. Plant charge out rates under review with view to transition to quarterly charging. Early research started on establishing plant utilisation targets.	On Track

**3.8: Provide strong governance for all Council activities**

## 3.8.1: Support good decision making through the administration of council's governance framework

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Corporate Services and Governance	Prepare and support 2021 Local Government Elections	Election conducted 4 December with declaration of the polls occurring 22 December 2021. New Council induction process occurring over January with election of Mayor and Deputy Mayor resolved 11 January 2022.	Completed
Corporate Services and Governance	Implement the new Corporate Document Framework to improve governance and efficiency in managing council's diverse corporate documents	Following the implementation of Council's new record management system IRIS, the Authorised Statement and associated support procedure has been approved by Executive. Further reporting functionality to Management is currently being developed.	Completed
Corporate Services and Governance	Implement Fraud and Corruption Control plan actions	The Internal Reporting Framework actions from the Fraud and Corruption Control plan have been completed. Governance will work with the business over the course of the year to implement the other identified actions.	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Corporate Services and Governance	Review Access to Information and Privacy Management Framework	The maintenance of the Access to Info and Privacy Management Framework is ongoing. We are in the process of reviewing related corporate documents to ensure currency and we continue to respond to the requirements of business units and provide assistance when necessary.	On Track

3.8.2: Ensures council is adequately protected through the identification and mitigation of business risk

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Corporate Services and Governance	Deliver business impact analysis, threat assessment, development of continuity strategy and plan including desktop testing	Council continues to review its business continuity strategy and plans in light of the continuing COVID-19 pandemic. An audit of Council's business continuity plan has been scheduled for quarter 3.	On Track
Corporate Services and Governance	Implement the Enterprise Risk Management Framework and System	The Risk Management team has reviewed Council's enterprise risk management strategy and system, and is working with Corporate Planning and Reporting and Business Excellence to ensure appropriate integration across systems and processes.	On Track

3.8.3: Manage the delivery of well-governed, transparent and accountable centralised procurement and contract service

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Corporate Services and Governance	Complete Procurement Operational Service Review	Proposal submitted to Executive in December 2021 for consideration of additional staffing and system resources FY23 in support of recommendations of Procurement Service Review.	On Track

3.8.4: Manage and enhance strong organisational planning processes and corporate reporting towards the long-term vision for Campbelltown

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Insights and Corporate Strategy	Undertake and complete reporting activities, as per Integrated Planning and Reporting requirements	Reporting activities have been completed as per the IP&R requirements. These include the End of Term Report, and the Annual Report which was endorsed in the November Extraordinary Council Meeting.	On Track
Insights and Corporate Strategy	Deliver review of Community Strategic Plan, Delivery Program and associated documents	The review of the Community Strategic Plan, Delivery Program, and Operational Plan are on track for completion. Key progress during this quarter has included community engagement, internal engagement and planning sessions etc.	On Track

3.8.5: Deliver continuous improvement initiatives to enhance service delivery and internal operations

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Insights and Corporate Strategy	Undertake organisational improvement initiatives, including process mapping, service assessments and reviews	A range of organisational improvement initiatives have been undertaken in Q2, including: <ul style="list-style-type: none"> <li>• continuous improvement in Council's development and implementation of the IP&amp;R framework</li> <li>• Procurement Operational Service Review</li> <li>• Planning and Development Operational Service Review</li> <li>• Council's Project Management Framework.</li> </ul>	On Track

3.8.6: Improve Council's approach to data utilisation and evidence-based decision making

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Insights and Corporate Strategy	Develop a Data and Insights Enabling Plan to foster evidence based decision making	We are continuing to refine and develop our approach to data and insights. Key updates over Q2 include the refinement of an Integrated Planning and Reporting progress indicator framework.	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Insights and Corporate Strategy	Provide data and analytic support to key Council projects to foster evidence based decision making	We are continuing to provide data and analytic support for a range of Council initiatives, to support evidence based decision making.	On Track

## 3.8.7: Manage Council's Records and Information

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Corporate Support and Systems	Provide quality information management records and archival services	IRIS Transition project on track.	On Track
Corporate Support and Systems	Develop the Digital Information Management Roadmap 2022-25	In progress.	On Track

## 3.8.8: Manage all people centric services to the organisation ensuring capacity to deliver council services and progression of Council's long term strategic plan

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
People and Performance	Review recruitment processes to attract and retain a diverse and qualified workforce	<ul style="list-style-type: none"> <li>• Veteran Employment Program established.</li> <li>• CCC invested to attend Veteran Employment Round Table.</li> <li>• 200+ new hires in 2021.</li> <li>• Internal staff coaching to increase internal hire/promotion success.</li> </ul>	On Track
People and Performance	Promote employment opportunities for young people and people with disabilities through Council's Work Placement Program	<ul style="list-style-type: none"> <li>• Awarded DSA Employer of the Year Award.</li> <li>• Disability Awareness Training: Deaf Awareness and Let's Talk Disability.</li> </ul>	On Track
People and Performance	Promote a safe and healthy workplace through initiatives including mental health awareness, timely support to injured workers and staff involvement in safety risk identification and mitigation	<ul style="list-style-type: none"> <li>• DV Awareness training provided as part of 16 Days of Activism campaign.</li> <li>• Continued reduction in Lost Time Injuries.</li> <li>• Psychosocial Safety briefings for Executive and Senior Leaders.</li> <li>• Development of COVID-19 Protection and Vaccination policy.</li> </ul>	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
People and Performance	Engage and develop talent to ensure continuity of service delivery	In year 2021: <ul style="list-style-type: none"> <li>Completed roll-out of Leading the Possibilities (workshops + coaching sessions) to 91 leaders.</li> <li>127 PD applications and 29 approved Study Assistance for 2022.</li> </ul>	On Track
People and Performance	Continue to build the capacity and resilience of our leaders to respond to day to day operational needs and future growth	<ul style="list-style-type: none"> <li>Monthly Leadership Labs.</li> <li>Senior Leadership Group briefings.</li> <li>Increased commitment to LG Management Challenge - entering 2 teams.</li> <li>External study support.</li> </ul>	On Track
People and Performance	Develop the Workforce Management Plan 2022-25	Development of new workforce management plan underway and on track for delivery within timeframe.	On Track

3.8.9: Develop and maintain a consistent approach to project management with engagement across the organisation

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Growth	Develop and commence implementation of an enterprise-wide project management methodology and framework including project governance	<p>The Project Management Office has developed and refined tools and processes such as the digitisation of Project Definition Plans and Project Management Plans and processes into the Pulse system.</p> <p>The governance framework has been embedded within the Integrated Planning and Reporting Framework.</p> <p>Ongoing engagement continues to inform the development of the PMO.</p>	On Track



<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
City Growth	Engage and partner with business units to provide support in project management	<p>The Project Management Office has:</p> <ul style="list-style-type: none"> <li>• developed Project Management Training</li> <li>• consulted with key subject matter experts to develop project management tools</li> <li>• delivered regular workshops to ensure business Integration (IPR, Risk Management, Finance, Human Resources and Procurement)</li> <li>• tested post Implementation Review Process for On Q</li> <li>• supported project leads to set up project governance.</li> </ul>	On Track

**Outcome 4: A successful city**

**4.1: Advocate and plan for enhanced connectivity, accessibility and movement within, to and from our city through improved public transport, road and traffic management infrastructure, cycling and pedestrian movement**

4.1.1: Deliver End to End Project Management of all Council construction projects

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	<p>Deliver construction programs to time, budget and scope ensuring risks are appropriately managed including:</p> <ul style="list-style-type: none"> <li>• Major Works Program</li> <li>• Minor Works Program</li> <li>• New Footpaths Program</li> <li>• Pedestrian Access and Mobility Plan (PAMPS) Program</li> <li>• Baulks Program</li> <li>• Bus Shelters Program</li> </ul>	These programs are On Track.	On Track

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	<p>Deliver construction projects to time, budget and scope ensuring risks are appropriately managed including:</p> <ul style="list-style-type: none"> <li>• Bridge Design</li> <li>• Raby Road Upgrade</li> <li>• Jackson Park - fencing renewal</li> <li>• Passfield Park - construction</li> <li>• Harvey Brown Reserve - exercise equipment renewal</li> <li>• Campbelltown Golf Club - bridge replacement</li> <li>• Campbelltown Golf Club - grounds shed renewal</li> <li>• Seddon Park - new amenities building construction</li> <li>• Denham Road - rehabilitation</li> <li>• Therry Road - rehabilitation</li> <li>• Queen Street - resurfacing</li> <li>• Hurley Street - resurfacing</li> <li>• Billabong Parklands</li> </ul>	<ul style="list-style-type: none"> <li>• Bridge Design - Completed.</li> <li>• Raby Rd Upgrade- On Track.</li> <li>• Golf Club Bridge. Replacement - Completed.</li> <li>• Campbelltown Golf Club Shed - tender being advertised.</li> <li>• Seddon Park - 27% complete with roof sheeting being installed.</li> <li>• Denham Court Road - on track for completed in Q3.</li> <li>• Therry Road, Queen Street and Hurley Street Projects - Completed.</li> </ul>	On Track

4.1.2: Responsible for Councils DA assessments (engineering), traffic management strategies and operational obligations and engineering designs for all infrastructure assets

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	Co-develop an end to end process map for DA assessments to meet Council targets for assessment	Initial review of process has commenced with further development continuing.	On Track
Infrastructure	Respond to all traffic inquiries within agreed timeframes	On Track.	On Track
Infrastructure	Lead the development of the engineering specifications for Council	On hold due to resourcing constraints.	On Hold

#### **4.2: Support and advocate for infrastructure solutions that meet the needs of our city and pay an economic and liveability dividend**

4.2.1: Develop the engineering strategy and specifications for Councils transport and stormwater assets

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Infrastructure	Develop a traffic model for the reimagine corridor	On hold due to resourcing constraints.	On Hold
Infrastructure	Develop internal and external LGA transport connectivity strategies	On hold due to resourcing constraints.	On Hold
Infrastructure	Develop a flood model for reimagine corridor	Existing flood model fit for purpose and complete. Changes can be made to this model in response to any future Reimagine requirements.	Completed
Infrastructure	Assess and provide solutions for flood affected properties	This ongoing action is on track.	On Track

#### **4.3: Responsibly manage growth and development, with respect for the environment, heritage and character of our city**

4.3.1: Ensure buildings are constructed in a sound manner consistent with legislative and other requirements

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
Urban Release and Engagement	Provide building and certification services including occupation certificates	Building certification and compliance services provided to assess post consent certificates and address compliance matters. Building surveyor inspection roster implemented to assist with staff management servicing of customer requests during COVID-19. Review and acceptance of CDC and Building Information Certificates via the NSW Planning Portal with associated portal roster also implemented.	On Track
Urban Release and Engagement	Use voluntary planning agreements to provide innovative planning outcomes	Drafting of VPA Policy commenced in accordance with actions adopted by Audit committee. Offer to enter into VPAs for Menangle Park (Planning Proposal) and Development Application No. 2130/2020/DA-SW which are under review.	On Track

4.3.2: Guide future land use planning rules and encourage sustainable and responsible development that increases the livability of the Campbelltown local government area

Section	Action	Comments	Status
Urban Release and Engagement	Assess and determine development applications against Campbelltown's planning instruments	Development applications continue to be assessed and determined in accordance with the requirements of the relevant environmental planning instruments.	On Track
Urban Release and Engagement	Progress the Ingleburn Planning Proposal by preparing flooding controls and site specific development control plan	Social impact assessment complete. Traffic and transport assessment procured - scheduled for completion in Q4.	On Track

#### 4.4: Maintain and create usable open and recreational spaces that set our city apart from others

4.4.1: Provide strategic open space and natural area planning, design and input into the delivery of open space and natural area projects and to review open space and natural area maintenance regimes and service level agreements

Section	Action	Comments	Status
Open Space	Deliver the Prentice Park playspace upgrade at Kearns	Design only for 21/22. To commence in Q4.	On Track
Open Space	Deliver the Sauvignon Reserve playspace at Eschol Park	Design only for 21/22. Design to commence in Q4.	On Track
Open Space	Deliver the Clematis Reserve playspace at Macquarie Fields	Design only for 21/22. Design works to commence in Q4.	On Track
Open Space	Deliver redevelopments at Seddon Park, Ingleburn Reserve Picnic Area and Keith Longhurst Reserve	<ul style="list-style-type: none"> <li>Seddon Park construction projects (Amenities building and the playing field upgrades) are on track for completion by June. Pathway designs are out for pricing. Finalising designs for the playspace upgrades and general landscape works.</li> <li>Ingleburn Reserve - Bush regeneration works are ongoing. Mountain bike track contractor has been engaged. Commence construction next quarter. Car park improvements in the design phase.</li> <li>Keith Longhurst Reserve - commenced trail works in November. Finalising designs for the carpark and signage.</li> </ul>	On Track

## 4.4.2: Maintain our urban landscapes including parks, reserves and tree management

Section	Action	Comments	Status
Operations	Commence development of service levels for open space assets	Insufficient data to review at this point. The review will be undertaken in Q3.	On Track
Operations	Increase efficiencies of public and private tree management through the introduction of mobile technology	New Urban Forest team to be established in Q3.	On Track

**4.5: Work in partnership with the State Government to achieve positive planning outcomes**

## 4.5.1: Lead and provide guidance on city positioning, shaping, high level strategic land use planning, design and strategic connectivity for our city

Section	Action	Comments	Status
Economic and Investment Growth	Deliver a Place Based Transport Strategy for the Campbelltown Local Government Area by working collaboratively with TfNSW and SWLHD	Council's formal contributions towards this Strategy concluded in October 2021. The Strategy is currently awaiting Ministerial Approval.	On Track
Economic and Investment Growth	Commence development of a City Centre Design Framework, comprising a Public Domain Plan and Design Guidelines	The City Centre Design Framework is on track and progressing well. Internal stakeholder engagement has been completed. Following an EOI process, this is expected to progress from January/early February 2022.	On Track
Economic and Investment Growth	Review the Local Strategic Planning Statement (LSPS) in line with the Community Strategic Plan (CSP) and core enabling strategies	This review has been placed on hold, pending direction from the Greater Sydney Commission.	On Hold
Economic and Investment Growth	Continue to work collaboratively with TfNSW and Sydney Metro to secure connections of Council's transport system within the LGA to the Aerotropolis, WSA and other key strategic locations within the Western Parkland City	Council has continued to work collaboratively with TfNSW and Sydney Metro. Work relating to this action continues to be subject to external timeframes and requests as they are received.	On Track

## 4.5.2: Collaborate and pursue opportunities for Campbelltown

<b>Section</b>	<b>Action</b>	<b>Comments</b>	<b>Status</b>
General Manager	Continue to pursue relevant opportunities under the Western Sydney City Deal including North/South Rail (incl. South West Rail Link extension), Rapid Bus connections, and infrastructure planning to support growth, Smart Cities initiatives and strategic land use planning	We are encouraged by commitments under the draft Western Sydney Blueprint prioritising the rail connection of Glenfield to Western Sydney Airport. We will leverage the Blueprint to progress this initiative, together with other key City Deal initiatives.	On Track
General Manager	Continue to collaborate with the NSW and Commonwealth government agencies to pursue the South West Sydney Community and Justice Precinct to catalyse economic development, enhance place outcomes and provide more efficient and effective community services in the City Centre	We have provided early feedback on the Western City Blueprint, and will formally respond to the Western City Blueprint and Economic Development Roadmap by end of Q3 21/22.	On Track
General Manager	Continue to collaborate with the other 7 councils in the Western Parkland City: Blue Mountains, Camden, Fairfield, Hawkesbury Liverpool, Penrith and Wollondilly to deliver regional outcomes	We continue to collaborate with the Western Parkland Councils in the Western City. The Western Parkland Councils were successful in receiving a grant for the Digital Inclusion Office to advocate for digital access equity across the Western Parkland City. We continue to work together through the Western Sydney Health Alliance and Planning Partnership Office.	On Track

#### 4.6: Plan and invest in the revitalisation of the Campbelltown-Macarthur CBD, Ingleburn and other town centres

4.6.1: Coordinate the implementation of Reimagining Campbelltown City Centre Master Plan and associated actions

Section	Action	Comments	Status
City Growth	Scope the program of works to enable delivery of the 5 council-led priority projects identified in Reimagining Campbelltown City Centre Masterplan (Billabong, Revitalise Queen St, Leumeah Live, Civic Library, Bow Bowing Creek)	Scoping of programs is ongoing, and the Revitalise Queen Street and Bow Bowing Creek programs are progressing well.  Scoping of the Library will be ongoing through Community and Justice Precinct.	On Track
City Growth	Coordinate an enduring governance group to achieve the actions in the Campbelltown-Macarthur Place Strategy	The Collaboration Area Steering Group is progressing well - quarterly meetings are well attended and the pivot to deep dives has been successful.	On Track
City Growth	Work with the Campbelltown Health and Education Partnership to support the growth of the Macarthur Health, Knowledge, and Innovation District	Ongoing participation in Campbelltown Health and Education Partnership is contributing to developing our collective priorities.	On Track
City Growth	Coordinate the implementation of Reimagining Campbelltown City Centre Master Plan and associated actions	These programs are progressing well, with planning underway for the next Delivery Program and Operational Plan.	On Track

#### Attachments

Nil