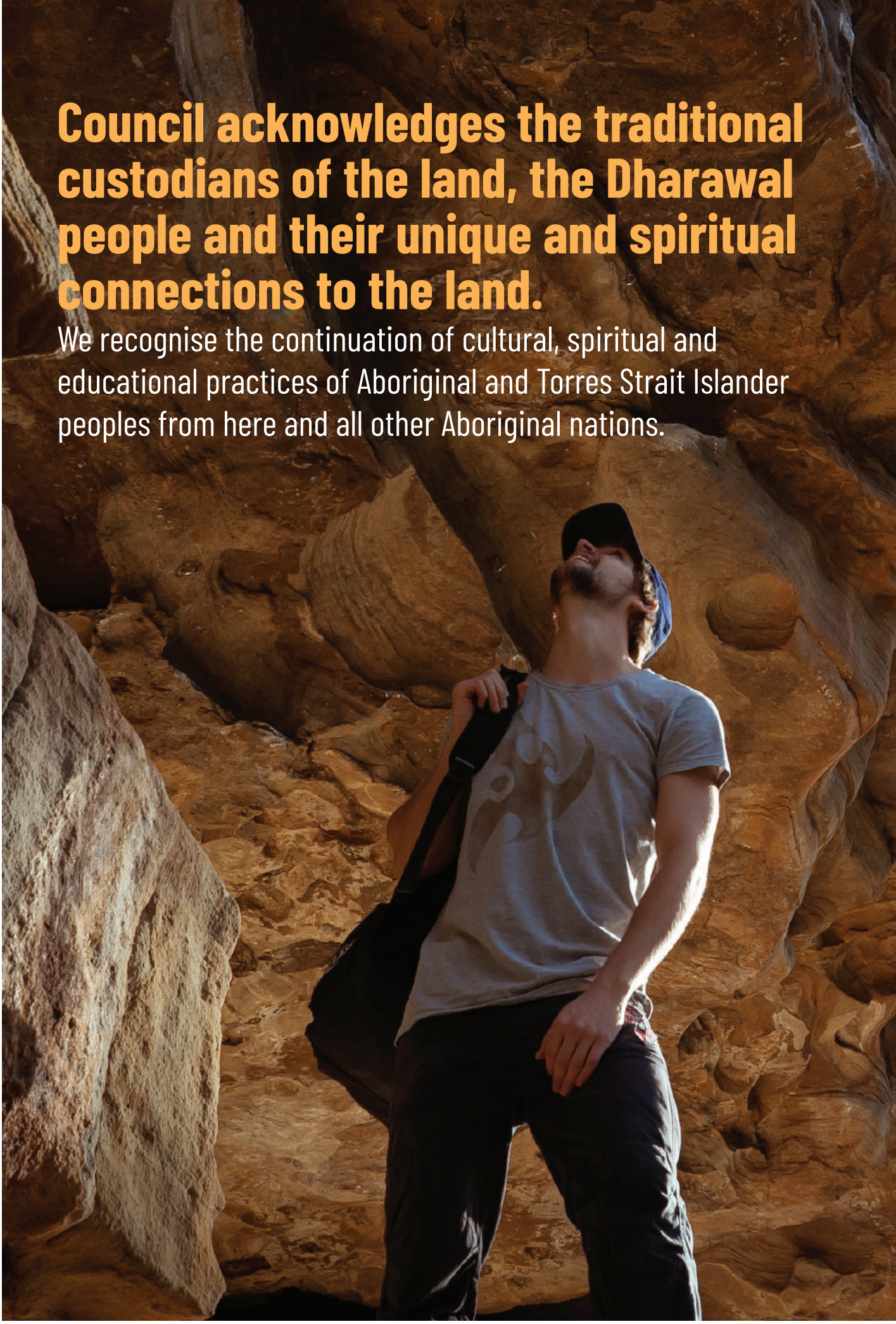


CAMPBELLTOWN

2020-21

Annual Report



Council acknowledges the traditional custodians of the land, the Dharawal people and their unique and spiritual connections to the land.

We recognise the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples from here and all other Aboriginal nations.



Welcome to the Annual Report 2020-21 for Campbelltown City Council.

Our Annual Report is a key opportunity for our community to review our performance and the delivery of services throughout the 2020-21 financial year. It provides an overview of achievements, completed projects, financial position and other statutory reporting information.

Importantly, the report holds us accountable for continued progress against the outcomes of the Community Strategic Plan, Campbelltown 2027, as well as the projects and actions detailed in our Delivery Program and Operational Plan.

The Annual Report 2020-21 was presented to Council at its meeting on Tuesday 2 November 2021.

Council's Role

We are the key government organisation delivering on the outcomes of the Campbelltown Community Strategic Plan (CSP). However, as a community document, responsibility for the implementation of the CSP is shared among multiple stakeholders including Council, NSW State Government agencies, businesses, community groups, and not-for-profit organisations.

Our role in delivering the CSP relates to provision of services, infrastructure and amenities for our community, as well as advocacy and support for the ongoing growth of our city. Our major functions can be categorised into 10 service areas, which are listed below and described in more detail on page 6.

- Investment, Tourism and Growth
- Health, Safety and Regulation
- Governance and Administration
- Roads, Parking and Transport
- City Planning and Amenities
- Environmental Protection
- Waste and Recycling
- Parks and Recreation
- Arts and Culture
- Community, Events and Education

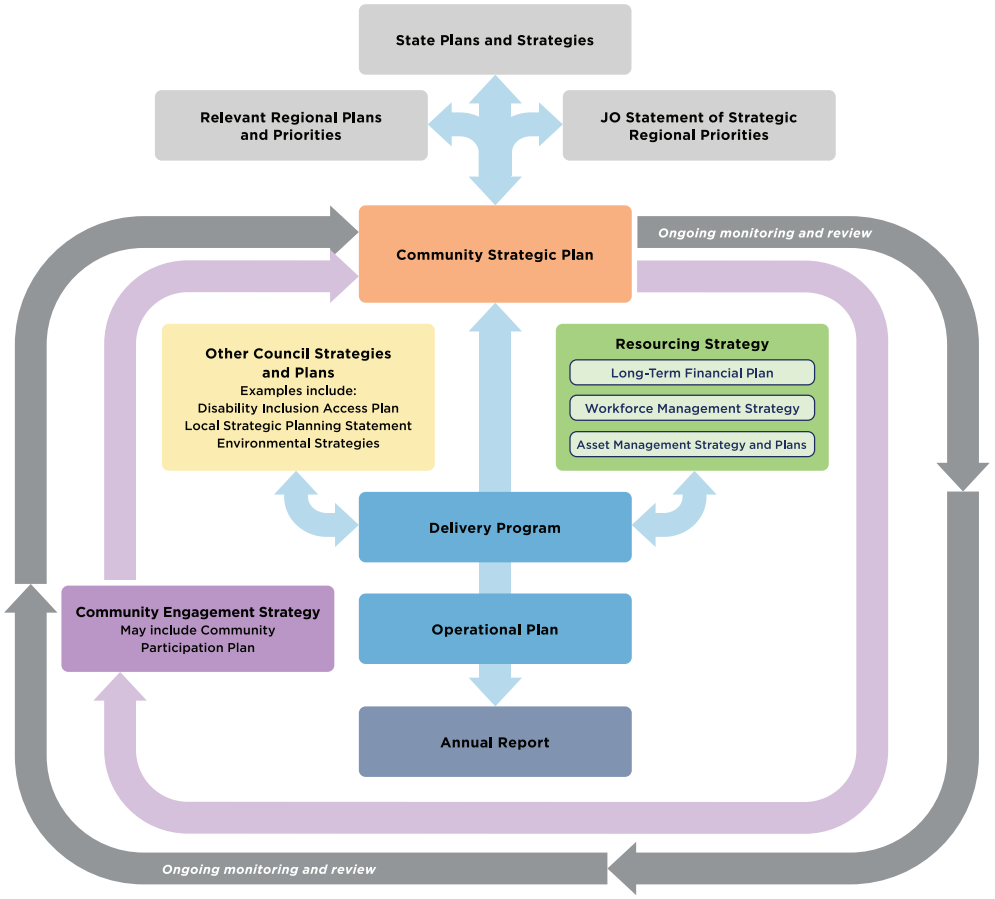
Our Planning and Reporting

As per the Integrated Planning and Reporting (IP&R) Framework, we (like all NSW councils) develop and implement the following documents:

- The Community Strategic Plan is the highest planning document for Campbelltown City, outlining our community's long term vision for the city. We have a custodial role in developing and reviewing the CSP on behalf of our community.
- Our Delivery Program outlines the activities that Council will undertake during the elected term to address the vision, outcomes, and strategies in the CSP.
- The Operational Plan sits under the Delivery Program and identifies the activities being done in the current financial year along with the budget relating to these activities.
- The Resourcing Strategy shows how we will use our available resources to implement our Delivery Program and Operational Plan. This is documented across three separate plans:

    - Long Term Financial Plan
    - Workforce Management Plan
    - Asset Management Plan.

- Our reports outline our progress in achieving objectives against the CSP, Delivery Program and Operational Plan. Our progress is reflected in 6-monthly progress reports, the Annual Report and the End of Term Report. We also provide regular updates on progress and achievements for the community through more informal communication channels including social media, our website, newsletters and media releases.




Fresh

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Cr George Brticevic
Mayor of Campbelltown

Mayor's Message

This past year has been among the most difficult we've experienced but seeing the response of our community to this adversity has reinforced my belief in the unique strength of character among our residents.

We've seen the amazing spirit of selflessness that is embedded within our community through the works of various organisations, businesses and residents who have given up their own time and money to support the most vulnerable in Campbelltown.

Whether it's the work of local cafes to provide meals for people or our community pantries and support groups, it's amazing to see how many people are reaching out to others to help.

We've also enjoyed some great successes this year and I'm delighted to see the Campbelltown Billabong Parklands is moving ahead with Crystal Pools, now appointed to construct what will be a wonderful community asset.

Our Koalatown initiative also marked its one-year anniversary. This project has seen several fantastic initiatives with community tree planting days and some great educational pieces. It will continue over the next year with the continuation of the Koalatown Certified Schools program and our Koalatown Certified Properties program which helps people living on our bushland fringe to make their properties koala-friendly.

I was delighted and privileged to open some great new community facilities this year.

One of the highlights was the opening of Campbelltown's first all-inclusive playground at Glenfield Park, known as Variety Livvi's Place Glenfield. It was really special to see the smiles and joy of the children and their parents and carers on the opening day and I'm looking forward to opening similar parks such as Milton Park in Macquarie Fields.

We also opened the new pump track at the Leumeah Skate Park, transforming the previously underutilised land into a vibrant hub of activity and a great place for young people to meet and enjoy a bit of exercise and socialisation.

It was great to round off our Campbelltown 2020 program at the end of last year with the opening of the Campbelltown 2020 Yarning Circle at Koshigaya Park. I can't overstate how important it is to recognise the history and culture of Aboriginal and Torres Strait Islander people in our public domain and this project will celebrate and educate people about that culture.

While it was disappointing that a number of our cherished regular events weren't able to go ahead, we still managed to put on a brilliant night at the Ingleburn Night Markets and welcomed the new Festival on the Field event which was a big hit with families.

I'm looking forward to hopefully welcoming back Chill Fest and old favourites like the Festival of Fisher's Ghost in 2022.

We still have many challenges ahead but I'm confident Campbelltown will once again rise to them and I look forward to the next 12 months and am excited about the direction of our city.



Lindy Deitz
General Manager

General Manager's Message

What a year it has been for our community. Once again, Campbelltown's resilience is being tested by the impact of COVID-19 and while we continue to struggle with the virus' impact on our daily lives, it's been amazing to see how people lift each other up during this difficult time.

Since the first lockdown in 2020, Council and community groups have worked closely together. We've focused heavily on building partnerships that will endure beyond this pandemic and will make us an even more resilient community than we already are so that we are ready for any future shocks or stresses.

I'm particularly proud that Council staff have been actively involved in supporting these works by helping connect different services, pointing people in the right direction to find the help they need and being on the ground to help with services like food deliveries and welfare checks.

While the pandemic has taken up much of our focus in recent months, we've also continued to do the important work that our community expects of us.

Work is continuing to progress on making the Reimagining Campbelltown City Centre Master Plan a reality and we're beginning to see the first tangible benefits of 'reimagining' become a reality.

We recently entered into a partnership agreement with GenesisCare for the use of Council land to build a world class healthcare innovation hub and integrated cancer care centre on Hurley Street, Campbelltown.

This will also start the process of considering the design and location of a new state-of-the-art city library in the coming years.

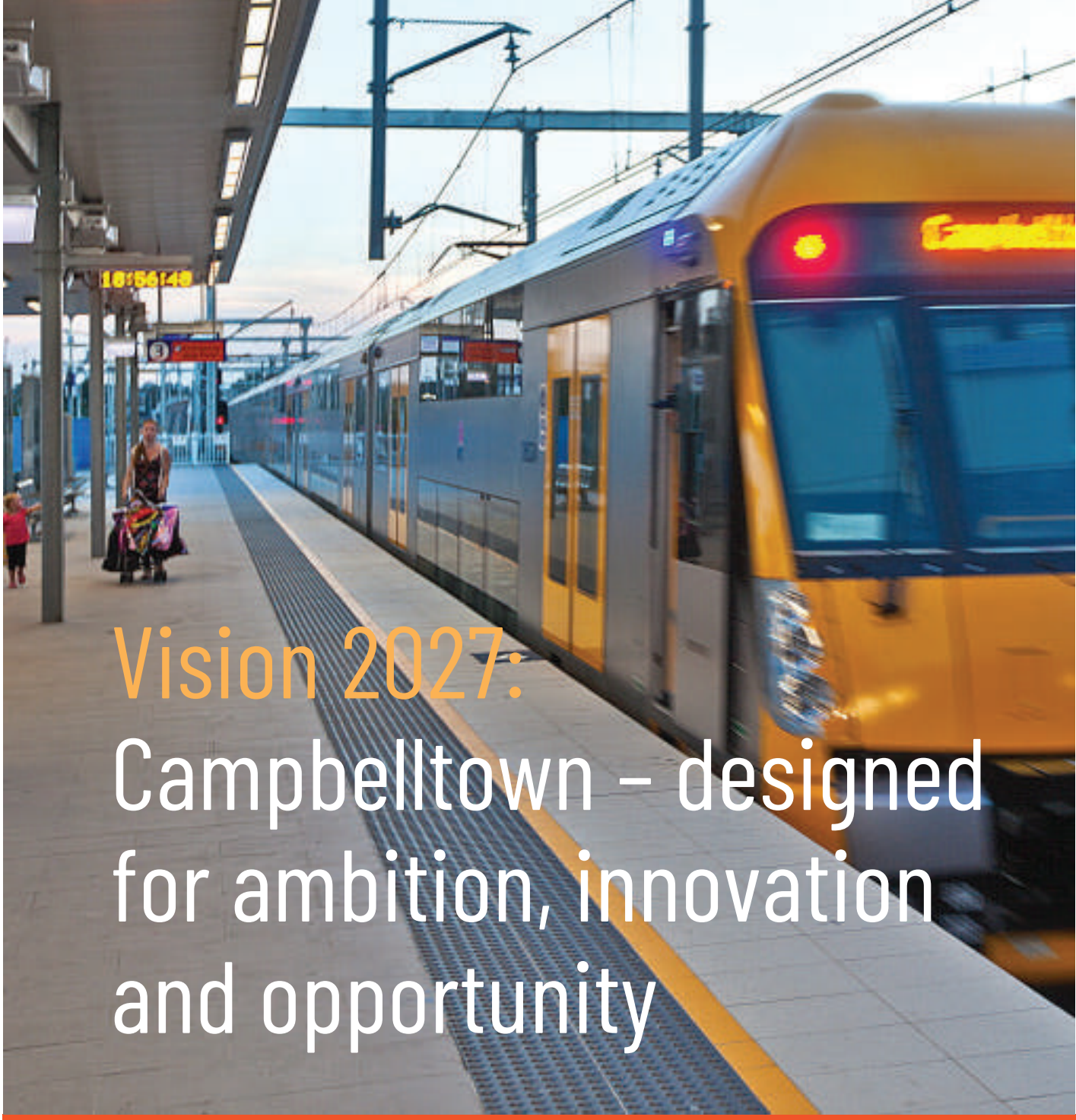
We're also progressing in our negotiations to establish a Community and Justice Precinct in the heart of our CBD. These projects have the potential to be a catalyst for the revitalisation of our CBD going forward.

Over the past year we've also seen some great work happening on Queen Street as part of the On Q project. Before being interrupted by the pandemic, it was great to see people using the temporary spaces as well as seeing the street filled with people during events held in our City Centre.

Data and feedback collected during the project will be used to help inform future decisions to make improvements to the main street.

While the challenges of the past 12 months may continue into the future I'm confident that together we can work to overcome them and support those in our community who may need a helping hand.

The future for our city is a bright one and it will be exciting to see what the coming year brings.



Vision 2027: Campbelltown – designed for ambition, innovation and opportunity

Our Response to COVID-19

COVID-19 continues to cause considerable disruptions both locally and globally, with Campbelltown entering another lockdown from late June 2021. As a community, we are experiencing negative impacts on our economy; education; job security and financial stress; work arrangements; physical and mental wellbeing; travel, leisure and social isolation.

As a Council, COVID-19 has impacted our progress against some of the CSP Outcomes including services and programs we usually offer face-to-face such as some community and business events and activities. In addition, the postponement of our local council elections by the Office of Local Government meant we were required to extend our 4 year Delivery Program to 5 years.

However, along with our partners and community members, we are successfully adapting to continually provide services for our community, of which many are highlighted within this report.

Our Highlights



Campbelltown Billabong Parklands - construction underway



Koalatown - 1 Year Anniversary



Variety Livvi's Place, all abilities playspace at Glenfield



New Pump Track at Leumeah Skate Park



OnQ street activation, Queen Street



Yarning Circle at Koshigaya Park



City CBD transformation on its way



Community grants and support during challenging times



Developing and implementing resilience initiatives



Santa's Convoy and Festival on the Field, a great success



Platypus discovery in Campbelltown



New amenities built at 8 recreational spaces



Provision of essential services and infrastructure to meet community needs

Snapshot of 2020-21



End of Term Report

Our End of Term Report for 2017-2021 can be found on our website:
www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy

Our Performance





Our Budget

$176,723
Contributions and donations

$10.11m
road renewal program

$17.9m
operating result

3.98%
Financial performance ratio
(benchmark > 0%)

11.34:1
Fulfilling our financial obligations
(benchmark > 2:1)

$66m
Capital expenditure



Our Services

Community Events and Education
- Community Events and Activation
- Social Planning and Partnerships
- Education and Care Services
- Place and Projects

Roads, Parking and Transport
- Traffic and Transport Management
- Local Roads

City Planning and Amenities
- City Development
- Building Certification
- Infrastructure Delivery

City Growth, Investment Tourism
- Strategic Property
- City Growth and Strategy
- City Marketing and Economic Development

Libraries, Arts and Culture
- Cultural Services
- Libraries and Community Learning

Open Space and Recreation
- Sporting Grounds and Venues
- Leisure Services
- Open Space and Natural Areas

Environment Protection
- Planning for the Environment
- Stormwater Management
- Sustainability and Resilience

Waste and Recycling
- Waste Recycling and Management
- City Cleansing

Health, Safety and Regulation
- Enforcement of Regulations and Animal Control
- Healthy Lifestyle Services and Information
- Community Safety
- City Safety

City Governance and Administration
- Executive Services
- Councillor Support
- Financial Services
- Governance and Risk Management
- Procurement and Contracts
- People and Performance
- Information Technology
- Customer Service
- Council Communications
- Information Management
- Asset Management
- Corporate Planning
- Community Engagement
- Project Management
- Property Services



Introduction to Campbelltown





Community's vision for Campbelltown

The Community's vision for the future of Campbelltown is outlined in Campbelltown 2027: Community Strategic Plan:

Campbelltown City – designed for ambition, innovation and opportunity.

Campbelltown 2027 sets out the highest level goals for our city to strive towards as it transforms over the next decade. It underpins the strategic planning for the future of Campbelltown and has been structured to address four key outcomes that we will work to achieve for the community:

OUTCOME 1
A vibrant, liveable city

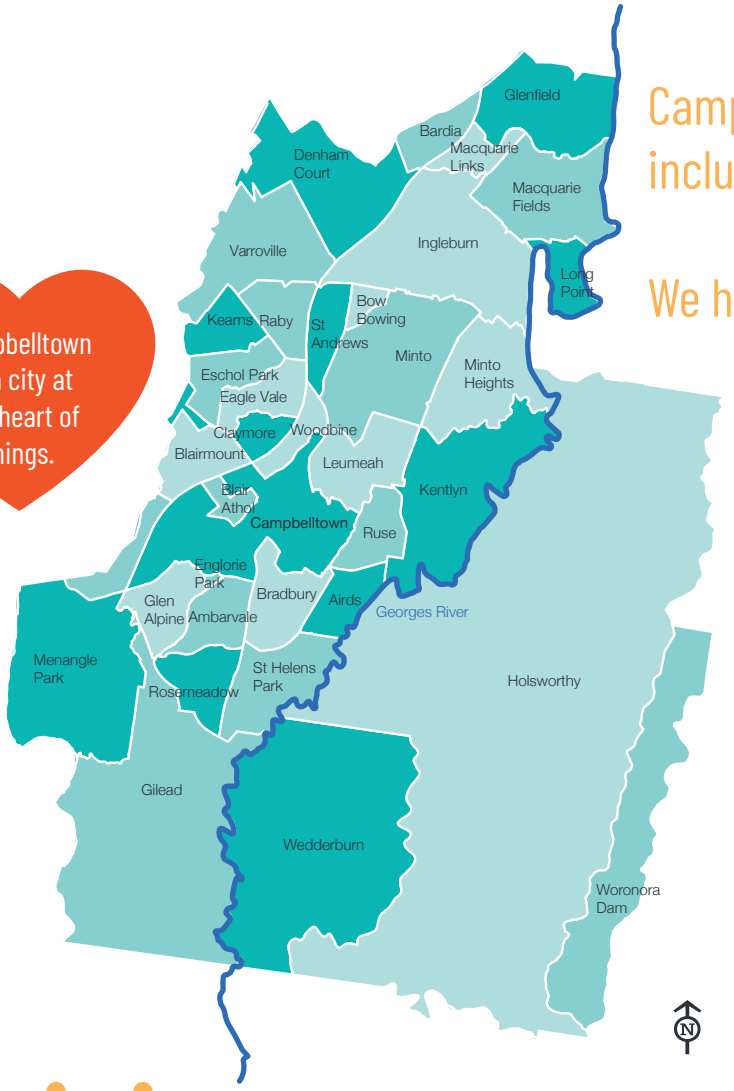
OUTCOME 2
A respected and protected natural environment

OUTCOME 3
A thriving, attractive city

OUTCOME 4
A successful city

Our more detailed planning documents, the Delivery Program and Operational Plan, outline how we – as a Council – respond to and address the strategic goals captured in Campbelltown 2027.

Our City, Our Community



Campbelltown is a city at the heart of things.

Campbelltown covers 312km^2, including a mix of city and bush.

We have 36 vibrant suburbs.

66.4%
Australian born residents

35.7
Average age

30%
Of resdents speak other languages at home including Arabic, Bengali, Hindu and Filipino

174,000+
Community members

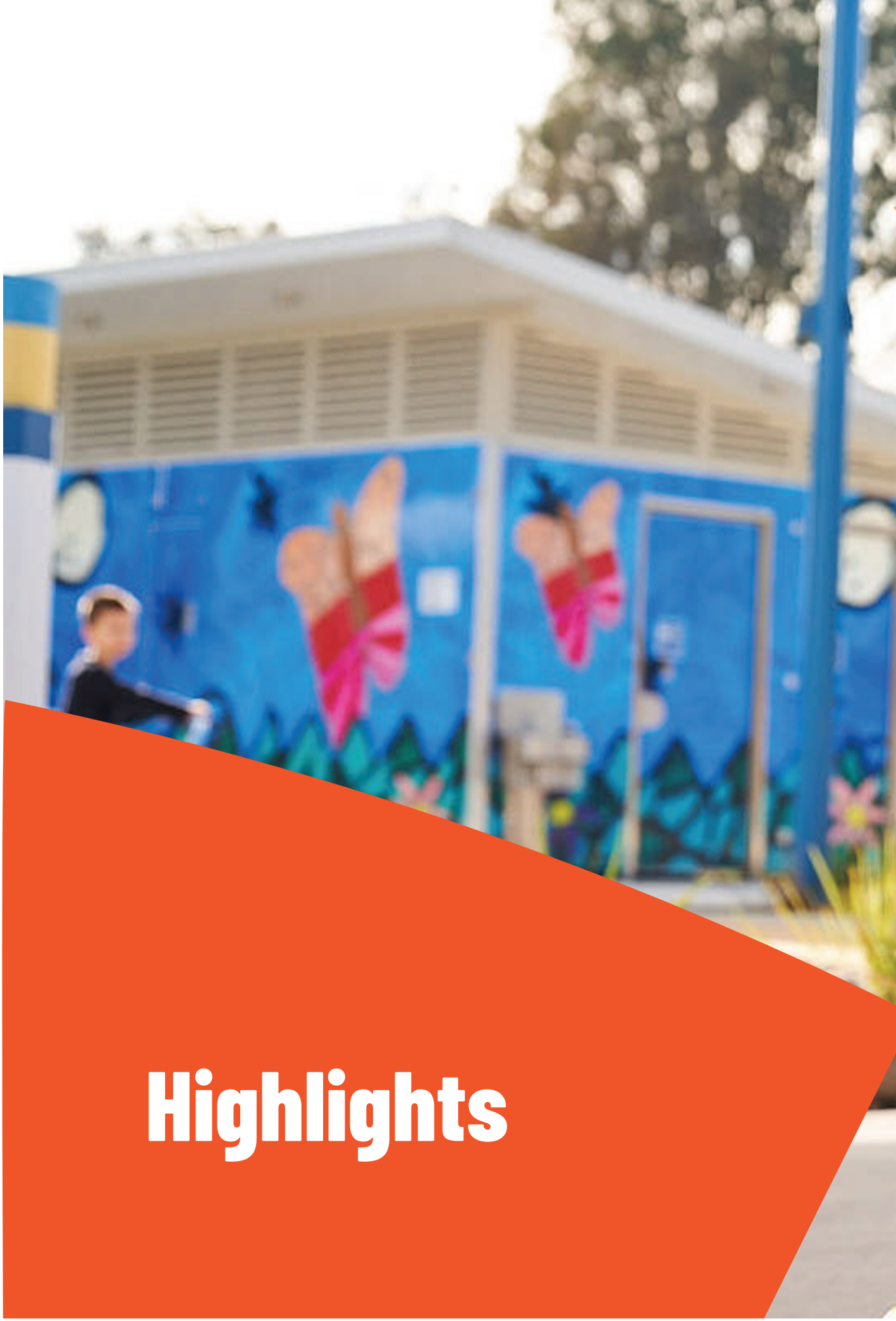
30km
From Sydney's CBD.

$7.95bn
connected by seven electric train stations and a network of main arterial roads

We are a key metropolitan centre as part of Sydney's Western Parkland City located 30km from Sydney's CBD. Our city covers an area of 312km2, ideally positioned between waterways and bushland of the Scenic Hills to the west and Georges River to the east. Originally inhabited by the Dharawal Aboriginal people, Campbelltown is now home to more than 174,078 people (2020 ABS estimated residential population) living across 36 suburbs. We will be welcoming 96,000 more people to our community over the next 20 years (2021 forecast. id) and meet housing demand through green field and urban renewal investment.

We have a relatively young population with an average age of 35.7 years. We also have a rapidly growing and diverse workforce, with a balance of skilled and semiskilled workers across a range of industries. We have a Gross Regional Product estimated at $7.95 billion which has grown at an average annual rate of 3.5%, significantly higher than the NSW average.

By taking advantage of growth and investment in the region stimulated by the construction of the nearby Western Sydney Airport at Badgerys Creek and major infrastructure developments, we are delivering the vision of our community. This includes a strategic focus on revitalising our city centres (through the Reimagining Campbelltown City Centre Master Plan) and providing opportunities to all who connect with us across our City.



Highlights



OUTCOME 1

A vibrant, liveable city

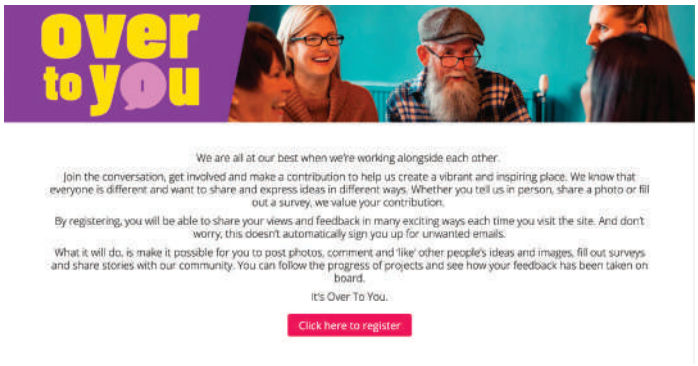
20 Actions achieved

25 Actions in progress

Our Goal: To be a city that is designed for people, with easy access to high quality housing, services, amenities and open space. A community where people feel safe, socially connected and included and celebrate our rich heritage and diversity, and respect our strong ties to Aboriginal culture.

A city where our community is able to celebrate its diversity, make a contribution to, and enjoy the lifestyle opportunities offered. It is a place where people want to live – it is creative, innovative, vibrant and resilient.

Community Engagement, Communications and Customer Service



We implemented a customised community engagement platform, Over to You, which has increased the visibility, accessibility and reporting for our community engagement activities.

Of our engagement activities, Let's Talk Parking received the highest level of engagement, followed by Raby Road works and the draft Operational Plan 2020-21.

We continued to use a range of platforms and channels to communicate accurate and trusted information to our community, which has been especially important during the COVID pandemic.

Our Council Customer Service Centre continues to meet an 85% customer call quality score assessment.

Community Events and Place Activations

Our Festival on The Field (April 2021) ticketed event was a community highlight with positive feedback across the board. It included a Quiet Session for people with disability who were able to enjoy the carnival atmosphere in a safe, non-intimidating way.

We adjusted how many of our events were delivered during COVID-19 to ensure they were safe and enjoyable: examples include Feast, Christmas Carols Convoy, Australia Day BBQ series, Ingleburn Night Market and the annual Sorry Day event.

The Streets as Shared Spaces project - On Q – has involved the installation of temporary infrastructure and engaging programming to create more people space in the Queen Street and Lithgow Street precinct.

We delivered a program of 30 Bush Explorers and Bushcare events that engaged 280 community members in our local bushland reserves.

Community Support and Safety

We introduced Campbelltown Cares Grants in response to the COVID-19 pandemic to assist our community with connectedness, social cohesion, food relief and disaster recovery programs.

We strengthened our partnership with the Western Sydney Health Alliance and focussed on a number of key initiatives aimed at creating a healthy and engaged city, including; delivery of a water fountain in the public domain, COVID messaging to our culturally and linguistically diverse communities as well as implementation of our Healthy Food and Drink Policy and Healthy Food and Drink Action Plan 2020-23.

We delivered COVID-safe versions of our long running Logbook Learner Driver Training and Child Seat Fitting Programs.

We continued to conduct swimming pool inspections and encourage Campbelltown residents to safely enjoy our warm climate in the great outdoors.

Campbelltown has 9,643 private swimming pools registered in the LGA.

We encourage all pool owners to self-check their pool safety barrier and to rectify any problems they encounter. We also undertake our own inspection program of private swimming pools to encourage pool owners to ensure their child-safe barrier complies with relevant requirements. Details of our swimming pool inspection program in 2020-21 are provided below.

During 2020-21 we performed a range of private swimming pool inspection activities including:

- Inspected 2 tourist and visitor accommodation
- Inspected 4 premises with more than 2 dwellings
- Under section 22D of the *Swimming Pools Act 1992*, 123 certificates of compliance were issued by officers and 199 certificates of compliance were issued by Private Certifiers
- Under Clause 21 of the Swimming Pools Regulation 2018, officers issued 22 noncompliance certificates and private certifiers issued 79 certificates for noncompliance



Arts and Cultural Services

Campbelltown Arts Centre (C-A-C) presented an innovative contemporary arts program that enabled hundreds of artists to create new work including exhibitions, performance, dance and music programs. Over 100,000 people visited and engaged with C-A-C's programs including creative workshops, tours, events, and education programs. Highlights include:

- The Space YZ exhibition curated by Daniel Mudie Cunningham was inspired by the visual arts legacy of Western Sydney University (formerly known as University of Western Sydney) featuring the works created by 88 Visual Arts and Electronic Arts alumni.
- The presentation and premier of two contemporary dance performances including The Complication of Lyrebirds by Jasmin Sheppard and Explicit Contents by Rhiannon Newton in association with Sydney Festival.
- From the music program, the second iteration of the Conscious program welcomed a new cohort of artists including A.GIRL, Slim Set, Spvrrow and T Breezy. Each Conscious artist was mentored by Conscious Artistic Director, L-FRESH The LION, to design a bespoke program of development for themselves.
- Little Orange Studio for Western Sydney artists who identify as a person with disability, d/Deaf and Hard of Hearing and/or Disabled Creatives facilitates opportunities for their work to be presented in exhibitions and public spaces.

Campbelltown Arts Centre delivered an impactful and accessible artistic program, explored collaborative platforms, facilitating opportunities for creative practitioners to explore their practice. C-A-C engaged audiences locally and internationally and presented some of their programs via digital platforms which increased their reach and exposure.

83,361
visitors to Campbelltown Arts Centre

329,405
visitors and engagement to the Campbelltown Arts Centre website



Sports and Leisure

Our Learn to Swim School moved from a 25% decrease in enrolments in July-September 2020 (height of COVID restrictions) to an overall annual increase of 12.3%.

Campbelltown Sports Stadium kicked off its role as being the home stadium for Macarthur FC as they entered their inaugural season in Australia's A-League football competition.



3,850
community engagement participants



600+
artists and cultural practitioners participated in Campbelltown Arts Centre programs including the exhibitions, performances and education activities.



16
major sporting events were held at Campbelltown Sports Stadium



11,778
Council sports ground bookings



1,710
regulated premises inspections



563,210
annual visitation across our Leisure Centres



33,604
attendees from our Arts Centre Strategic Priority Area including Aboriginal and Torres Strait Islander communities, Culturally and Linguistically Diverse communities, people that identify with a disability and children and young people



1,532
visitors to our Bicycle Education Centre during open days



10,898
Learn to Swim enrolments



24,397
Social media followers



23
place and projects engagement events delivered



141
children immunised through our Immunisation Clinic (number up until March)

OUTCOME 2

A respected and protected natural environment

9 Actions achieved

11 Actions in progress

Our Goal: We protect biodiversity conservation, our visual landscape and our heritage values, and recognise the importance of creating a sustainable and resilient city for future generations including community engagement and education on the benefits of managing and accessing our natural environment.

We embrace the city's natural surrounds and see it as a unique point of difference and work together to ensure development in Campbelltown is approached in a sustainable manner, and that our natural assets, bushlands and waterways are treated with respect.

Waste and Recycling

We completed construction of our Community Recycling Centre building and are looking forward to opening it to the public.

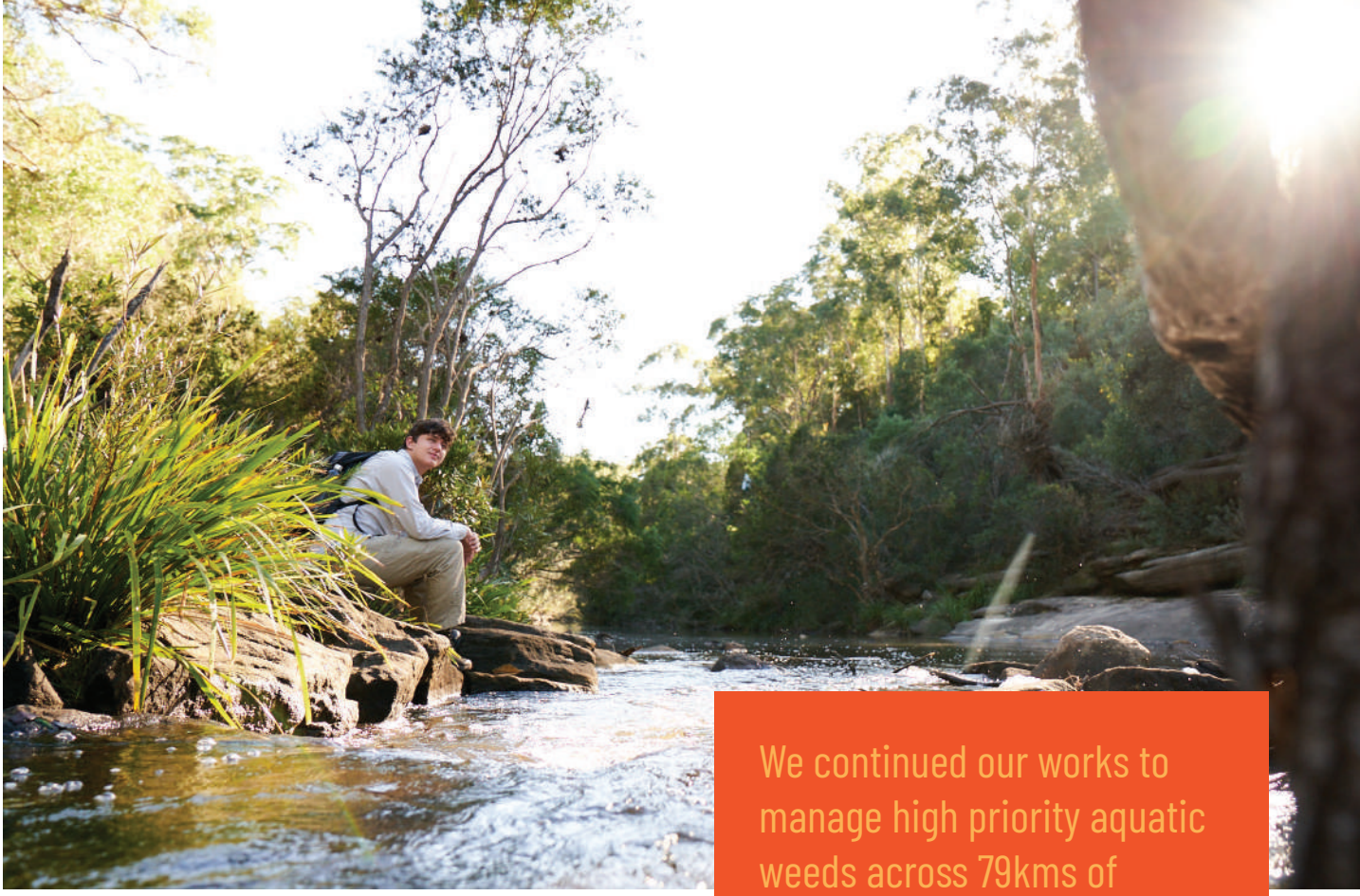
We hosted our free Household Chemical Clean Out community event in April with 57,110 kg of chemical waste collected from a total of 1,436 participants.

Council commenced implementation of the "Waste and Resource Recovery Education Strategy" to increase resource recovery across the LGA.

All of our waste services and collections increased over the past 12 months.

Description	2019-20	2020-21
Garbage bins emptied	2,957,441	3,031,629
Recycling bins emptied	1,333,418	1,380,999
Tonnes of recycling waste collected	11,570	11,729
Tonnes of general waste collected	35,590	38,330
Tonnes of organic waste collected	16,018	19,454
Garden organics bins emptied	749,760	838,524
Tonnes of kerbside clean up	8,214	8,922
Kerbside clean-up services provided[1]	59,971	63,725

[1]Services provided to households in the LGA entitled to receive a waste service



We continued our works to manage high priority aquatic weeds across 79kms of waterway within the Georges and Nepean River Catchments.

Biodiversity and Natural Areas

We continued implementation the Campbelltown Comprehensive Koala Plan of Management including launching our Koalatown program which included community education (koala education room, supporter packs and extensive website updates), promotion (through social media, bus shelters and spotify) and on-ground works (15,000 trees installed across 4ha of land and habitat restoration underway at various reserves). To follow our program refer to www.campbelltown.nsw.gov.au/koalatown

The final report from the Platypus Pals project confirmed the presence of platypus in the Georges River in Campbelltown, and we completed our study into key impacts to the species such as recreational fishing.

We continued to deliver a range of major environmental restoration projects across the city including 147ha of bush regeneration, priority weed management and waterway enhancement, notably our Urban Koala Linkages Project at Smiths Creek Reserve and Rehabilitation of Simmos Beach Catchment in Macquarie Fields.

We continued our works to manage high priority aquatic weeds across 79kms of waterway within the Georges and Nepean River Catchments.

We began works at Noorumba Reserve as part of our first Biodiversity Stewardship Agreement which will conserve and improve endangered vegetation and threatened species habitat in perpetuity.



Sustainability and Resilience

We have continued to develop the Resilient Campbelltown Strategy to help our community navigate through future challenges (these are referred to as acute shocks and chronic stressors). We are also excited to launch our own Resilience Hazard Assessment, founded on extensive data and insights, which seeks to more deeply understand our community and their needs.

We remain an active member of the Resilient Sydney Network.

We have remained committed to environmentally sustainable practices at Campbelltown Council. For example, we purchased our first electric fleet vehicle and are investigating Council-owned car parks suitable for electric vehicle charging infrastructure.

We have updated our Climate Change Risk Assessment in partnership with AECOM.

We completed our trial of the Small Business Sustainability Program which involved engaging with 20 businesses along Queen Street to educate and promote water and energy efficient practices.

We received 2 awards at the Local Government NSW

Excellence in the Environment Awards:



Our Koalatown campaign received Highly Commended for Communication, Education and Empowerment.



Our program to eradicate Amazon Frogbit (an invasive aquatic weed) from the Georges River, received the top prize.



Resilience is the capacity of individuals, communities, business and systems to survive, adapt and thrive no matter what kind of chronic stresses (slow burning pressures that impact everyday life) and acute shocks (abrupt events that can stop a city) they experience.

We have implemented key findings of the Benchmarking Heat across Campbelltown study.

2150 Bushcare hours

21,600
Planted trees in parks and bushland reserves

147ha
Environmental improvements works across bushland and waterways

3 Schools **17** Community groups
participated in waste and recycling workshops

305
priority weed inspections

35%
target achieved for waste diverted from landfill (diversion rate)

OUTCOME 3

A thriving, attractive city

23 Actions achieved

38 Actions in progress

Our Goal: We are a destination which makes the most of our city's natural and man-made assets to build on the experience that is Campbelltown. Our people are engaged in ongoing conversations about matters which affect our city, to ensure our activities align with its strategic direction and the city's assets are managed strategically and sensitively.

We are a city that encourages and supports the development of the local economy through business innovation and growth and we embrace change and look to support the creation of new economies to build the resilience of the city.

Planning, delivering and reporting

We started the first stage of the review of Campbelltown's 10-year Community Strategic Plan, and look forward to engaging closely with the community in the review process during 2021-22.

We continued to improve our corporate strategic planning and reporting so that we are well positioned to meet the needs and wants of the community, now and into the future.

We have established a range of project management resources and tools as well as a formal governance group to support the delivery of critical projects such as Reimagining Campbelltown City Centre Master Plan.

Supporting Residents and Businesses

We continued to provide a range of support including financial grants, support, and links to NSW and Australian government grants to our local businesses in the ongoing pandemic.

We developed an online local business directory - Own It, where one business a day was highlighted on our social media platforms during Small Business Month, as well as We Are Campbelltown, a tourism and local pride docuseries, which focused on 10 unique local businesses and their owners.

Libraries and Children's Education

Ingleburn Library held the Biggest Morning Tea, attended by 100 members of the community enjoy activities and raise funds for the Cancer Council. Eagle Vale Library restarted the Chess Club and Glenquarie Library has started a board games afternoon. National Simultaneous Storytime was held on Queen Street this year with the streaming of storytime from the International Space Station.

The Library produced the video series "Only in Campbelltown" focusing on interesting and unusual places around the City.

Our libraries continue to support key community partnerships with NDIS and Justice of the Peace services.

Campbelltown City Out of School Hours Care and our Family Day Care scheme have been rated as Exceeding National Quality Standard under the National Quality Framework.

We engaged 2,236 school children in environmental education initiatives.

Financial Management and Strategic Property

We finalised the annual budget period with COVID-19 related reductions to major income fully offset by salary savings with accounts submitted for final external audit by NSW Audit Office.

We successfully set the foundation for an alternative investment opportunity in acquiring property as an investment option to offset low returns from cash investments.

We worked closely with Bunnings to construct the new Bunnings Store on Farrow Road Campbelltown, negotiated with GenesisCare for a new Cancer Care Facility Ground Lease on Hurley Street Campbelltown, and successfully negotiated with the Office of Strategic Lands for a land transfer to assist with the relocation of a new Rural Fire Service Facility.

We also successfully completed an Unsolicited Proposals Policy to allow Council to receive unique proposals from potential investment partners.



Governance and Accountability

We continue to invest in our Governance and Risk Framework with a number of initiatives delivered including; drug and alcohol testing framework, public interest disclosure education and awareness, resourcing increasing needs of access to information requests by the public, electronic delegations, WHS Chain of Responsibility Training and Awareness, Enterprise Risk Management Framework and the BOSS Governance Framework.

We have also responded to a total of 834 informal requests for access to Council records. We also proactively release information on our website where possible.

Our staff completed internal training sessions to support the launch of our new Electronic Document and Register Management System.

Our People & Performance team are driving significant improvements in business efficiency which is reflected in key people metrics through policy changes and targeted initiatives.

101,596
Online Library Downloads

95.5% IT infrastructure availability met

9
specialised Child and Family Centre programs

80%
target met for Child Care Customer Satisfaction

10,355
people participated in Library

76,259
documents registered by Information Management team.

OUTCOME 4

A successful city

7 Actions achieved

29 Actions in progress

Our Goal: We are a modern, forward thinking, connected city. We have built on our history and character, and shaped a city which transforms in line with its community and its needs.

Our people value a balance between the built form and open space, and are kept informed of infrastructure delivery, including better health and education infrastructure and services.

Our city and our people are connected through strategic road networks, transport systems and pedestrian facilities. Our city is reinvigorated – it is a city where people choose to be.

City Growth and Strategic Partnerships

We have completed comprehensive feasibility studies to inform the Reimagining Campbelltown City Centre Master Plan projects.

We continue to work collaboratively with the NSW State Government and Commonwealth Government to investigate the feasibility of the Community and Justice Precinct.

We continued to work collaboratively with the three levels of Government to achieve intended outcomes from the Western Sydney City Deal.

We worked with the 8 councils in the Western Parkland Councils alliance to create a successful, liveable, resilient and thriving Western Parkland City.

We worked collaboratively and productively with Transport for NSW on a range of projects.

We worked with South West Sydney Local Health District to progress healthy planning initiatives.

We provided feedback on draft initiatives to the Western Parkland City Authority and the Department of Planning, Industry and Environment.



City Planning and Housing

We completed the alignment of the Campbelltown Local Environmental Plan (LEP) with the Western City District Plan which included providing additional protection to important vegetation and the Scenic Hills.

We have received approval from the Department of Planning, Industry and Environment for the Campbelltown Local Housing Strategy.

We have made significant and continuous improvement in the development application determination times with exemplary results in the delivery of Planning Information Certificates.

We completed all scheduled fire safety inspections.

We have enabled the submission of development applications 7 days per week and 24 hours per day by use of the Planning Portal.

We have worked with the Department of Planning, Industry and Environment on long term strategic planning for Greater Macarthur.

City Infrastructure and Amenities

Our design and delivery of the Campbelltown Billabong Parklands - our outdoor swimming facility with associated built facilities and landscape works, are continuing in accordance with the project plan.

We continued to plan and deliver our annual asset renewal program, annual building renewal program, annual road renewal program along with other plans.

We completed the design for the replacement of two bridges at Railway Parade Glenfield and Airds Road Minto.

We started using smart technologies for our footpath inspections.

Open Space and Playgrounds

We delivered the Leumeah Pump Track adjacent to the Leumeah Skate Park.

In April, we opened the Glenfield Park inclusive playspace including car parking and toilet facilities in partnership Variety Livvi's Place.

We commenced design and investigation works into upgrades at Ingleburn Reserve and Keith Longhurst Reserve including track work, signage, carpark refurbishment and planting. Building started at the Milton Park playspace.

New playgrounds at Byrne Reserve, St Andrews and replacement playgrounds at Mandurama Reserve, Ambarvale and Ashfield Reserve, Glen Alpine were completed. The new playgrounds include a combination of modern play equipment, landscaping works and new



90%

target achieved of scheduled high fire safety risk premises conducted



100%

Local Strategic Planning Statement actions progressing



100%

flood assessments completed as per corporate service standards



Statutory Reporting





Animal Care Facility

The Animal Care Facility's (ACF) primary role is to provide accommodation facilities to receive impounded and surrendered animals, promote responsible pet ownership, rehoming, rescue, and release of impounded companion animals.

During 2020-21, we impounded more than 1,900 animals, with more than 90% of animals being sold, rescued or released to their owner.

We have a dedicated Facebook page that actively promotes animals for sale and lost animals with the majority of animals placed or reunited with their owners. We have also implemented a range of operational improvements at the ACF including a new impounding register, custom design of dangerous dog enclosures and an internal review of our operations.

Responding to calls from members of the public requiring assistance in relation to animal control matters, our Animal Control Officers issued a total of 386 penalty notices for identified breaches of the *Companion Animals Act 1998*. Additional reporting information on our ACF is reported below, in accordance with the *Companion Animals Act 1998* and Regulation 2008.

1. Lodgement of ACF data returns with the Office of Local Government

2020-21	Cats	Dogs	Total
Impounded	1,085	860	1,945
Surrendered	29	44	73
Released to owner	29	499	528
Sold	434	222	656
Rescue organisation	600	117	717

2020-21 Euthanised	Cats	Dogs	Total
At owners request	0	2	2
Health/temperament	38	3	41
Unable to rehome	0	0	0

2. Lodgement of data relating to dog attacks with the Office of Local Government

During the reporting period, we received reports of 171 dog attacks.

3. Amount of funding spent of companion animal management and activities, and 8. Fund money used for managing and controlling companion animals in its area.

Our expenditure for the reporting period was $675,956 which was offset by income from companion animal registration, penalty notices, sale fees and charges of $400,188.

4. Companion animal community education programs

Information was included in our publications and social media, supplementing responsible pet ownership information available on our website. Community education on responsible pet ownership was also delivered through the CAWS (Community Animal Welfare Scheme) and the NDN (National Desexing Network) programs, in addition to providing subsidised desexing for companion animals participating in the programs.

5. Strategies we have in place to promote and assist the desexing of dogs and cats

- Dedicated full time rehoming officer
- Professional photography and individual profiles on our website.
- Advertisement of animals on our Facebook pages
- Permitting community and rescue Facebook groups to post our dogs/cats to social media
- Conducting responsible pet owner information stalls at community events
- Advertisement of all animals on PetRescue.com.au

Council's policy on the sale of animals from the Animal Care Facility requires that all dogs and cats sold will be de-sexed. This is further supported through subsidised de-sexing programs - CAWS (Community Animal Welfare Scheme) and NDN (National Desexing Network) that are also conducted on an annual basis.

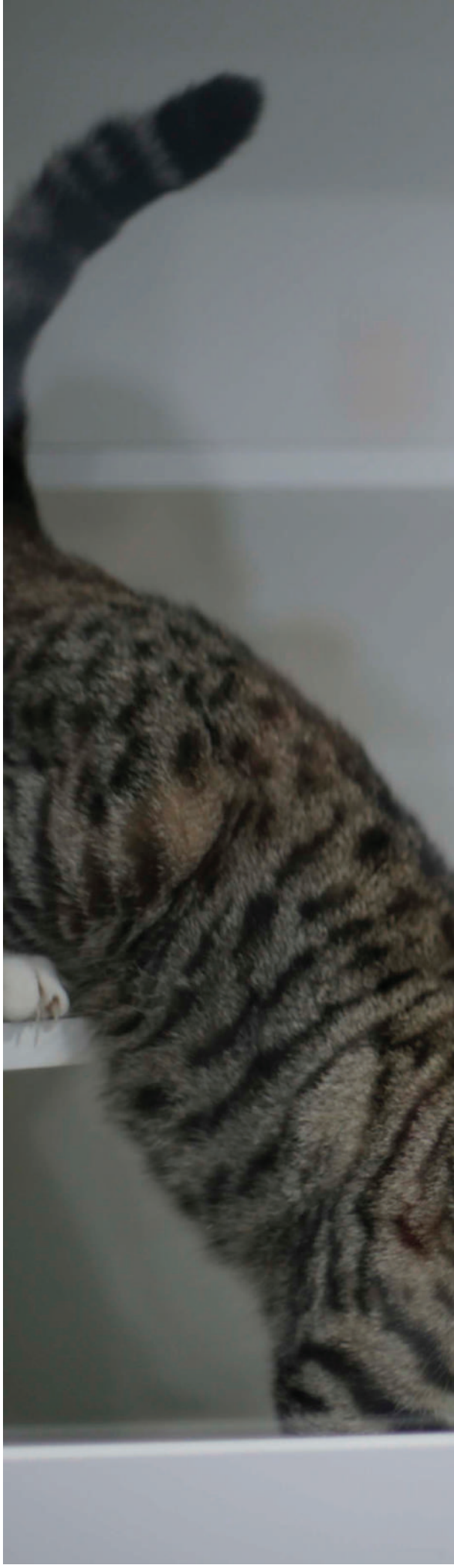
6. Strategies in place to comply with requirement under Section 64 (Companion Animals Act) to seek alternatives to euthanasia for unclaimed animals

Our Companion Animal Rehoming Officer promoted animals available for sale and rescue. We worked with 44 approved animal rescue organisations which rescued animals that were unable to be rehomed. Community interest groups also assisted in rehoming animals by passing on information about animals for sale through their own networks and social media channels.

The Animal Care Facility also utilised our website and other sites to display lost and for sale dogs and cats to facilitate rehoming. The local community newspaper published features promoting dogs and cats for sale.

7. Leash free areas provided in the area

We provide and maintains 6 leash-free areas across Campbelltown City located at St Johns Road, Bradbury; Eagleview Road, Minto; Hurricane Drive, Raby; Kellerman Drive, St Helens Park; Fawcett Street, Glenfield; Mt Olympus St, Bardia and Macquarie Road, Macquarie Fields.







Assets

Capital Works and Assets

Roads

The total renewal expenditure for the 2020-21 Road Renewal Program was $10.11m. The total area of pavement treated was approximately 426,998m2. A total of 35,248m2 of pavement repairs were completed through the reactive heavy and minor patching program.

We completed 100% of the annual Roads Rehabilitation Program, which was carried out across various suburbs including Ambarvale, Bradbury, Campbelltown, Glen Alpine, Glenfield, Ingleburn, Leumeah, Minto and Raby. The works included are asphalt re-sheeting, pavement stabilisation, pavement reconstruction, spray sealing, rejuvenation, micro-surfacing, mill and fill, heavy patching and crack sealing.

The program was implemented for all classes of roads that we maintain, namely 'Class 6 - Regional Road', 'Class 7 - Collector Road', 'Class 8 - Residential Road' and 'Class 9 - Cul-de-sac Road'.



Kerb and Gutter

The total expenditure for the renewal of the kerb and gutter program 2020-21 was $848,000. This included the completion of a total of 728 actions across the local government area. Construction of more than 5,300m of kerb and gutter was completed under the Annual Reconstruction Program.

Footpath and Cycleway

The total expenditure for the renewal of footpath program 2020-21 was $1,481,000. This included the completion of a total of 1,662 actions across the local government area. Construction of more than 11,600m2 of footpath and cycleway was completed under the Annual Reconstruction Program.

Car Parks

The total expenditure for the car park program 2020-21 was $573,730. The activities involved the rehabilitation of the council car park, which involved pavement reconstruction and spray sealing. We have also trialled a new treatment, cool seal, in two car parks to reduce pavement temperature. A total area of 37,589m2 has been treated.

Bridges and Major Culverts

The total expenditure for the bridge and culvert repair program 2020-21 was $494,456.33. The large scale projects in the program included:

- Stabilisation of scouring abutments at 3 pedestrian bridges in Treelands Reserve, Ingleburn
- Concrete repair at 15 bridges and culverts
- Bridge and major culvert related footpaths, kerb and gutter reconstruction program
- Replacement of non-compliant fencing at two major culverts
- Reconstruction of downstream headwalls at Minto Road, Minto
- Reconstruction of downstream headwalls at Macquarie Road, Campbelltown
- Replacement of Asphaltic Plug Joints at two bridges in Minto
- Replacement of rotted timber deck and handrails of two bridges in Marsden Park, Campbelltown



Stormwater Drainage Network

The expenditure for the stormwater assets renewal/ maintenance program 2020-21 was $61,832 covering 54 pits. The program consisted of multiple storm water pit reconstructions and pit grate replacement.

In addition to the stormwater reconstruction and maintenance programs, we spent approximately $249,000 from the Stormwater Levy as part of the local stormwater improvement program. Some of the key activities undertaken as part of this program are listed as follows:

- Clearing, shaping and reshaping existing dish drains, headwalls and creeks at various locations
- The mulching of creeks, embankments and channels at various locations
- Cleaning and clearing of debris at Cambridge Avenue, Glenfield Georges River cage and boom
- Cleaning and clearing of silt and debris at Wedderburn Road, Wedderburn and Peter Meadows Road, Kentlyn
- Cleaning and clearing of overgrown creek vegetation at Kooringa Reserve, Raby
- Cleaning and clearing of silt and debris at Smith creek basin 1, 2 & 3, Leumeah
- Cleaning and clearing of silt and debris at Fred Sheaters Park Detention Basin, Ambarvale
- Cleaning and clearing of silt and debris at Loftus Reserve, Trinervis Way, Macquarie Fields

Further to this, $17,000 went towards a water quality testing program, which help define existing flood behaviour, including levels and extents, help identify flooding problem areas in the catchment and assess the impacts of climate change.

Public Spaces

Hard Asset Achievements during the reporting period include:

- Responsive maintenance of playground and park assets, bus shelters, fencing, and other miscellaneous assets
- Replacement of 60 park furniture pieces across the LGA, including tables, park benches, shelters and bins
- Renewal of over 1.1km fencing at 8 locations around the LGA
- Addressing of graffiti vandalism through graffiti action teams and implementation of Graffiti Removal Day on Sunday 28 March 2021 at the Bradbury Underpass at The Parkway, Bradbury
- Renewal of floodlighting at sports fields at Memorial Reserve, Ingleburn; Kooringa Reserve, Raby; Rosemeadow Sports Complex, Rosemeadow; Blinman Oval, Glenfield; Benham Oval, Minto; Waminda Oval, Campbelltown; Eschol Park Sports Complex (Long Jump), Eschol Park.
- Street cleansing and bin servicing programs were carried out within the Campbelltown LGA central business districts, roads, footpaths, car parks, parks and reserves
- Irrigation renewal at Rosemeadow Sports Complex, Victoria Park, Wood Park, Eschol Park Field #1, and Blinman Oval
- Renewal of fencing and synthetic grass at Ruse Tennis Courts and Hurley park Cricket Practise Wickets
- Refurbishment of Monarch Oval Grandstand
- Construction of the Leumeah Pump Track opposite the existing skate park
- Construction of the Koshigaya Park Yarning Circle

Soft Asset Achievements during the reporting period include:

- 9th Years of Regeneration works Smiths Creek Basin Bush, Ruse
- Bushcare volunteers did 1,065 hours of work over 38 workdays
- Removing weeds and rubbish across 8,800m2 (8.8ha) within 12 reserves
- Community native planting events: 1,862 native trees, shrubs and ground covers planted including
    - 500 stems for Wild Koala Day – Cook Reserve - October 2020
    - 300 stems at John Kidd reserve, Blair Athol – October 2020
    - 1000 stems for Wild Koala Day – Cook Reserve, Ruse – May 2021



- 2020 Bush Explorers community guided bushwalk program delivered 27 events with 163 attendees covering a variety of subjects from bush tucker walks to bug hunts, bird walks and bat nights, to wildflower wanders and forest-bathing Serenity Strolls
- We became the regional facilitator of the voluntary conservation scheme, Land for Wildlife and initiated the Koalatown Certified Properties Program. First property registered in June 2021
- A community, E-DNA survey program, Platypus Pals, recorded traces of platypus at 4 of 30 sites sampled. We and 24 volunteers (including local community volunteers, NPWS staff, Ozfish and Georges Riverkeeper) did sampling at 30 sites along the Georges River and key tributaries within Campbelltown LGA and Dharawal National Park. In addition to the platypus records, the endangered Macquarie Perch was recorded from 6 sites and invasive carp at 3 sites with invasive Red-eared slider turtle absent
- Completion of annual sports field maintenance program which consists of fertilising, aeration, insecticide and herbicide spraying
- Completion of our annual mowing and horticulture programs across the local government area, consisting of mowing verges, open spaces, parks, reserves and sporting facilities and garden maintenance within road reserves.

Parks and Open Spaces Program Maintenance

The total expenditure for parks and open spaces maintenance for 2020 -21 was $682,861.84. Works included the improvement of sporting facilities, replacement of shade structures, floodlights, park furniture, litterbins, retaining walls, bus shelters, fencing and improvements to access in and around public spaces.

Innovative Play Spaces Program

The following is a breakdown of the play space program expenditure during the reporting period:

- Total of completed capital new works - $702,800
- total of completed capital renewal works - $3,766,346
- total of completed reactive work - $53,471.60
- total of completed softfall maintenance - $133,089.24
- total of completed playground program maintenance - $84,477.97

The program delivered a series of play spaces that provide the community a balanced and safe environment, following a process including public consultation, public quotation and internal collaboration groups.

New playgrounds have been constructed at the following sites after extensive research and consultation with community:

- Eagle Farm Reserve, Eagle Vale
- Byrne Reserve, St Andrews

Existing Playgrounds that were reconstructed around the LGA:

- Waminda Reserve, Campbelltown
- Oswald Reserve, Rosemeadow
- Gadshill Reserve, Rosemeadow
- Glenfield Park, Glenfield
- Ashfield Reserve, Glen Alpine
- Mandurama Reserve, Rosemeadow
- Cook Reserve, Ruse

Playground Reactive and Proactive Maintenance

The playground reactive and proactive maintenance program ensures that our playground assets are in peak condition and are safe, meeting all relevant standards, at all times.

The reactive maintenance program is focused on replacing equipment when it is broken or stolen and undertaking emergency activities. The proactive maintenance programs consists of renewal activities such as topping up of playground mulch, resurfacing or replacing rubber softfall, replacing aged equipment, recoating slide equipment and repainting.

Building Maintenance Program

The building maintenance program (reactive and preventative) expenditure for 2020 -21 was $4,802,347.15

This can be divided into the following categories:

- program maintenance and RCR funded works $3,216,281.37
- reactive works $1,011,500.37
- preventative maintenance $574,565.41

Significant projects included:

- Demolish existing amenities and construct new amenities at Rosemeadow Sports Complex to comply with new Building Code of Australia
- Demolish existing amenities and construct new amenities at Uniting Church Soccer Fields to comply with new Building Code of Australia
- Demolish existing amenities and construct new amenities at Milton Park Sports Complex to comply with new Building Code of Australia
- Demolish existing amenities and construct new amenities at Memorial Oval to comply with new Building Code of Australia
- Addition of approximately 500m2 to Clark Reserve Amenities / Canteen to facilitate growing sporting community
- Refurbishment of Monarch Oval Grandstand, including seating and access works
- Relocation of Apex Park Exeloo Amenities to Thomas Acres Reserve
- Replacement of Works Depot Roofing at the mechanical workshop
- Construction of new amenities at Rizal Park, Rosemeadow
- Construction of new amenities at Redfern Park, Minto
- Construction of new amenities at Eagle Farm Reserve, Eagle Vale
- Construction of new amenities at Cook Reserve, Ruse



Asset Condition and Expenditure

Condition Distribution and Expenditure for Assets

Council has 4 asset categories: roads; buildings and facilities; public spaces and stormwater and drainage. These assets undergo 2 types of work: maintenance or rehabilitation and the creation of new assets. The annual report details work performed on these assets during the year, as well as on the condition of those assets in line with the following condition ratings.

Condition	Condition description	Residual life (estimated % of asset's design life remaining)
0	New or recently rehabilitated asset	90 to 100
1	Very good – no work required	72 to 90
2	Good – minor maintenance required	54 to 72
3	Average – Some work required	32 to 54
4	Poor – renewal required within one year	12 to 32
5	Very poor – urgent renewal required	0.5 to 12

Condition and Expenditure on Roads

We maintain more than 800 kilometres of roads throughout the city. The table below outlines the condition of public roads that we manage at the end of the reporting period.

Condition	Road Network	
	Pavement	Surfacing
Very good	19.98%	40.44%
Good	63.77%	51.18%
Fair	15.11%	7.81%
Poor	1.14%	0.57%
Very poor	0%	0%

The following table demonstrates the estimated expenditure required to maintain the road network.

Asset Type	Estimated cost to bring to a satisfactory standard ($,000)	Estimated annual maintenance cost ($,000)	Maintenance & Renewal expenditure ($,000)
Pavements	1,602	1,958	3,060
Surfacing	2,135	1,100	11,198

Condition and Expenditure of Road Infrastructure

The following table demonstrates the condition ratings of bridges and major culverts; footpaths and cycleways; kerb and gutters; traffic islands; road furniture; car parks surfacing; car park pavement, and other infrastructure across the city that's part of our responsibility to maintain.

Asset Type	Quantity	Unit	Very good	Good	Fair	Poor	Very poor
Bridges and Major Culverts	200	no	38.86%	41.66%	19.43%	0.05%	0%
Footpaths Cycleways	556	km	24.03%	47.95%	27.42%	0.60%	0%
Kerb & Gutter and Traffic Islands	1356	km	58.93%	35.90%	4.76%	0.41%	0%
Traffic Management Devices	900	no	66.61%	33.12%	0.27%	0%	0.00%
Road Furniture	17846	no	39.99 %	43.58%	16.33%	0.10%	0%
Car Parks Surfacing	404,140	sqm	37.72%	51.68%	9.93%	0.64%	0.3%
Car Parks Pavements	422,414	sqm	41.05%	42.70%	15.86%	0.39%	0%

The following table demonstrates the estimated expenditure required to maintain these asset types.

Asset Type	Estimated cost to bring to a satisfactory standard ($,000)	Estimated annual maintenance cost ($,000)	Maintenance & Renewal expenditure ($,000)
Bridges and Culverts	649	232	603
Footpaths Cycleways	541	678	1,944
Kerb & Gutter and Traffic Islands	474	155	1,113
Traffic Management Devices	0	35	0
Road Furniture	17	170	173
Car Parks Surfacing	129	29	574
Car Parks Pavements	75	30	131

Condition and Expenditure of Stormwater Drainage Network

The table below demonstrates the condition rating of our stormwater assets.

Asset Type	Quantity	Unit	Very good	Good	Fair	Poor	Very poor
Pipe	688	km	77.35%	21.09%	1.56%	0.00%	0.00%
Pits & headwall	26766	no	35.03%	51.56%	13.33%	0.08%	0.00%
Channels	83.37	km	36.41%	43.31%	20.16%	0.32%	0.00%
Detention basins	213	no	20.92%	75.71%	1.44%	1.93%	0.00%
Water quality devices	81	no	59.17%	33.19%	6.86%	0.78%	0.00%

The table below demonstrates the estimated expenditure required to maintain these asset types.

Asset Type	Estimated cost to bring to a satisfactory standard ($,000)	Estimated annual maintenance cost ($,000)	Maintenance & Renewal expenditure ($,000)
Pipe	0	404	0
Pits & headwall	76	179	563
Channels	84	261	0
Detention basins	210	64	6
Water quality devices	91	11	0

Public Spaces

The following table demonstrates the condition ratings of public spaces across the City.

Asset Type	Quantity	Unit	Very good	Good	Fair	Poor	Very poor
Recreational Assets exclude Swimming Pools	821	no	45.74%	4.82%	26.99%	16.04%	6.41%
Other Structures	7,191	no	24.91%	23.55%	37.20%	13.37%	0.97%
Swimming Pool Components	74	no	24.05%	49.75%	17.93%	8.27%	0.00%

The following table demonstrates the estimated expenditure required to maintain the public spaces of the city.

Asset Type	Estimated cost to bring to a satisfactory standard ($,000)	Estimated annual maintenance cost ($,000)	Maintenance & Renewal expenditure ($,000)
Recreational Assets exclude Swimming Pools	733	305	5,028
Other Structures	675	500	2,226
Swimming Pools	663	224	97

Building Facilities

The following table demonstrates the condition rating of building assets under the responsibility of Council.

Asset Type	Quantity	Unit	New	Very good	good	Average	Poor	Very poor
Buildings	226	no	11.27%	11.85%	52.69%	23.54%	0.59%	0.06%

The following table demonstrates the estimated expenditure required to maintain this asset type.

Asset Type	Estimated cost to bring to a satisfactory standard ($,000)	Estimated annual maintenance cost ($,000)	Maintenance & Renewal expenditure ($,000)
Buildings	1,878	4,274	8,011


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gitimate child



Disability Inclusion Action Plan



Campbelltown City Disability Inclusion Action Plan 2017-2021

The following progress has been made towards the DIAP in 2020-21.

Our Disability Inclusion Action Plan (DIAP) 2017-2021 demonstrates our commitment to breaking down barriers and creating a more liveable community for people with disability.

The DIAP outlines how we will make our services and community facilities more accessible to people with disability who live in or visit our city, and promote positive attitudes toward disability inclusion.

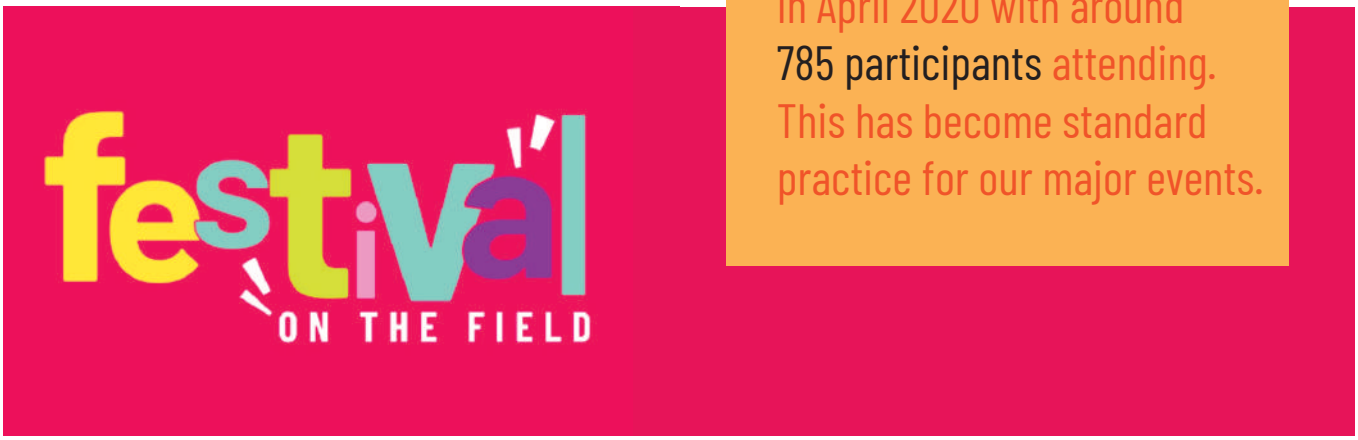
Building positive attitudes

- Our Disability Inclusion Action Plan Advisory Group (DIAPAG) continues to meet quarterly to guide implementation
- Our libraries continue to deliver inclusive activities with regular captioned movies, provision of Auslan interpreters where needed, implementation of autism specific music programs and programs to support people with disability to access the library in quiet out-of-hours periods.
- Continue to facilitate weekly creative/skills development curricula for artists in the Little Orange Studio program.
- We celebrated 2020 International Day for People with Disability at our Bicycle Education Centre, with the opportunity to learn to ride safely and other fun activities for children. In addition, families were able to register and have their bikes assessed and adapted to suit their children's abilities by a team from Technical Aid to the Disabled People. Members of The Little Orange Project, a group of artists who identify with disability, worked with families to create a mural at the site.
- Staff celebrated International Day for People with Disability by participating in Let's Talk Disability, provided by people with lived experience. Staff were invited to be creative as part of the International Day for People with Disability celebration by using colouring books created by Little Orange that could also be used for mindfulness. The books highlight and celebrate the talent of the artists.
- Campbelltown Arts Centre (CAC) Visual Arts Program – provided Auslan Tours during exhibition periods, Auslan interpreters at large proceedings and live streams and used text captions on video works in exhibitions.
- The BLEED Program at CAC was focussed on accessibility.
- Accessible performances during all dance seasons with audio description and Auslan available as well as catering for sensory needs through open door policy, tactile tours and chill out zones.
- School programs at CAC have people with disability as one of the priority audience. Casual educators receive on-the-job accessible arts training in working with people with disability.
- CAC adapt programs to individual needs of participants such as providing additional staff, smaller groups, movement breaks and an accessible vehicle where possible.
- Inclusive guidelines for events have been drafted and are ready to be finalised
- Campbelltown libraries hosted visits for groups from disability organisations such as MDS.

Engagement and monitoring

- DIAPAG continues to monitor and adjust the plan to meet the intended outcomes.

A free Quiet Hour session was held at Festival on the Field in April 2020 with around 785 participants attending. This has become standard practice for our major events.



Creating liveable communities

- Our recharge stations continued to be used at libraries across the Local Government Area (LGA)
- Accessible toilets have been installed in parks in Eagle Farm Reserve, Eagle Vale, Redfern Park, Minto and Rizal Park, Rosemeadow
- We partnered with the Touched by Olivia Foundation and Variety and completed an inclusive playground in Glenfield
- We continued to support the integration of adaptable housing requirements through the Sustainable City Development Control Plan and Local Housing Strategy
- We continued to implement our Pedestrian and Mobility Plan
- We continued to provide support for and grow the Little Orange Project, including commissioning Little Orange artist for our public murals.

Accessible systems, information or processes

- We are continuing to review ongoing and future accessible modes and systems. The website currently complies with WCAG 2.0 accessibility functions and also incorporates a text to speech reader and language translation
- We implemented a Disability Community Contribution of the Year Award category in Campbelltown's Australia Day Awards to celebrate the contribution of people with a disability to the community
- Our libraries are making social media and websites more inclusive by using camel hashtags and descriptions on all of our photos that we post. We use captioning for our videos, and when presenting films.

Supporting access to meaningful employment

- Campbelltown Arts Centre (CAC) have brokered several paid work opportunities for Little Orange Artists/ participants and collaborating on initiatives with Open Space and Community Life.
- CAC have one trainee for the year who identifies as having a disability
- As part of the CAC Visual Arts Program we worked with Macarthur Disability Service to support their work experience program
- During the lead up to International Day of People with Disability, the People & Performance team supported 2 people to participate in administration work experience over 2 days
- All our library branches participated in hosting work experience students through the Disability Services Work Experience program.



Challenges

- Implementation of some activities and events has been restricted by ongoing COVID-19 restrictions
- Raising awareness across the organisation to align the legislative requirements into our integrated reporting framework. This will support consistency of reporting and internal stakeholder engagement for the life of the plan
- Ongoing issues of insecurity of funding for several organisations in the disability sector limiting planned opportunities to partner for delivery of outcomes
- Some actions to increase inclusion continue to be delayed as they relate to broader, organisational reviews of processes and procedures and we continue to aim for integration of new more inclusive systems
- Prioritising research into options to provide training on use of motorised scooters and wheelchairs.

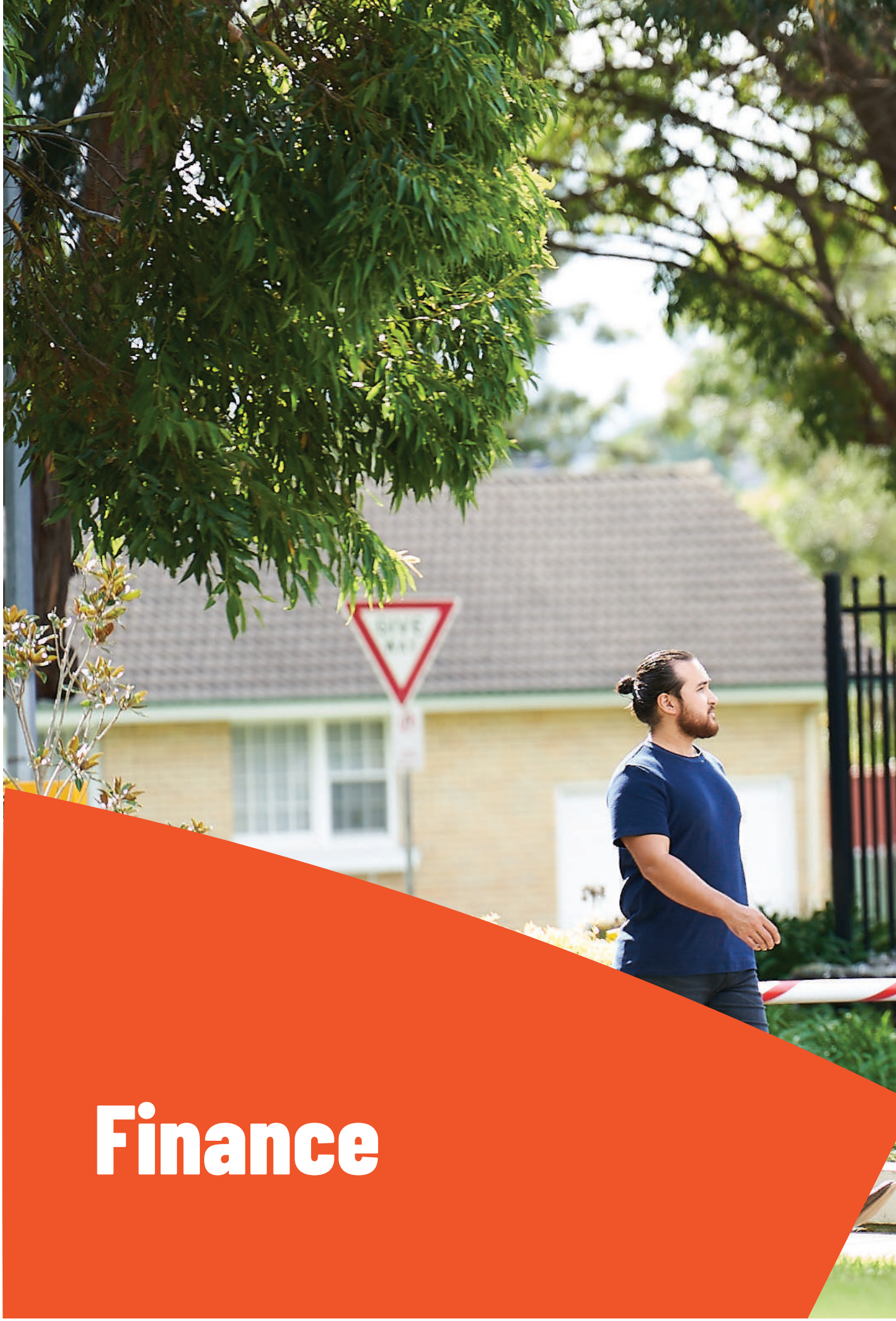
Successes

- The advisory group continues to work together and collaborate on projects
- The adoption of free Quiet Hour sessions at our major festivals
- Finalisation and launch of the Livvi's Place inclusive play space in Glenfield in partnership with Variety
- Establishment of partnerships to deliver in 2020 the International Day of People with Disability
- Ongoing excellence in the operation of the Little Orange Project
- The provision of settling kits, now available in all libraries for children with sensory issues, Dark Dens are also available
- Noise cancelling headphones available in libraries to assist with sensory overload
- CAC theatre production She Conjured Clouds, was performed in Auslan, provided tactile and sensory tours of the set and engaged access consultants throughout the program development.

Current actions

- The current DIAP has 57 actions items. There are a range of projects underway at various stages of early development and implementation across the 2017-2021 plan. Future near term projects include:
    - Surveys of sporting clubs to develop a baseline for inclusive sports across our LGA
    - Budget planning for audits of community facilities
    - Review of our complaints and engagement processes to ensure we address accessibility
    - We continue to enhance different formats of providing information across the organisation to increase accessibility
    - Progression of the MLAK project
    - We promote and support Meals On Wheels to assist People with Disability during COVID-19 lockdowns and beyond to ensure access to meals
    - Development of a new Mobility Map
    - We audit our playgrounds to validate accessibility, we are working through upgrades of play space through the Campbelltown Play Spaces strategy, and applying 'everyone can play' principles as the upgrades occur.





Finance


CAMP
BELL
TOWN
ARTS

Financial Position

Our vision is to position Campbelltown as a self-sustaining city, with access to the highest level services, facilities and amenities, combined with a diversity of employment options available within the metropolitan centre.

The financial resourcing underpins the Community Strategic Plan in order to deliver the objectives and strategies that support Campbelltown as a metropolitan centre.

The 2020-21 Operational Plan incorporated the seventh year of the permanent increase to rates income of 11% as per the approved Special Rate Variation. This additional income along with $1m annually allocated from efficiencies has had a direct and dramatic impact on our asset renewal and maintenance backlog reducing from $33.7m to $10m in just 7 years.

For 2020-21, we achieved an operating surplus of $17.9m (excluding capital items) and a balanced budget after allowing for a number of transfers to reserves to provide funding for future liabilities and significant capital projects.

Our total expenditure for the 12 month period was $239m comprising of operational expenditure of $173m and capital expenditure of $66m. A summary of key financial results and performance measures for 2020-21 is as follows:

- Total income up 6% to $227m
- Total expenses up 1% to $239m
- Total assets up 6% to $2.830b
- Total liabilities down 3% to $53m
- Infrastructure, property, plant and equipment up 6% to $2.528b

Financial Benchmarks

The following financial measures and benchmarks are standard across Local Government in NSW.

They provide a thorough overview of our current financial position and ability to operate effectively with sufficient cash flow and resource allocation.

- Operating performance ratio 3.98% - (benchmark >0%)
- Own source operating revenue ratio 68.35% - (benchmark >60%)
- Unrestricted current ratio 3.78:1 - (benchmark >1.5:1)
- Debt service cover ratio 11.34:1 - (benchmark >2:1)
- Rates and annual charges outstanding 4.62% - (benchmark <5%)
- Cash expense cover ratio 18 months - (benchmark >3 months)
- Building and infrastructure renewals ratio 97% - (benchmark 100%)
- Infrastructure backlog 0.76% - (benchmark <2%)
- Asset maintenance ratio 104% - (benchmark 100%)

We continue to have a strong debt service ratio as a result of using borrowings under the Local Infrastructure Renewal Scheme (LIRS) program, which provides a source of funds with a subsidised interest rate for more significant infrastructure projects. In recent years, we have adopted to source funding, if required, for a segment of the capital works program via internally borrowing against reserve funds, with repayments occurring over seven years, including interest. This strategy gives us the capacity to borrow externally for more significant planned capital projects to ensure intergenerational equity and without largely impacting our reserves held for future liabilities.

Our financial statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. The Australian Accounting Standards Board (AASB) has adopted International Financial Reporting Standards (IFRS) and issued the Australian equivalents (AIFRS). The application of AIFRS is reflected in the Financial Statements. Our financial statements are independently audited by the Audit Office of NSW, reported to Council, placed on public exhibition and lodged with the Office of Local Government (OLG) by end of October each year. For comprehensive details of our financial information, please refer to our 2020-21 Financial Statements, the accompanying document to this Annual Report, which is also available on our website.

Summary of financial results

For the year ended 30 June ($'000)	2021	2020
Total income from continuing operations	227,194	213,354
Total expenses from continuing operations	173,259	168,148
Net operating result from continuing operations	53,935	45,206
Net operating result before capital grants and contributions	17,852	(2,762)

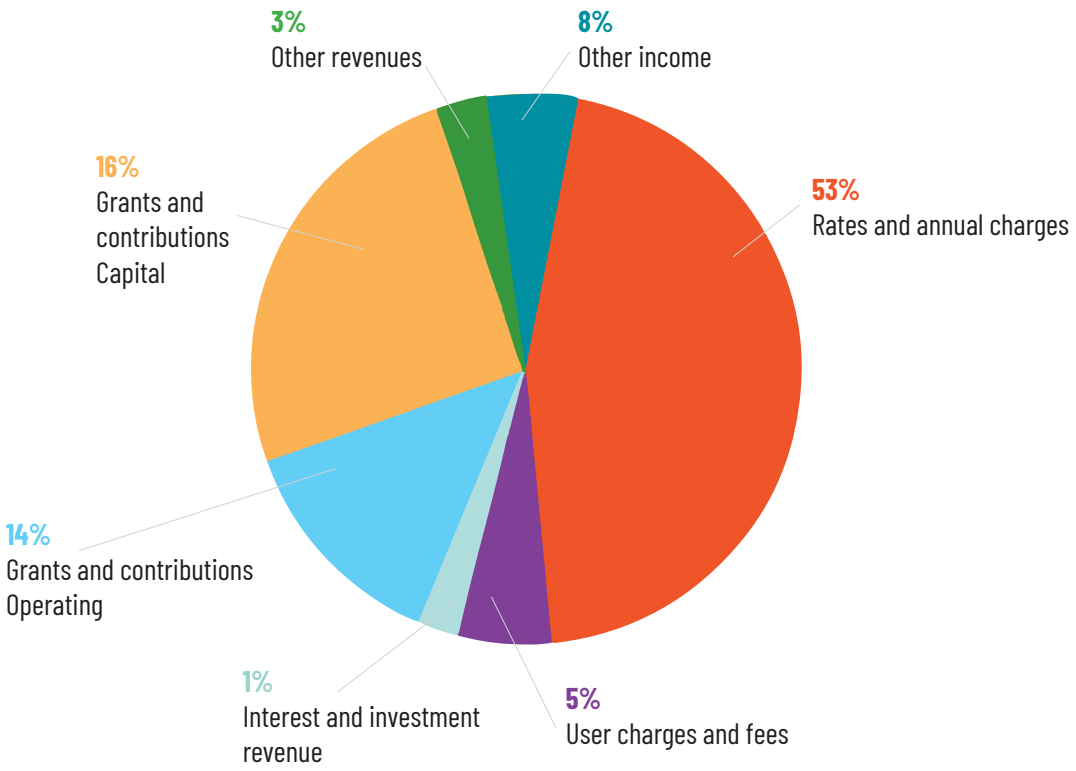
For the year ended 30 June ($'000)	2021	2020
Current assets	179,954	117,742
Non-current assets	2,648,983	2,550,421
Current liabilities	43,849	41,784
Non-current liabilities	9,035	12,516
Total equity	2,776,053	2,613,863

For the year ended 30 June ($'000)	2021	2020
Cash flows from operating activities	49,343	43,401
Cash flows from investing activities	3,265	(36,352)
Cash flows from financing activities	(2,656)	(3,099)
Cash assets at the end of the reporting period	56,304	6,352

Income

Total income from continuing operations up 6% to $227m

Asset maintenance and renewal expenditure

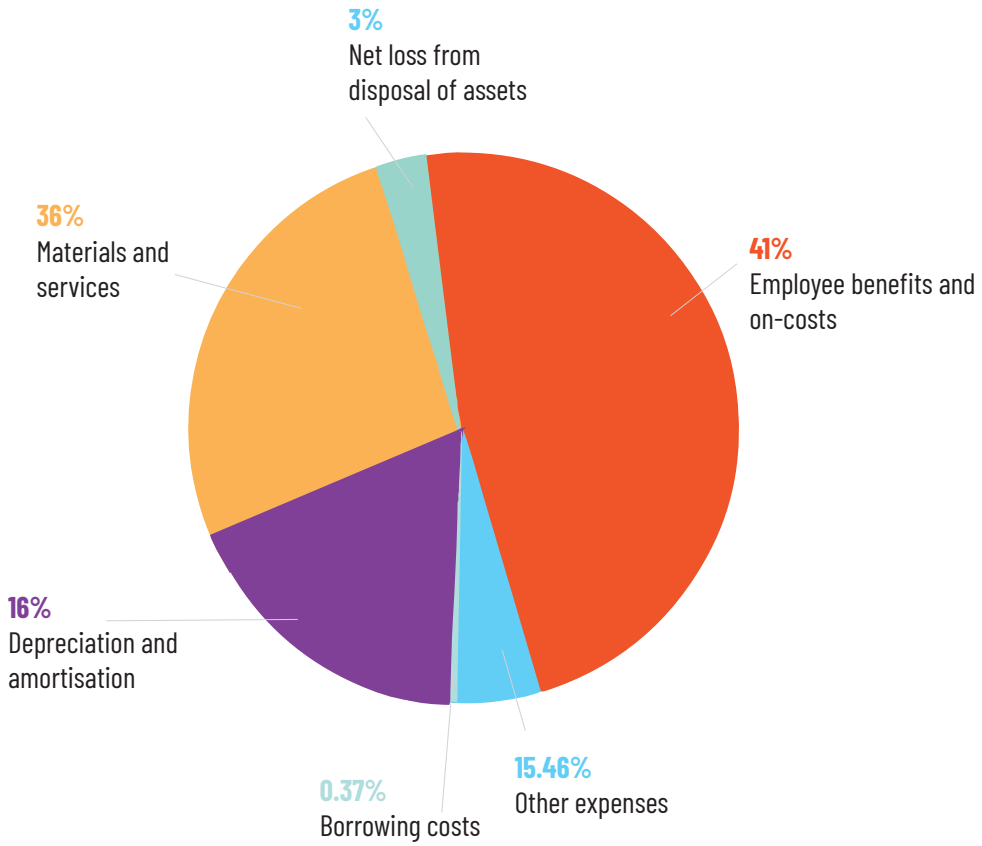


Income Source ($'000)	2021	2020	% change
Rates and annual charges	119,807	115,404	4
User charges and fees	11,643	10,803	8
Interest and investment revenue	7,239	5,608	29
Operating grants and contributions	30,818	26,023	18
Capital grants and contributions	36,083	47,968	(25)
Fair value increment on investment properties	2,482	4,565	(46)
Other revenues	19,122	2,983	541
Total income from continuing operations	227,194	213,354	6

Note: Prior year comparatives for other revenues and other income have been adjusted per reclassifications of income. Refer to note B2 of the financial statements.

Expenses

Total expenses from continuing operations up 3% to $173m



Expense Type ($'000)	2021	2020	% change
Employee costs	70,874	70,301	1
Materials and contracts	63,145	61,775	2
Borrowing costs	428	628	(32)
Depreciation, amortisation and impairment	27,587	26,004	6
Other expenses	6,262	5,783	8
Net loss from disposal of assets	4,963	3,657	36
Total expenses from continuing operations	173,259	168,148	3

Note: Prior year comparatives for materials and services and other expenses have been adjusted per reclassifications of expenditure. Refer to note B3 of the financial statements.

Financial Management

Special variation to rates

Following extensive community consultation, we made an application in February 2014 to the Independent Pricing and Regulatory Tribunal to vary rates by 11%. There are 2 components to the special rate variation, 2.3% for operational requirements and 8.7% directed solely towards asset maintenance and renewal requirements. The 8.7% is represented by $7.4m and remains permanent within our rate base to fund the lifecycle costs of community's assets in perpetuity and address the infrastructure renewal backlog within a 10 year period. Following is a breakdown of our additional commitment to asset maintenance and renewal for 2020-21:

Income	2020-21
Special rate variation – 8.7%	7,419,800
Expenditure	**2020-21**
Roads	3,296,300
Footpaths	461,500
Kerb and gutter	339,800
Bridges	198,100
Car parks	203,800
Buildings	2,395,300
Public spaces	525,000

The special rate variation funded works form part of our city improvements program, for more information on projects and outcomes refer to http://www.campbelltown.nsw.gov.au/CityImprovements.

Rates and charges written off

To comply with the Local Government Act 1993, Local Government (General) Regulation 2005 and our Pensioner Rebate Scheme, we are required to report on rates and charges written off. The value of rates and charges written off during 2020-21 was as follows:

- Section 575 of the Local Government Act 1993: pensioner rebate concession $1,972,568.13
- Section 582 of the Local Government Act 1993: Council voluntary pensioner rebate concession $400,729.27
- Section 595 of the Local Government Act 1993: postponed rates on properties which are zoned for a higher use than their actual use $149,322.55

Contributions and donations

To comply with Local Government (General) Regulations 2005, we provide the following report on contributions and donations to others.

During 2020-21, we provided a range of contributions and donations to individuals, community groups and non-profit organisations. Under section 356 of the Local Government Act 1993, contributions and donations to the value of $176,723 were delivered through the following programs:

Scholarships	Western Sydney University	25,000
Community Groups	Donations - Community Grants	90,114
Business Grants	Donations - Small Business	57,778
Other	Donations - Other	2,551
Sporting Grants	Donations - Sporting Groups	1,280
Total		176,723




HOW OUR BREATHING WALL WORKS
160 MODULES
1200 PLANTS
POLLUTED AIR FILTERED
WELCOME TO CAMPB

Governance


BELLTOWN
DID YOU KNOW?
This breathing wall provides many benefits, including:
REDUCES TEMPERATURE
REDUCES AIR POLLUTION
REDUCES CO_2
HAPPY + HEALTHY
REDUCES NOISE
IMPROVES BIODIVERSITY

Councillors

Our Councillors

Council consists of 15 councillors who are elected every 4 years through the Local Government elections. Our councillors are a diverse group of individuals who represent the wishes and interests of our community and make decisions on behalf of our community.

Our residents will be invited to elect the next Councillors in December 2021 following the postponement of council elections scheduled for September 2020 due to COVID-19 by the NSW government.



Cr George Brticevic
M: 0408 219 865



Cr Meg Oates
M: 0419 467 885



Cr Margaret Chivers
M: 0408 182 248



Cr Masood Chowdhury
M: 0419 183 600



Cr George Greiss
M: 0428 616 716



Cr Karen Hunt
M: 0458 783 257



Cr Paul Lake
M: 0400 105 150



Cr Darcy Lound
M: 0409 829 103



Cr Benjamin Gilholme
M: 0429 127 607



Cr Rey Manoto
M: 0408 449 981



Cr Ben Moroney
M: 0401 812 366



Cr Warren Morrison
M: 0437 045 802



Cr Ted Rowell
M: 0408 210 493



Cr Bob Thompson
M: 0407 953 786



Cr Ralph George
M: 0407 112 958

Council Meetings

Our councillors meet regularly to make decisions about policies, services and important issues that affect Campbelltown. Council meetings are conducted in accordance with the adopted Code of Meeting Practice.

Council meetings are usually held on the second Tuesday of each month at 6:30pm. In response to the COVID-19 pandemic, Council meetings were held online from April 2020 with a return to Chambers in April 2021 and then online again from 29 June 2021.

We welcome our community to livestream our Council meetings or alternatively a recording of the meeting can be viewed online at a time that suits you.

Councillor Overseas Visits

Details of overseas visits by our Mayor, Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) for the period of 2020-21.

Purpose of Travel	Destination	Officer	Date	Costs met by the Council
Nil	Nil	Nil	Nil	Nil

Councillor Remuneration and Expenses

The Local Government Act 1993 requires councils to adopt a policy for the payment of expenses incurred by, and the provision of facilities to, mayors, deputy mayors and other councillors. Mayors, deputy mayors and councillors can only be reimbursed for expenses, and provided with facilities, in discharging the functions of civic office, in accordance with this policy. Our policy on the provision of facilities for use by councillors and the payment of councillors' expenses is available on our website.

As a requirement of the *Local Government Act 1993* and associated Regulation, we are required to report on councillor remuneration and expenses in the Annual Report.

Details of the total cost for the payment of expenses and provision of facilities to councillors to attend their civic duties are itemised below.

In accordance with Section 241 and 248 of the Local Government Act 1993 and the determination of the Remuneration Tribunal, the Mayor was paid an annual allowance of $68,530 for the year ending 30 June 2021.

In accordance with Section 241 and 248 of the Local Government Act 1993 and the determination of the Remuneration Tribunal, Councillors were paid an annual fee of $25,790 for the year ending 30 June 2021. Total fees paid to councillors for the year ending 30 June 2020 were $361,060.

In accordance with Section 252 of the Local Government Act 1993, we are required to pay expenses incurred or to be incurred and provide facilities for the Mayor, Deputy Mayor and councillors to enable them to discharge their functions of civic office.

The total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by council, reimbursed to the councillor or reconciled with the councillor) was $75,177.57. These costs include but are not limited to the items detailed below:

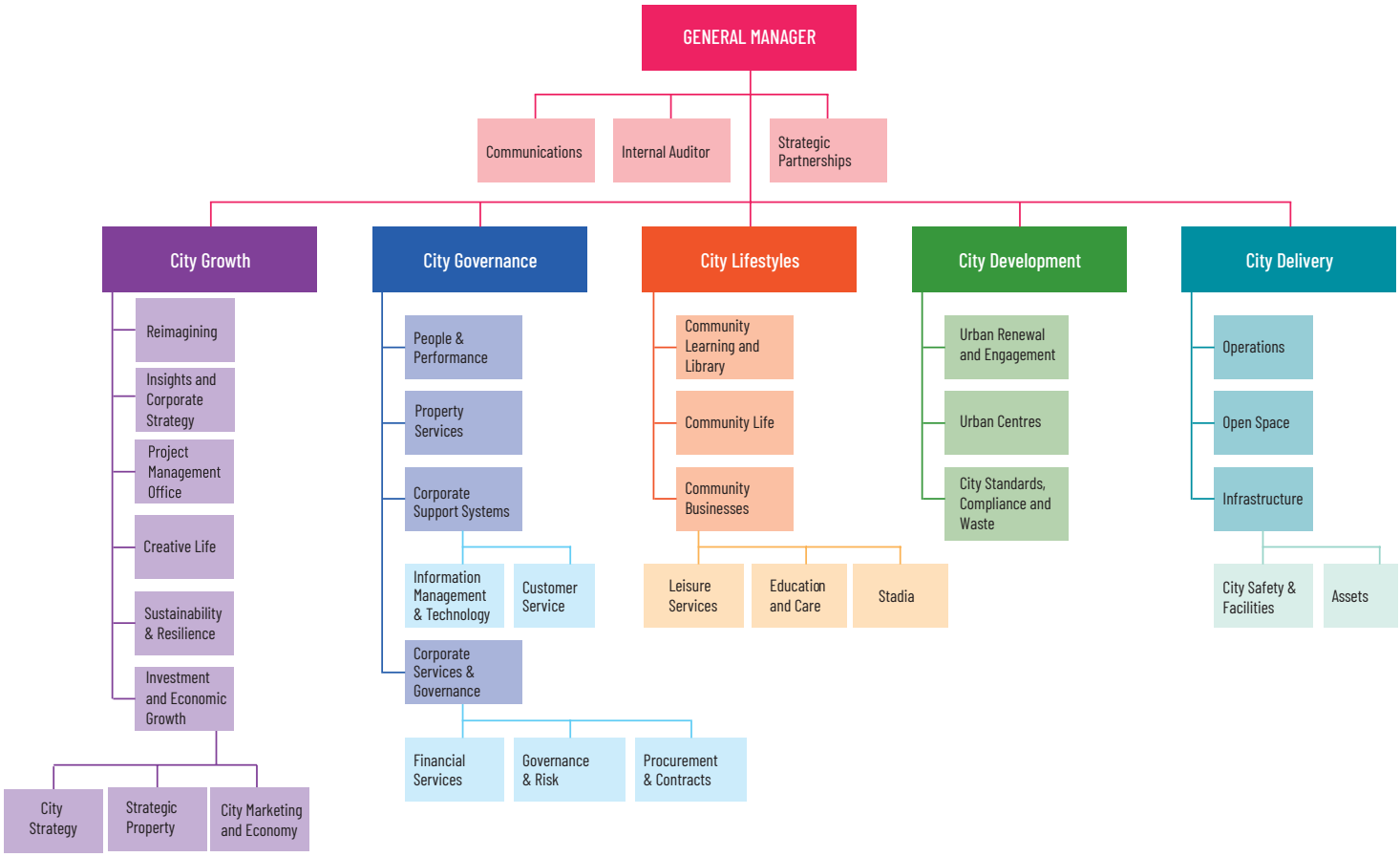
Mayoral and Councillors' Expenses	Amount
Office equipment including laptop computers, mobile telephones, telephones, facsimile machines, line rental costs and internet access costs	$26,286.52
Telephone calls including mobiles, landline and facsimile services	$5,007.27
Attendance at conferences and seminars	$22,777.18
Training and professional development programs	-
Training and Skill development	-
Interstate travel	-
Overseas travel	-
Spouse/Partner accompanying a councillor	-
Care for a child of, or an immediate family member	-

Council

We employ over 1000 staff across five key directorates to support the councillors in delivering a wide range of activities to jointly achieve the outcomes and strategies outlined in the Community Strategic Plan.

As one of the larger employers in the LGA, we provide permanent, casual and contract employment opportunities across diverse roles.

In addition to direct employment we host over 250 work experience students each year and are proud to host trainees and apprentices each year as part of our commitment to youth employment.





We employ over 1000 staff across five key directorates to support the councillors in delivering a wide range of activities to jointly achieve the outcomes and strategies outlined in the Community Strategic Plan.

Our Executive Team

Each directorate of our organisation is led by a Director who reports to our General Manager, Lindy Deitz.

Our Executive Team are committed to providing strategic, operational and cultural leadership to inspire our staff to consistently deliver the outcomes and strategies contained within our strategic plans to the highest standard.



Lindy Deitz | General Manager

Lindy brings close to 30 years of Local Government experience to her role as General Manager of Campbelltown City, working closely with all levels of government, private industry and community to ensure that Campbelltown gains the support and infrastructure it needs to embark on its evolution into a bustling metropolis at the southern gateway to Sydney and support our diverse and growing community.

Lindy's capacity to build relationships and collaborate with the wide range of stakeholders sees her placed on steering groups and boards such as Resilient Sydney Steering Committee and the Western Sydney Business Connection to contribute to building great outcomes.



Phu Nguyen | Director City Governance

Joining the organisation in 2018, Phu leads a multidisciplinary division that includes People and Performance, Finance and Governance Services, Corporate Support and Systems and Property Services.

Bringing his prior experience as CFO at the City of Melbourne and numerous senior roles across both local and state governments, Phu is passionate about making Campbelltown a leading city that is high performing and effective. He is an experienced Executive that has worked with boards and elected representatives and is a Fellow of CPA Australia with a Graduate Diploma in Accounting and a Bachelor of Business (Banking and Finance) from Monash University.

Phu's priority is to ensure systems and process are designed with the community in mind, while building on the financial sustainability and resilience of the city.



Jim Baldwin | Director City Development

With more than 30 years experience in Local Government across the areas of engineering, development and town planning, Jim holds a Masters of Urban and Regional Planning. As Director City Development, he is responsible for the strategic and statutory areas of planning, environment and development, as well as the areas of building and engineering certification, domestic waste, public health, legal and compliance, and the Animal Care Facility.

Having grown up in North Western NSW, Jim says his city mind is always guided by his bush heart and that is what sustains his strong belief that the unique identity of Campbelltown, where the city meets the bush, can be protected through sympathetic planning and well placed development that is responsive to the needs of future generations, but respects the heart of those that call Campbelltown home.



Scott Grant | Director City Lifestyles

Scott joined Campbelltown in 2021 heading up a division that covers Community Business, Community Life and Community Learning and Library departments, including education and child care centres, stadia, leisure and aquatic centres, libraries, sport and recreation liaison and community events and community support.

Scott is an experienced executive having worked in senior roles both domestically and internationally, previously as the COO at Cricket Australia and in many senior roles across the sport and entertainment, mining and automotive sectors. He has an MBA from Macquarie University and is a member of the Australian Institute of Company Directors.

For more two decades, Scott has volunteered extensively across the community with cricket clubs, the Paralympics movement and The W-League. Scott is grounded in community, and believes in the intersection of business, sport and community engagement for social benefit.



Rebecca Grasso | Director City Growth

Rebecca joined Campbelltown in 2019 and oversees a diverse division that encompasses economic and investment growth, Reimagining Campbelltown, sustainability and resilience, insights and corporate strategy, project management and the Campbelltown Arts Centre.

With over 25 years in local government, her previous role was with City of Parramatta as Director of City Identity, Experience and Engagement and she is currently the Chair of the Western Sydney Health Alliance and continues to serve on the boards of local and state level community and cultural organisations.

Rebecca is committed to supporting the positive growth of Campbelltown and the capability of the organisation to deliver on the community's needs and aspirations.



Kevin Lynch | Director City Delivery

Kevin has dedicated the past 20 years to the community of Campbelltown through a range of roles and as Director City Delivery he oversees a large multidisciplinary division that focuses on the design, construction and maintenance of the city's assets and numerous facilities, as well as emergency services, flood mitigation, road and community safety improvements.

Kevin is our Local Emergency Management Officer and holds a Bachelor of Engineering. He is dedicated to providing Campbelltown with exceptional services and facilities and ensuring our community is well equipped for the future.

Executive Team Remuneration

The Local Government (General) Regulation 2005 requires that we report on the remuneration of our senior staff. We have a management structure consisting of a General Manager and 5 Directors.

As at 30 June 2021 the total remuneration packages (including salary, motor vehicle, fringe benefits and superannuation) for the designated senior staff positions were $1,852,274 including $395,991 to our General Manager.

Council Staff Overseas Visits

Details of overseas visits by our Mayor, Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) for the period of 2020-21.

Purpose of Travel	Destination	Officer	Date	Costs met by the Council
Nil	Nil	Nil	Nil	Nil

Our Values

We take pride in our shared organisational values. Our employees helped identify these values which guide our behaviours and actions especially how we interact with, and provide services to, each other and our community. Living our values, along with our leadership and cultural change pillars: operational efficiency; healthy and engaged employees and trusted leadership, are the foundations to delivering goals in the Campbelltown's Community Strategic Plan.

It is through respect, integrity and teamwork that we build trust and create optimism for Campbelltown's future.

Adhering to these values across all levels of our organisation is the key to delivering the vision of our community in a manner our community can be proud of.

Equal Employment Opportunity

We operate within a positive environment and culture based on our shared values, which fosters equal employment opportunities. Below is a statement of activities undertaken under our Equal Employment Opportunity (EEO) Management Plan:

- All new employees received a thorough induction including a copy of the EEO policy in the employment pack
- EEO training is mandatory for all employees
- All employees and management have access to the EEO policy and EEO Management Plan
- Position descriptions have been used to ensure inclusion of EEO responsibilities for all staff in essential and desirable selection criteria are non-discriminatory
- Reviewed and supported the implementation of the Aboriginal Employment Strategy (AES) and Reconciliation Action Plan (RAP)
- Job advertisements include EEO statement welcoming applications from all forms of diversity
- Diversity metrics included in the Workforce Management Plan.



Our Partnerships

Council was involved in the following partnerships during 2020-21:

- s355 Committee - Town Hall Theatre management committee
- South West Sydney Community and Justice Precinct through memorandum of understanding with NSW Government
- Western Sydney University through memorandum of understanding for CBD campus, Justice Precinct, Sports Centre of Excellence and Macarthur Medical Research Centre
- Campbelltown Health and Education Precinct Partnership with Western Sydney University, South West Sydney Local Health District, South West Sydney Primary Health Network, University of NSW, TAFE NSW and Ingham Institute
- Western Parkland Councils alliance with 7 other councils in Western Parkland City (Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly)
- Western Sydney Health Alliance with Western Parkland Councils, South West Sydney Local Health District, South West Sydney Primary Health Network through agreement
- Western Sydney City Deal with NSW, Australian and local (Western Parkland Councils) governments
- Western Sydney Planning Partnership with the Western Parkland Councils, plus Blacktown City Council
- Resilient Sydney
- Southern Sydney Regional Organisation of Councils (joint electricity, gas and renewable energy contract)
- Western Sydney University – Benchmarking heat and CoolSeal trial
- Junglefy – Campbelltown Station Breathing Wall
- Landcom and Sourced Energy partnership – Creating a Spark – energy sharing communities grant
- Georges Riverkeeper membership with 8 Councils located along the Georges River.
- We also have partnerships with Wollondilly and Camden Council for environmental education programs (Threatened Species Art Competition and Macarthur Nature Photography Competition) and onground research and works programs (Platypus and Aquatic Weed Spraying).



Government Information Public Access

The Government Information Public Access (GIPA) Act is designed to help develop and maintain a system of government that is open, accountable, fair and effective.

We publish a range of information under the GIPA Act on our website. However, not all information held by us can be published online. Depending on the nature of information required an Informal or Formal Release Application may be required.

Details of requests for information that we received for the period 1 July 2020 to 30 June 2021 under the Government Information (Public Access) Act and Regulation are provided in the tables below.

Clause 7A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
No	No

Clause 7B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
99

Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of applications refused	Wholly	Partly	Total
	0	0	0
% of total	0%	0%	

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with	Refuse to confirm/ deny whether	Application withdrawn	Total	% of total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	42	2	1	6	1	2	0	2	56	47%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1	1%
Members of the public (by legal representa tive)	9	6	0	7	0	1	0	0	23	19%
Members of the public (other)	24	1	2	4	0	2	0	5	38	32%
Total	76	9	3	17	1	5	0	7	118	
% of Total	64%	8%	3%	14%	1%	4%	0%	6%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with	Refuse to confirm/ deny whether	Application withdrawn	Total	% of total
Personal information applications*	2	0	0	0	0	0	0	0	2	2%
Access applications (other than personal information applications)	74	9	3	17	1	5	0	7	116	98%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	76	9	3	17	1	5	0	7	118	
% of Total	64%	8%	3%	14%	1%	4%	0%	6%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	28	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	28	100%
Invalid applications that subsequently became valid applications	21	75%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	0%

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	11	92%
Business interests of agencies and other persons	1	8%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	12	

Table F: Timeliness

	Number of times consideration used*	% of total
Decided within the statutory timeframe (20 days plus any extensions)	93	94%
Decided after 35 days (by agreement with applicant)	6	6%
Not decided within time (deemed refusal)	0	0%
Total	99	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0%
Review by Information Commissioner*	1	0	1	33%
Internal review following recommendation under section 93 of Act	1	0	1	33%
Review by NCAT	0	1	1	33%
Total	2	1	3	
% of Total	67%	33%		

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	1	50%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1	50%
Total	2	

Table I: Applications transferred to other agencies

	Number of applications for transferred	% of total
Agency initiated transfers	0	0%
Applicant initiated transfers	0	0%
Total	0	

Public Interest Disclosures

The Public Interest Disclosures Act 1994 (PID Act) sets in place a system to encourage public officials to report serious wrongdoing.

All staff and councillors received Code of Conduct training (incorporating Public Interest Disclosures) in 2019 and our Internal Reporting (Public Interest Disclosures) Policy is currently under review, as per the 3 year review schedule.

Details of Public Interest Disclosures received by us for the period 1 July 2020 to 30 June 2021 under the PID Act are provided in the tables below.

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made public interest disclosures to your public authority	0	0	0
Number of public interest disclosure received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about: • Corrupt conduct • Maladministration • Serious and substantial waste • Government information contravention • Local government pecuniary interest	0	0	0
Number of public interest disclosures (received since 1 January 2012) that have been finalised in this reporting period.	0	0	0



Legal Proceedings

Legal Matters for the period 1 July 2020 to 30 June 2021

Particulars	Finalised (Yes/No)	Expenses including GST
Recovery of Overdue Rates and Charges	Yes	$323,912
Recovery of Overdue Rates and Charges	No	$326,256
Recovery of Overdue Accounts Receivable	Yes	$5,718
Recovery of Overdue Accounts Receivable	No	0

Industrial Relations Matters

Matter	Status	Costs incurred
Oliver V Council	Closed	$8,662.50
Langley V Council	Closed	$8,134.83

Land and Environment Court Matters

Class Type	Matters	Costs incurred
Class 1 Appeals against Council's determination of Development Applications	17	$628,700.88
Class 1 Appeals against Council's determination of Building Information Certificate Applications	2	$11,024.20
Class 1 & 2 Appeals against Notices/Orders/Directions issued by Council	1	$4,387.43
Class 4 Judicial review – an appeal of court or administrative decision	2	$202,649.51
Class 4 Civil enforcement for non-compliance with Development Consent or Notices/Orders/Directions	3	$34,437.45

District Court Matters

Class Type - appeal from Local Court prosecution matters	Matters	Costs incurred
Road Rules – parking on-street appeal matter	1	$2,316.80

Local Court Matters

Type – Penalty Notice Court Election or Council Charge prosecution matters	Matters	Costs incurred
Companion Animals Act – various matters	7	$5,204.66
Environmental Planning and Assessment Act – development control matters	5	$4,168.19
Protection of the Environment Operations Act – waste dumping and pollute land matters	3	$1,711.05
Local Government Act – parking in public car parks matters	3	$0
Road Rules – parking on-street matters	18	$0
Road Rules – parking on-street matters in school zone	11	$0

Legal Advice Matters

Advice – sought from various legal firms on Council's contracted panel	Matters	Costs incurred
Advice sought – various matters	12	$50,566.88



Costs Summary of Matters

Summary of 2020/21 net legal costs for City Development division	Debit	Credit
Class 1 Appeals against Council's determination of Development Applications	$628,700.88	$9,500.00
Class 1 Appeals against Council's determination of Building Information Certificate Applications	$11,024.20	$0.00
Class 1 & 2 Appeals against Notices/Orders/Directions issued by Council	$4,387.43	$0.00
Class 4 Judicial Review – an appeal of court and administrative decisions	$202,649.51	$0.00
Class 4 Civil Enforcement for non-compliance with Development Consent or Notices/Orders/Directions	$34,437.45	$0.00
Class 5 Criminal Prosecution for alleged pollution offences and various breaches of environmental and planning laws.	$0.00	$0.00
Supreme Court civil proceedings matters	$0.00	$0.00
District Court appeal matters	$2,316.80	$0.00
Local Court prosecution matters	$11,083.91	$0.00
Legal Advice	$50,566.88	$0.00
Costs Sub-Total	$945,167.06	$9,500.00
Net cost toal (GST exclusive)		$935,667.06



Costs Comparison Table

Coparison with previous four financial year legal costs for City Development division					
	2016/17	2017/18	2018/19	2019/20	2020/21
Class 1 Development Application appeals	$87,655.85	$190,314.27	$256,137.82	$330,649.52	$619,200.88
Class 1 Building Information Certificate appeals	$0.00	$0.00	$0.00	$17,354.61	$11,024.20
Class 1 & 2 Notice/Order/Direction appeals	$0.00	$31,650.36	$30,893.39	$5,155.76	$4,387.43
Class 4 Judicial Review appeals	$0.00	$13,602.33	$32,682.04	$26,436.20	$202,649.51
Class 4 Civil Proceeding matters	$0.00	$0.00	$6,777.60	$32,643.77	$34,437.45
Class 5 Environmental Prosecution matters	$22,187.28	$52,905.00	$-74,188.52	$-170.00	$0.00
Supreme Court civil proceedings matters	$9,649.55	-$58,835.13	$2,464.40	$0.00	$0.00
District Court appeals form Local Court matters	$1,840.59	$1,541.75	$919.56	$0.00	$2,316.80
Local Court Penalty Notice Court Election and Council Charge matters	$10,532.92	$9,972.76	$3,532.66	$8,132.96	$11,083.91
Legal Advice	$52,562.52	$37,849.75	$74,305.62	$20,750.15	$50,566.88
Overall Costs Total	$184,428.71	$278,780.10	$333,524.57	$440,952.97	$935,667.06

Contracts Entered into Greater than $150,000

Name of Contractor	Nature of Goods or Services Supplied	Estimated Amount Payable to Contractor under Contract	Notes
BT Security Systems Pty Ltd	T20/20 Maintenance Services for Security Systems	$950,000	2
Landscape Solutions Australia Pty Ltd	T21/02 Kennett and Seddon Sportsfields	$2,390,938.46	
Simpson Landscapes & Consultants Pty Ltd ATF Simpson Family Trust	T20/21 Streetscape Upgrade Rosemeadow	$536,272	
Haskoning Australia Pty Ltd	Q21/01 Ingleburn CBD Drainage Upgrade Detailed Design (LGP)	$242,830	
Hill Thalis Architecture & Urban Projects Pty Ltd	Q21/09 City Centre Precinct Definition, Feasibility and Experience Plan	$199,500	
Co Op Studio Pty Ltd	Q21/16 Architectural Services	$968,760	
Southern Habitat (NSW) Pty Ltd	Q20/28 Management of Noorumba Reserve Biobank Site	$867,477	
SR Flooring Pty LTd ATF S R Flooring Australia Trust	Q21/15 Floor Coverings	$800,000	2
Special Build Pty Ltd	T20/27 Bus Shelter Replacement Program	$178,800	
Civica Pty Ltd	Q20/05 Library Management System	$291,135	
C.F.C. Holdings Pty Ltd t/a JCB Construction Equipment Australia	Q20/22 Supply and Delivery of Backhoe	$215,400	
Regal Innovations Pty Ltd	T20/33 Construction of Milton Park Playspace	$1,266,020	
R J C Nash t/as Affordable Roofing and Guttering Pty Ltd	Q20/19 Cleaning of Gutter and Downpipes	$264,000	2
GLG Greenlife Group Pty Ltd Green Options Pty Ltd Programmed Property Services Pty Ltd Waratah Lawncare and Garden Management Pty Ltd	T20/18 Grounds Maintenance	$2,000,000	1
Ultimate Security Pty Ltd Quest Effect Pty Ltd	T20/12 Security Guard and Alarm Monitoring	$1,300,000	1
JJ Richards & Sons Pty Ltd	T20/34 Depot Bulk Bin Services	$320,000	2
Lindsay Civil Pty Ltd	T20/30 Electrical Infrastructure Upgrade at Apex Park	$341,980	
Perfection Landscape Services Pty Ltd	T20/29 Construction of Cooks Reserve Playspace	$533,060.25	
APP Corporation Pty Limited	T20/25 Queen Street and Leumeah Precincts - Development Strategy and Bankable Feasibility	$694,951	
Technology One Limited	Cloud based financial management system	$326,912 per annum	

Name of Contractor	Nature of Goods or Services Supplied	Estimated Amount Payable to Contractor under Contract	Notes
Venue Industry Professionals Pty Ltd	T20/26 Provision of Customer Service of Event Staff	$500,000	2
Guardian Venue Management International Pty Ltd	T20/15 Event Security and Crowd Control at Campbelltown Sports Stadium	$1,000,000	2
Newsound Fire Services Pty Ltd	T20/24 Servicing of Fire Systems	$175,295	
Common Ground Trails Pty Ltd	T20/17 Design, Construct and Maintain Pump Track at Leumeah	$680,249.50	
Matrix Group Co. Pty Ltd	Construction of Community Recycling Centre Facility	$641,156.46	
Terra Civil Pty Ltd	T20/28 Fishers Ghost Creek Drainage and Bulk Earthworks	$2,033,976.50	
All Pavement Solutions Asphalt Pty Ltd Asphalt Laying Services Pty Ltd Avijohn Contracting Pty Ltd Bernipave Pty Ltd Borthwick & Pengilly Asphalts Pty Ltd COLAS Solutions Pty Ltd Complete Linemarking Services Pty Ltd Downer EDI Works Pty Ltd Fulton Hogan Industries Pty Ltd Hiway Stabilizers Australia Pty Ltd J & G Excavations & Asphalting (NSW) Pty Ltd NA Group Pty Ltd North Shore Paving Co Pty Ltd Planet Civil Pty Ltd Road Maintenance Pty Ltd Roadworx Surfacing Pty Ltd Stabilised Pavements of Australia Pty Ltd State Asphalt Services Pty Ltd Stateline Asphalt Pty Ltd	T20/11 Road Pavement Works	$29,000,000	1
Beasy Pty Ltd Budget Demolition & Excavation Pty Ltd CPA Contracting Pty Ltd	T20/06 Demolition of Buildings	$300,000	1
Gauci Civil Contracting Pty Ltd	Q20/18 Supply and Installation of Family Zone at Campbelltown Sports Stadium	$153,722	
Simpson Landscapes and Consultants Pty Ltd ATF Simpson Family Trust.	T20/03 Construction of Glenfield Park Playspace	$1,633,781.20	
Fleetwood Urban Pty Ltd	T20/16 Design and Construct Custom Play Structure at Glenfield Park Playspace	$417,065	
Nace Civil Engineering Pty Ltd	T20/19 Upgrade of Raby Road Intersections	$4,366,699	
Capital Precast & Drainage Pty Ltd	Q20/15 Supply and Deliver Culverts	$732,480	

Notes:
1: This contract was awarded to a panel of providers to respond to our requirements on an "as required" basis. Estimated Amount Payable to Contractor under Contract figure is quoted as the anticipated expenditure under the contract amongst the panel for reporting purposes over the initial term plus any options for extension periods, if applicable.
2: Contract price is per service on an "as required" basis, therefore the Estimated Amount Payable to Contractor under Contract is based on an estimation of services required. Contract values are estimated over the initial term plus any options for extension periods, if applicable.



Planning Agreements in Force

There are a number of Voluntary Planning Agreements (VPA) to which Campbelltown City Council is a party.

A Voluntary Planning Agreement (VPA) is an agreement entered into by a planning authority and a developer -

(a) who has sought a change to an environmental planning instrument, or
(b) who has made, or proposes to make, a development application or application for a complying development certificate, or
(c) who has entered into an agreement with, or is otherwise associated with, a person to whom paragraph (a) or (b) applies,

- under which the developer is required to:

- dedicate land free of cost;
- pay a monetary contribution, or
- provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

A public purpose includes (without limitation) any of the following—

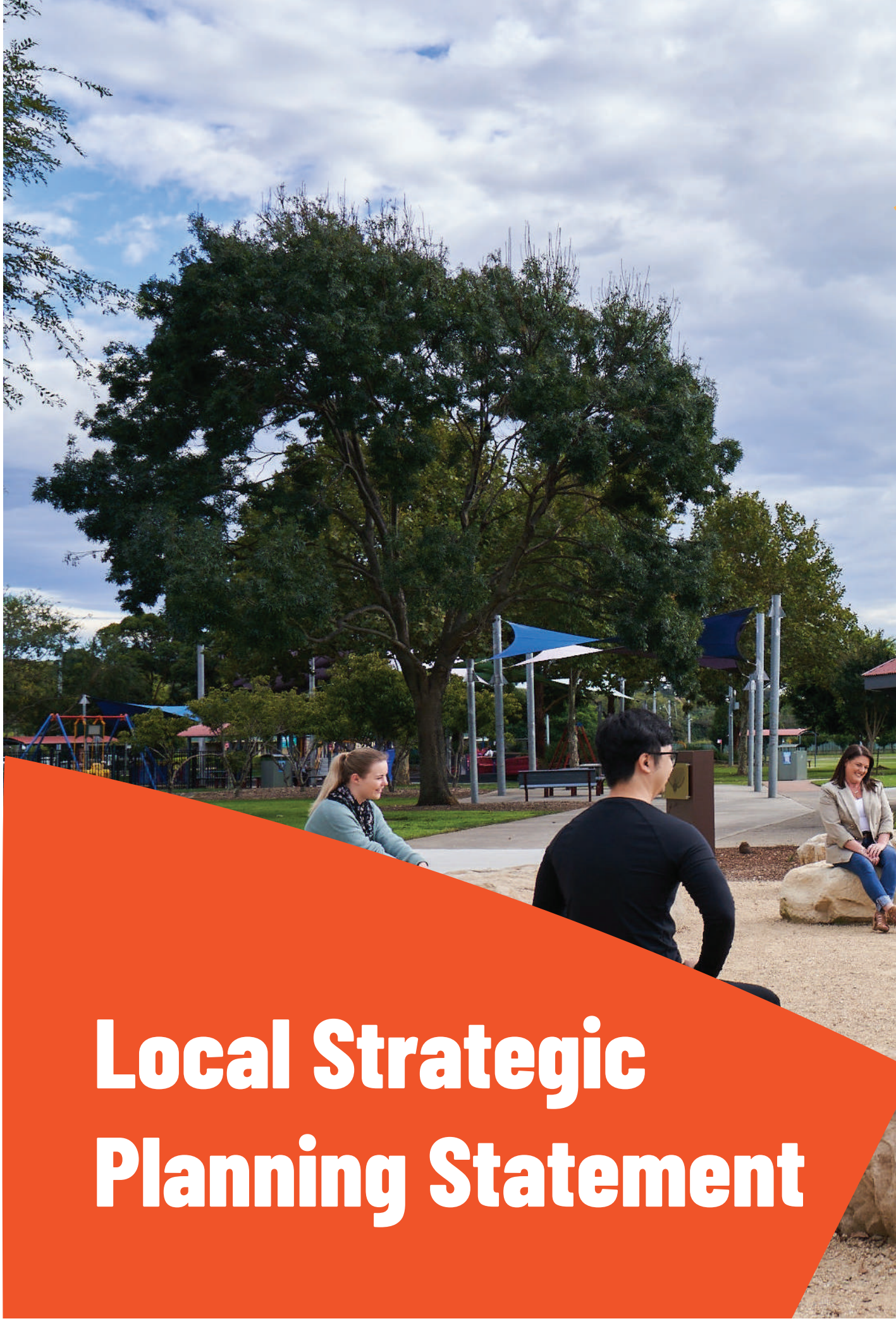
- the provision of (or the recoupment of the cost of providing) public amenities or public services,
- the provision of (or the recoupment of the cost of providing) affordable housing,
- the provision of (or the recoupment of the cost of providing) transport or other infrastructure relating to land,
- the funding of recurrent expenditure relating to the provision of public amenities or public services, affordable housing or transport or other infrastructure,
- the monitoring of the planning impacts of development,
- the conservation or enhancement of the natural environment.

The Environmental Planning and Assessment Regulation 2000 requires that we maintain a planning agreement register for public inspection. The register must include:

- a short description of any VPA that applies to the area of the Council;
- the date the agreement was entered into;
- the names of the parties, and
- the land to which it applies.

There are 8 executed Planning Agreements currently in effect in the Campbelltown LGA. Particulars of compliance with and the effect of planning agreements in force during the year 2020-21.

VPA Name	Executed	Description	Status
Airds Bradbury Renewal Project	19/11/2014	Construction and delivery of all infrastructure listed in Schedule 3 of the VPA totalling $21,446,851 in lieu of s7.11/12 contribution payments	Works required for Stages 1 & 2 completed. Works required for Stage 3 currently being delivered. Progressing as required
Bensley Road (Caledonia) Precinct	07/08/2019	Construction and delivery of all infrastructure listed in Schedule 2 of the VPA totalling $2,131,796 in lieu of s7.11/12 contribution payments	Benefits not yet delivered. Development not yet commenced.
Claymore Renewal Project	02/09/2019	Construction and delivery of all infrastructure listed in Schedule 3 of the VPA totalling $21,330,290 in lieu of s7.11/12 contribution payments	Works required for Stages 1 & 2 completed. Progressing as required
East Leppington (Willowdale) Precinct	13/10/2017	Construction and delivery of all infrastructure listed in Schedule 2 of the VPA totalling $62,784,472 in lieu of s7.11/12 contribution payments	Approximately 80% completed. Progressing as required.
Edmondson Park South (Bardia) Precinct	13/10/2017	Construction and delivery of all infrastructure listed in Schedule 3 of the VPA totalling $41,530,001 in lieu of s7.11/12 contribution payments	Approximately 90% completed. Progressing as required.
Menangle Park (Stages 1, 2A & 2B)	4/02/2021	Construction and delivery of all infrastructure listed in Schedule 3 of the VPA totalling $17,427,254 in lieu of s7.11/12 contribution payments	Project commenced.
Mt Gilead 1	08/08/2018	Construction and delivery of all infrastructure listed in Schedule 1 of the VPA totalling $56,264,082 in lieu of s7.11/12 contribution payments	Benefits not yet delivered. Development not yet commenced.
Western Sydney University, Campbelltown Campus Project	18/12/2015	Construction and delivery of all infrastructure listed in Schedule 1 of the VPA totalling $38,980,00 in lieu of s7.11/12 contribution payments	Approximately 60% completed. Progressing as required.



Local Strategic Planning Statement





Local Strategic Planning Statement

The Campbelltown Local Strategic Planning Statement 2020 (LSPS) came into force on 31 March 2020.

It is the plan for our community's social, environmental and economic land use needs over the next 20 years. Its vision is to position Campbelltown as Sydney's Lifestyle Capital by 2040.

The LSPS provides context and direction for land use decision making and also:

- Provides a 20 year land use vision for the Campbelltown LGA
- Outlines the characteristics that make our city special
- Identifies shared values to be enhanced or maintained
- Directs how future growth and change will be managed
- Prioritises changes to planning rules in Campbelltown Local Environmental Plan 2015 and our Development Control Plans
- Implements the region and district plans as relevant to the Campbelltown LGA
- Identifies where further detailed strategic planning may be needed.

The LSPS aligns to the 4 key deliverables of the Western City District Plan which are liveability, sustainability, productivity and infrastructure and collaboration.

The LSPS also embraces the 4 key outcomes identified in the Community Strategic Plan. Together, these create the 4 focus areas of the LSPS which are:

1. Liveability – A vibrant, liveable city
2. Sustainability – A respected and protected natural environment
3. Productivity – A thriving, attractive city
4. Infrastructure and collaboration – A successful city

A range of planning priorities and actions are aligned to each of the focus areas. The following table highlights some of the key achievements during the last year.

1. Liveability – A vibrant, liveable city

- Development Control Plans have been reviewed to assist in creating a great place, including changes for waste management, urban design, tree protection and healthy design for key sites. The Aboriginal Interpretation Strategy and Healthy Design Principles have also been considered in DCP amendments.
- Campbelltown Local Environmental Plan 2015 has been updated to include public health objectives within all business and employment zones.
- The Campbelltown Local Housing Strategy has been completed and approved by the NSW Department of Planning, Industry and Environment. The strategy demonstrates that the 10 and 20 year local housing targets are achievable.
- Delivery of a comprehensive program of initiatives to reflect Aboriginal culture, including NAIDOC and Reconciliation Week.
- Significant work with local Indigenous and cultural communities to deliver works and infrastructure in the City Centre, including the Yarning Circle and On Q.
- Delivered the Claymore Collective Impact Program in partnership with NSW Land and Housing Corporation.
- We have an in-house heritage advisor to provide expert advice on heritage related matters. Planning proposals are refined to consider and reflect heritage outcomes.

2. Sustainability – A respected and protected natural environment

- Campbelltown Local Environmental Plan 2015 has been amended to include provisions providing additional protection for the Scenic Hills.
- The Terrestrial Biodiversity Layer in Campbelltown Local Environmental Plan 2015 has been extended across the local government area.
- Kerbside collection arrangements are provided to maximise resource recovery from general waste. This also supports the circular economy.
- The Community Recycling Centre in Hepher Road, Campbelltown, has been delivered and will be available for free drop-off of household problem waste.

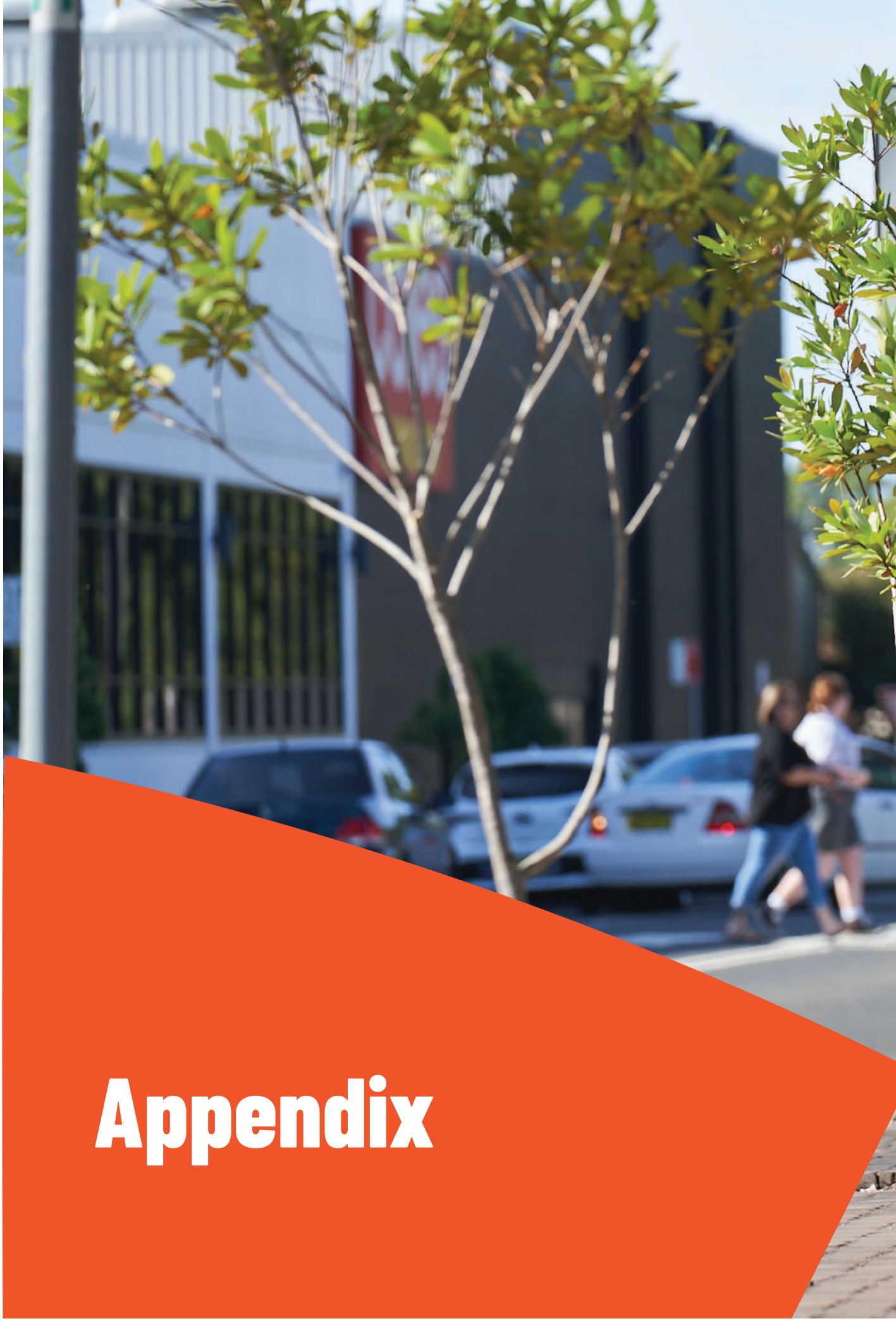
3. Productivity – A thriving, attractive city

- The Campbelltown Economic Development Strategy 2020 has been prepared and adopted. It identifies the key drivers for economic growth in our city.
- The Campbelltown Employment Lands Strategy has been completed and submitted to the NSW Department of Planning, Industry and Environment for endorsement.
- A master plan, draft development control plan, planning proposal and public domain plan have been completed for Ingleburn.
- We have actively participated in the master planning for the Glenfield Precinct, which is being led by the NSW Department of Planning, Industry and Environment.
- We are continuing to work with TfNSW and Sydney Metro on potential future metro/rail links between Campbelltown and the Aerotropolis/Western Sydney Airport Precinct.
- The provision of small parts of the integrated walking and cycling network has been built into the future development of key sites via controls in site specific development control plans.

4. Infrastructure and Collaboration – A successful city

- The Community Participation Plan has been prepared and adopted. It has also been amended to cater for COVID-19 circumstances.
- We are continuing to work collaboratively with government to plan for the Rapid Bus connection between Campbelltown and the Aerotropolis/Western Sydney Airport precinct.
- All opportunities to advocate for better outcomes for our city continue to be pursued.
- We have worked collaboratively with the Greater Sydney Commission and other relevant government departments and agencies to prepare the Place Strategy for the Campbelltown- Macarthur Collaboration Area.
- As we start to deliver the Reimagining Campbelltown City Centre Master Plan, we have commenced identification of potential opportunities for new community places and spaces, and improved connections within the City Centre. This work is currently in its early stages.
- Infrastructure alignment is being enabled by involving state agencies in the planning process and by nominating appropriate projects and collecting funds through the Campbelltown Local Infrastructure Contributions Plan.

Council will continue to work on achieving actions identified within the LSPS 2020 and to review and align the LSPS with the Community Strategic Plan over time.



Appendix


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Statutory Reporting Index

In accordance with the Office of Local Government Annual Report Checklist, the following statutory reporting information can be found on the following pages, where applicable.

Reporting Requirement	Reference	Page No.
Audited Financial Reports	Act s 428(4)(a)	86
Environmental upgrade agreements	Act s 54P(1)	N/A
Special rate variation	Special Rate Variation Guidelines* 7.1	53
Rates and charges written off	Local Government (General) Regulation 2005 (Reg), cl 132	53
Councillor Professional Development	Reg cl 186	58
Overseas visits	Reg cl 217(1)(a)	58
Councillor expenses	Reg cl 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)	58
Contracts greater than $150,000	Reg cl 217(1)(a2) (i), (ii)	75
Legal proceedings costs incurred	Reg cl 217(1)(a3)	71
Works carried out on private land	Reg cl 217(1)(a4) & Act s 67, 67(2)(b)	N/A
Contributions to others	Reg cl 217(1)(a5) & Act s 356	54
Council functions exercised by external bodies	Reg cl 217(1)(a6)	N/A
Council controlling interest in external bodies	Reg cl 217(1)(a7)	N/A
Council participation in external bodies	Reg cl 217(1)(a8)	64
EEO Management Plan	Reg cl 217(1)(a9)	63
General Manager Remuneration	Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v)	62
Senior staff remuneration	Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	62
Levied stormwater management services	Reg cl 217(1)(e)	33
Levied coastal protection services	Reg cl 217(1)(e1)	N/A
Companion animals	Reg cl 217(1)(f) Companion Animals Guidelines*	28
Proposed capital works with a capital expenditure review	OLG Capital Expenditure Guidelines*	N/A
Carer services	Carers Recognition Act 2010, s 8(2)	N/A
Disability Inclusion Action Plan	Disability Inclusion Act 2014, s 13(1)	43
Planning agreements in force	Environmental Planning & Assessment Act 1979, s 7.5(5)	77
Recovery and threat abatement plans	Fisheries Management Act 1994, s220ZT (2)	N/A
Private swimming pool inspections	Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	14
Government Information Public Access	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	65
Public Interest Disclosure	Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	70



Audited Financial Statements

Our audited financial statements 2020-21 can be found on our website:
https://www.campbelltown.nsw.gov.au/CouncilandCouncillors/FinancialInformation



End of Term Report

Our End of Term Report for 2017-2021 can be found on our website:
https://www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy



State of the Environment Report

Our State of the Environment Report for 2017-2021 can be found on our website:
https://www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy

CAMPBELLTOWN