



CAMPBELLTOWN

2017-21

End of Term Report

8.18 Campbelltown 2027 End of Term Report on Progress

Reporting Officer

Manager Insights and Corporate Strategy
City Growth

Community Strategic Plan

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

Officer's Recommendation

1. That Council receive and note the End of Term Report 2017-2021.
2. That Council note the End of Term Report will be made publically available as an attachment to the Annual Report 2020-2021. The attachment will be published on Council's website by 30 November 2021.

Purpose

This report provides a summary of the current Term-of-Council's progress against the Community Strategic Plan: Campbelltown 2027.

Report

End of Term Report 2017 - 2021

All Council's in NSW operate within an Integrated Planning and Reporting (IP&R) framework. The IP&R framework guides how each Council develops, documents, and reports on their strategic plans.

The IP&R framework requires each Council to develop and implement a Community Strategic Plan (CSP), which is the highest level plan prepared by a Council. The CSP aims to capture the community's long-term plan for the future, which encompasses the:

- community's vision (i.e. the community's aspirations for the future of Campbelltown)
- outcomes the community wants to see achieved
- strategies to achieve these outcomes and vision.

The CSP is supported by other strategies and plans developed by Council. For example:

- the Delivery Program outlines the principal activities that Council will undertake during its elected term to address the CSP

- the Delivery Program is supported by **Resourcing Plans**, which show how the Council will utilise its available resources to implement the Delivery Program
- the **Operational Plan** is a sub-plan of the Delivery Program, and outlines the annual activities that will be undertaken by Council, alongside the annual budget
- as per the IP&R framework, Councils prepare and disseminate a number of reports (e.g., Annual Reports, End-of-Term Reports) that capture the progress against the CSP outcomes.

This End of Term Report summarises Campbelltown City Council's progress towards achieving the current CSP, Campbelltown 2027. The End of Term Report will also play an important role in informing the review of the next CSP, following the Council elections in September 2021.

Campbelltown 2027 is based around the following vision statement:

"Campbelltown City – designed for ambition, innovation, and opportunity".

This vision is broken down into 4 community outcomes, each of which has specific strategies and indicators to track progress.

Campbelltown Council adopted Campbelltown 2027 on 27 June 2017. Due to the impacts of the COVID-19 pandemic, the 2020 local government elections were postponed by 12 months until September 2021. Therefore, this End of Term Report covers a 5 year period rather than the usual 4 year period.

This End of Term Report, which complements the annual and 6 monthly reports that were issued during 2017–2021, is presented according to the following structure:

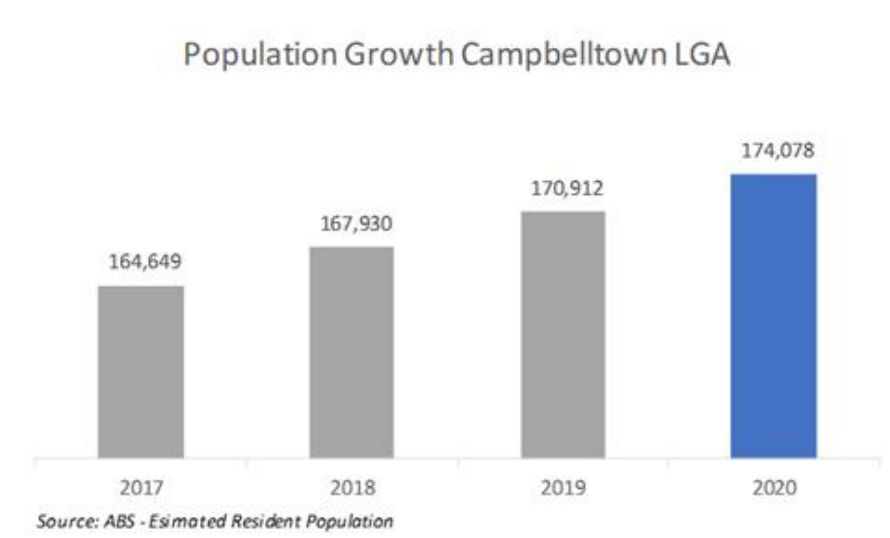
- Snapshot of Campbelltown: 2017–2021
- Progress against the CSP Indicators:
 - Outcome One: A vibrant, liveable city
 - Outcome Two: A respected and protected natural environment
 - Outcome Three: A thriving, attractive city
 - Outcome Four: A successful city

Snapshot of Campbelltown: 2017–2021

This section provides an overview of some key demographic, social, economic, and environmental trends observed in Campbelltown between 2017 and 2021. This provides important background information and context for the remainder of this End of Term Report.

COVID-19 has impacted many CSP indicators over the past 18-months. It is important to note that these impacts may not be fully reflected in the overview below, due to the timing of relevant data being collected and published.

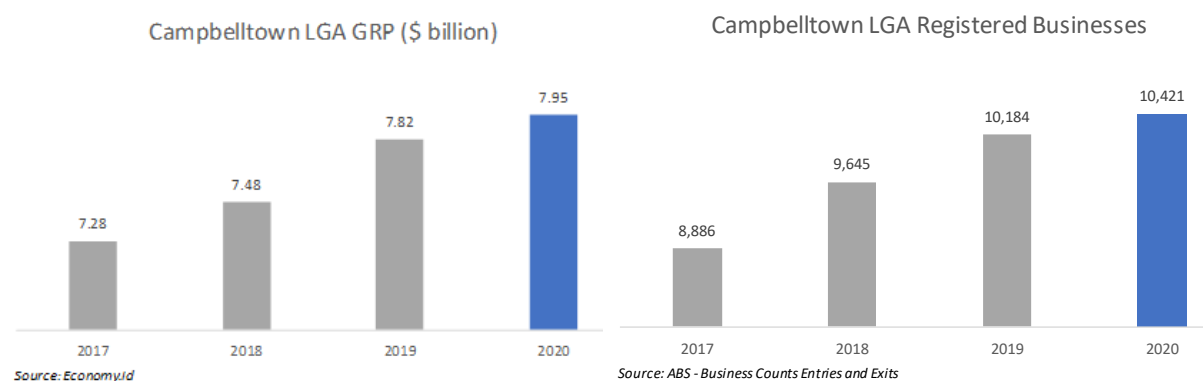
Demographics: Campbelltown's population has continued to grow during this term-of-council. It is estimated that Campbelltown's population increased from 164,649 in 2017 to 174,078 in 2020 (Australian Bureau of Statistics [ABS], 2021). This increase reflects a growth rate of 1.9 per cent, which is higher than the growth rate seen across NSW (1.3 per cent) and Greater Sydney (1.5 per cent) [ABS, 2021]. The growth rate has been highest in Denham Court (Willowdale), Bardia, Minto, and Glenfield, reflecting the urban development of these areas.



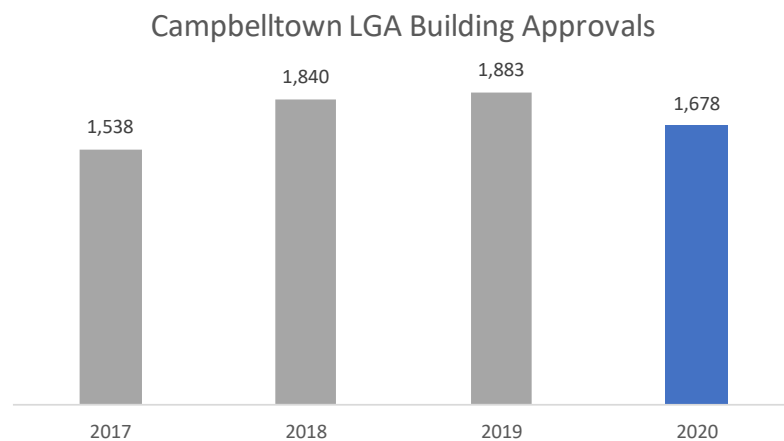
The LGA continues to be characterised by a younger age profile compared with the rest of Greater Sydney. Campbelltown also has a higher proportion of residents who do not have a formal qualification (46 per cent) compared with the rest of Greater Sydney (38 per cent). These figures have led to a focus on increasing educational attainment and upskilling in the area. Between 2014 and 2018 (the most recent available data), the number of Campbelltown residents with a student loan from a tertiary education institution increased by 78.2 per cent; this reflects an upward trend in local residents attending university.

Economic: Campbelltown's economy increased between 2017 and 2020. This is reflected in Campbelltown's headline Gross Regional Product (GRP), which increased by 9 per cent from \$7.28 billion to \$7.95 billion. This economic growth rate is higher than the NSW (4.8 per cent) and Greater Sydney averages (6.7 per cent).

The number of registered businesses within the LGA also grew by 17.3 per cent during this period. The industries with the largest increases include: Education and Training (46.6 per cent), Transport, Postal and Warehousing (45.2 per cent) and Information, Media and Telecommunications (34.6 per cent). The Campbelltown CBD – identified by the Greater Sydney Commission as a metropolitan cluster, and a focus area for Council – had a 14 per cent growth in businesses.

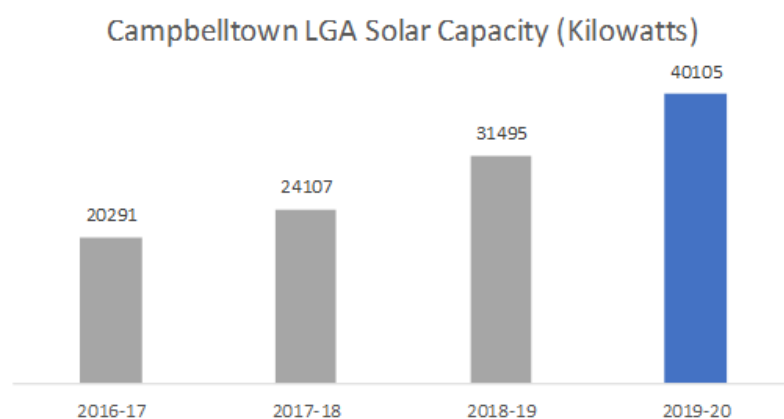


Between 2017 and 2020, an estimated 6,940 residential and non-residential dwellings were approved, with a combined value greater than \$3 billion. This reflects a 102.5 per cent increase in building approvals compared to the previous 4 year period, and reflects the growing residential population and business environment.



Source: ABS - Building Approvals

Environmental: The current growth being experienced by the Campbelltown LGA has potential implications on natural resources and assets. Between 2017 and 2020, the solar capacity within the Campbelltown LGA increased from 20,291 kilowatts to 40,105 kilowatts, reflecting a 97.6 per cent increase. Additionally, local greenhouse emissions have decreased from 1.77 million tonnes of CO₂ in 2014 to 1.64 million tonnes of CO₂ in 2019 (an 8 per cent reduction). While these trends are encouraging for environmental sustainability, the 2019 – 2020 bushfires in NSW had negative impacts on the environment (Department of Planning, Industry, and Environment, 2020). The bushfires did not occur within the Campbelltown LGA boundaries, but the area was heavily impacted by poor air quality (Department of Planning, Industry, and Environment, 2019). Moreover the threat of bushfires remains an area of concern for many Campbelltown residents (Resilience Community Survey, 2020).



Data sources: Australian PV Institute (APVI) Solar Map, funded by the Australian Renewable Energy Agency, accessed from pv-map.apvi.org.au. Data is updated annually.

COVID-19: COVID-19 continues to cause considerable disruptions both locally and globally, with Greater Sydney entering another lockdown from late June 2021. In Greater Sydney, COVID-19 has had negative impacts on a number of domains, including the economy, education, job

security and financial stress, work arrangements, physical and mental well-being, travel and leisure, and social isolation (Deloitte, 2020; Greater Sydney Commission, 2020). COVID-19 has influenced Council progress against some of the CSP Outcomes. For example, some face-to-face community events have been postponed or delivered in different ways (e.g., online). However, along with our partners and community members, we have successfully adapted to continually provide services for the Campbelltown community. We provide further information on the impacts of COVID-19 throughout this Report.

It is important to acknowledge some of the positive outcomes of the COVID-19 pandemic. For example, there has been a strong sense of community spirit, kindness, and generosity throughout the pandemic (Deloitte, 2020). Working from home has enabled many individuals to spend more quality time with their loved ones, and also engage in healthy habits (e.g., regular physical activity) (Deloitte, 2020). Furthermore, technology has provided opportunities for people to stay connected in different ways during lockdowns and social distancing measures (Deloitte, 2020).

Council's Progress 2017-2021

In the remainder of this Report, we summarise Council's progress against CSP vision, outcomes, and indicators. The CSP indicators were developed to assist in measuring our progress towards delivering the outcomes of the CSP, and these are reported on every 4 years. These indicators were adopted by Council on 27 June 2017, and have been measured in this report using data collected by Council, government and/or community based agencies.

In delivering these outcomes, Council is committed to leading the way in areas where it has a significant role and responsibility, and advocating on behalf of the community in areas that are not the responsibility of Council. By working together, we can drive a positive future for Campbelltown for the next generation and beyond.

Campbelltown 2027 guides the strategic direction and service delivery of Council as we work together to create 'A City designed for ambition, innovation and opportunity'. Council currently addresses the strategic direction of Campbelltown 2027 through the following 40 service profiles.

Waste and Recycling Waste Recycling and Management City Cleansing	Roads, Parking and Transport Traffic and Transport Management Local Roads
Open Space and Recreation Sporting Grounds and Venues Leisure Services Open Space and Natural Areas	Libraries, Arts and Culture Cultural Services Libraries and Community Learning
City Planning and Amenities City Planning and Development Building Assessment and Certification Infrastructure Delivery	City Growth, Investment Tourism Strategic Property City Growth and Strategy City Marketing and Economic Development

Community Events and Education Community Events and Activation Social Planning and Partnerships Education and Care Services Place and Project	Environment Protection Planning for the Environment Stormwater Management Sustainability and Resilience
Health Safety and Regulation Enforcement of Regulations and Animal Control Healthy Lifestyle Services and Information Community Safety Emergency Management	City Governance and Administration Executive Services Councillor Support Financial Services Governance and Risk Management People and Performance Information Technology Customer Service Council Communications Information Management Asset Management Corporate Planning Community Engagement Project Management Property Services

Outcome One: A vibrant, liveable city

Goals:

- our community is able to celebrate its diversity, make a contribution to, and enjoy the lifestyle opportunities offered by our city
- our city is a place where people want to live – it is creative, innovative, vibrant and resilient
- it is a city that is designed for people, with easy access to high quality housing, services, amenities and open space
- it is a community where people feel safe, socially connected and included. We celebrate our rich heritage and diversity, and respect our strong ties to Aboriginal culture
- our people enjoy the lifestyle offered by the city – a city which is a destination of choice.

Strategies:

1.1	Provide opportunities for our community to be engaged in decision making processes and to access information
1.2	Create safe, well maintained, activated and accessible public spaces
1.3	Ensure that Campbelltown is an inclusive city
1.4	Provide and support exciting and curious events and festivals for the local community and visitors
1.5	Host and promote major sporting events, showcasing our city's sporting facilities and encouraging community participation in sport and recreation
1.6	Foster a creative community that celebrates arts and culture
1.7	Promote the city's history, with strong respect to our Aboriginal and Torres Strait Islander history
1.8	Enable a range of housing choices to support different lifestyles
1.9	Create places where people feel good, are likely to stay, to return to and tell others about their experiences

Council Indicator 1.1 - Increased participation in decision making by the community

Council encourages the community to actively participate in Council decision making through attendance at Council meetings. Throughout the Council term, 83 speakers have addressed Councillors at formal Council meetings to express their views on matters of interest for consideration.

A number of initiatives have been implemented to make it easier for the community (especially underrepresented groups) to participate in Council decision making. For example:

- Council began livestreaming its meetings from February 2020. Since February 2020, livestreamed Council meetings have been viewed 394 times
- Since 1 September 2020, Council has published recordings of Council meetings on Council's website for on-demand viewing. This has enabled community members to watch the recorded meeting and hear debates. On-demand recordings of Council meetings have been viewed 186 times.

Council Indicator 1.2 - Achievement of activities outlined in the Disability Inclusion Action Plan (DIAP)

The inaugural Disability Inclusion Action Plan was launched in 2018, following extensive community and sector consultation. This Plan includes commitments to create a city that meets the changing needs and expectations of our community, and provide education, professional development and policy development to build a knowledgeable, resourceful and accessible community.

Council has delivered the following activities from this Plan:

- International Day for People with Disability
- a public art mural project at Apex Park (partnership with Campbelltown Arts Centre and the Little Orange Project)
- sensory workshops – e.g. for older people living with dementia (in partnership with Australian Botanic Garden at Mount Annan)
- disability forums and events – e.g. Bicycle Education Centre event with access to a specialist disability equipment provider for adapted bicycles
- 'Feel the Beat' – our first ever music festival for young people living with disability
- Little Orange 'BIG PARTY' at the Campbelltown Arts Centre's (CAC) 30th Anniversary.

In addition, Council renewed parking patrol agreements with the Village Centre at Ingleburn and Campbelltown Mall to regulate the use of mobility parking spaces. During the COVID-19 pandemic in 2020, CAC delivered Little Orange workshops online for Western Sydney artists with disability. Council has also partnered with stakeholders to create all-inclusive "Livvy's Place" play spaces in Willowdale and Glenfield. These spaces are designed for people of all abilities.

Council Indicator 1.3 – Aboriginal history, heritage and participation is considered in the planning of all projects

Council launched the first Reconciliation Action Plan and developed Our Voice Our Place – Aboriginal Interpretation Strategy, to ensure an Aboriginal perspective and design integration in the public realm. The following activities have been delivered through these plans:

- a temporary yarning circle (in Mawson Park) for the community to take part in conversations with local Aboriginal Elders, leaders and young people about the past, present and future
- community input into the design of the Campbelltown 2020 Yarning Circle (permanently located in Koshigaya Park). The yarning circle is for all Aboriginal and Torres Strait Islander peoples and non-Aboriginal people to use and share
- council has worked collaboratively with our Aboriginal community to include Dharawal language in several public spaces across the local government area, such as the Yarning Circle, Council's forecourt, at "On Q", and some of our parks.

Furthermore, Council has provided local schools with locally bushtucker native trees, shrubs, and grass species to plant on their school grounds. This initiative aims to promote traditional Dharawal culture and connection to country. Over the past 5 years, Council has supplied 175 participating Primary and High Schools with 8,718 bush tucker species along with education material and curriculum-linked lesson plans to maximise educational outcomes.

Council Indicator 1.4 – A housing strategy is adopted and results analysed and published once implemented

A Housing Strategy was prepared in accordance with the guidelines of the Department of Planning, Industry and Environment (DPIE). This strategy was placed on public exhibition, and – following revision – endorsed by Council on 29 September 2020. The Strategy was approved with conditions in July 2021.

Council Indicator 1.5 – Visitation rates at major attractions increase as a result of activation initiatives

Council is continually monitoring and improving initiatives across Council services to increase visitors to Campbelltown. For this term, the Campbelltown Stadium recorded over 255,000 tickets sold to events and hosted 50 national or international sporting events including:

- 2017-2019 – Pacific Island International Rugby League
- 2017-2021 – 18 National Rugby League matches and 15 A-League matches
- 2020 – The Asian Football Confederation Women's Football
- 2020/21 (commencing) – Campbelltown Sports Stadium became the home ground for Australia's newest professional sporting team, Macarthur FC, who compete in Australia's National football league, the A-League.

Council Indicator 1.6 – Achievement of activities outlined in the social strategy

In 2018, Campbelltown endorsed the Resilient Sydney Strategy and committed to delivering actions to build our community's resilience. The Strategy is a high level document that covers the 33 metropolitan councils of Greater Sydney, and Council has committed to developing a localised resilience plan.

Utilising existing social research and leveraging Council's partners, Council developed and implemented several programs and projects. These activities have encompassed: Council's zero tolerance approach to domestic violence; community health and well-being; providing funding towards community-led programs for seniors, Indigenous community, youth, and disadvantaged community groups.

Council Indicator 1.6 - Customer satisfaction survey results

The 2018 Community Satisfaction Survey was completed by more than 600 residents aged 18 years and over.

The community's overall satisfaction with Council was 3.8 out of 5, which has been stable since 2015. The survey provided valuable insights regarding what residents were satisfied with, and areas for improvement.

Governance and community engagement:

- residents are generally satisfied with the way Council interacts with them
- residents agree that Council provides adequate information for the community
- residents agree less that Council provides an opportunity for the community to participate in decision making on matters that are important to them.

Council management:

- residents are satisfied with Council's organisational skills in providing services and their efforts to satisfy the needs of the community
- residents are less satisfied with Council's effectiveness in understanding community expectations and the use of rates.

The Community Satisfaction Survey identified the following advantages and vulnerabilities relating to Council's service provision:

Council's strategic advantages:	Council's key vulnerabilities:
Domestic garbage collection Protection of scenic areas Swimming pools and leisure centres Festivals and major events Encouragement of recycling Healthy lifestyle opportunities Protecting heritage values and buildings Maintenance of local parks and gardens	Development assessment and approvals Encouragement of local employment Environmental and sustainability initiatives Road maintenance Litter control and rubbish dumping Community safety and crime prevention Creating a beautiful city and surrounding areas Support for aged persons

The overall satisfaction among the Campbelltown community is higher relative to the average result for comparable councils in NSW. Council's benchmark rating of 72 out of 100.



Community Indicator 1.7 - The community reports satisfaction with the level of engagement provided to be part of the decision making processes for the strategic planning of the city

The 2018 Community Satisfaction Survey indicated that local residents are generally satisfied (as reflected by a satisfaction score of 3.5 out of 5) with the way Council interacts with them.

In 2019, Council developed a Community Participation Plan (CPP) to make opportunities for the community to participate in planning decisions easier. The CPP encourages participation in the planning system, and sets out how and when community members can participate in particular aspects of the planning system (eg plan making and development assessment).

Extensive community engagement was also undertaken, along with targeted discussions with key stakeholders, in regards to the following key strategic tasks:

- Reimagining Campbelltown City Centre Master Plan
- Campbelltown Local Strategic Planning Statement
- The review of Campbelltown Local Environmental Plan 2015
- Campbelltown Local Hosing Strategy
- Campbelltown Economic Development Strategy
- Campbelltown Strategic Review of Employment Lands.

Community Indicator 1.8 - Community reports satisfaction with events through satisfaction survey

Council has delivered a diverse public events program that provides people of all ages and abilities with opportunities to engage in workshops, activities, celebrations, and entertainment throughout each year. As an example, Council is trialling a new initiative called 'On Q', which aims to create and celebrate a vibrant shared people place in the heart of Campbelltown's City Centre.

As part of 'On Q', Council has held many events that have been well received by the community. Some examples are summarised below.

Christmas On Q Markets - lunch time pop up artisan markets

- 400 attendees over the 3 markets
- 42 attendees reported that they would like to see more markets like this, although some indicated they expected the markets to be bigger.

Kids On Q - kids creative school holiday workshops

- 323 attended over the workshop series (including parents and school aged children)
- 100 per cent attendees were satisfied with the activation, 0 reports of dissatisfaction.

Twilight Workshops - Artisan/craft maker workshops

- 51 attendees
- each workshop was booked out, waiting lists were needed
- 100 per cent reported satisfaction with the workshops (each attendee was consulted for feedback through conversation at the workshops)

Community Indicator 1.9 - Campbelltown's Aboriginal Community reports stronger recognition, and consideration through Council activities

Council facilitates the Campbelltown Aboriginal Community Reference Group (CACRG) to ensure ongoing and consistent engagement, consultation, and feedback from Aboriginal and Torres Strait Elders and leaders within the group. Through this Reference Group, Council ensures Aboriginal perspectives are recognised, addressed, and respected through all our activities. For example:

- Over 250 Aboriginal and Torres Strait Islander community members provided input into Our Voice Our Place – Aboriginal Interpretation Strategy. Local Elders and Leaders praised the document and the recognition it places on Aboriginal cultural values.
- The Reference Group, and broader Aboriginal community provided input at consultations for Reimagining Campbelltown as well as theming and design of the Western Sydney City Deal Liveability Project – “The Billabong”.
- Aboriginal perspectives and inclusion have been addressed through the Festival of Fishers Ghost, International Women’s Day, Youth Week, Seniors Week and On Q.

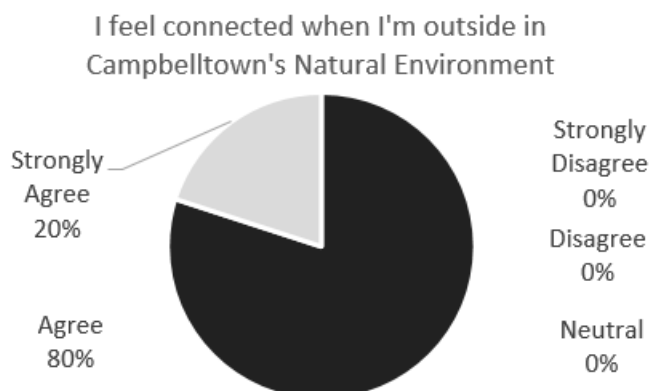
Feedback from the Reference Group and the broader Aboriginal and Torres Strait Islander community has been positive, and the community has commended Council’s inclusion of Aboriginal and Torres Strait Islander communities and culture. For example, one community member stated:

“I have been fortunate to have had experiences with other local councils in terms of their Aboriginal reconciliation journey, and Campbelltown demonstrate this commitment through their action every day. Great staff receiving great leadership delivering exceptional outcomes for Aboriginal people, ever respectful and making our community a beautiful place to live and work.”

Community Indicator 1.10 -The community reports a feeling of connectedness and vitality through activated public spaces

A Wellbeing Survey conducted with a small sample of the community in 2020, reported that 100 per cent strongly agree or agree that they feel connected when outside in Campbelltown’s natural environment. Respondents also found that spending time in nature assisted with stress reduction and helped them feel inspired and enthusiastic.

Furthermore, as noted above, initiatives such as ‘On Q’ have been implemented with the aim of activating and building connectedness with public spaces.



Community Indicator 1.11 -The community reports a strong connection with arts and cultural activities, and are able to participate freely

Campbelltown Arts Centre attracts over 200,000 visitors per year and delivered a contemporary arts and cultural program that engaged diverse audiences and participation from Campbelltown local government area and beyond.

The CAC annually delivers a series of exhibitions, contemporary performance, dance and music programs that feature work created by local and international artists. For example:

- Council partnered with a range of organisations to present our program including Sydney Festival, Biennale of Sydney, Western Sydney University, 4A Gallery, Museum of Contemporary Art, Art Gallery of NSW and the Museums and Galleries NSW, in addition to many schools, community groups and local businesses
- Council delivered a diverse public program that offered people of all ages and abilities to creatively engage in workshops, educational activities, tours, forums, presentations and artist talks
- Council delivered programs that supported the development of new work, creating opportunities for emerging artists to develop their skills, increasing engagement with Aboriginal and Torres Strait Islander people, culturally and linguistically diverse communities, young people and people living with a disability
- CAC engaged artists and communities on-site and through digital platforms
- A number of outreach programs and projects have also been undertaken in collaboration with Council partners to integrate art and creative practice in public spaces across the LGA.

Outcome Two: A respected and protected natural environment

Goals:

- our people embrace the city's natural surrounds and see it as a unique point of difference
- we work together to ensure development in the LGA is approached in a sustainable manner, and that our natural assets, bushlands and waterways are treated with respect
- our community is engaged and educated on the benefits of managing and accessing open space
- 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.

Strategies:

2.1	Implement and advocate for initiatives that conserve the city's natural environment
2.2	Activate the city's natural bushland and open spaces, fostering enhanced community stewardship of these areas
2.3	Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life-choices
2.4	Conserve and care for our city's biodiversity
2.5	Plan for and ensure that development in our city is sustainable and resilient

Council Indicator 2.1 - Measured positive environmental impacts as a result of environmental initiatives

Our environmental initiatives have included:

- Bushcare Volunteer Program – this connects community with our local environment through hands-on conservation activities that aim to create environmental stewardship at key bushland reserves within the LGA. Since 2017, Bushcare groups have worked at 13 sites, with 1,667 participants with 5,647 volunteer work hours completed. Volunteers have planted 4,100 trees, shrubs and grasses and removed 197 bags of weeds and 160 bags of rubbish across 6 ha of bushland.
- Multiple Bush Regeneration Projects:
 - Strategic Koala Habitat Restoration at Macquarie Fields and Ingleburn, has involved rehabilitation of 4.2 ha land including site preparation, fencing and planting of 15,250 koala habitat trees. To assist with tree plantings a Koalatown Tree Planting Event was undertaken in August 2020, which involved 93 local residents planting 1,000 trees at the site.
 - Smiths Creek Reserve. This has focused on enhancing critically endangered Shale-Sandstone Transition Forest in the reserve, local core koala habitat. Contractors have undertaken 3,651 hours of work, targeting weed infestations along 4.2 km of creek-lines across 12ha of land.
 - Fifth Avenue and Loftus Reserves, Macquarie Fields (located upstream of Simmos Beach Reserve). This has involved weed removal, drainage improvements and revegetation of 2,500 trees and shrubs along a 2km length of creekline and 4.14 ha of riparian land. The project has involved 273 community members in 19 events including community days to plant trees and collect rubbish within the reserves.

- Controlling Priority Weeds. Annual surveillance activities cover 129 km of major roadside, 35 km of drains, creeks and rivers, 200 private properties, as well as public recreation areas, markets and businesses. The project also facilitates a range of on-ground control projects including:
 - Control of Alligator Weed
 - over 45 km of waterway in the Nepean River catchment twice per year in partnership with Camden Council and Wollondilly Shire Council
 - over 52 kms waterway in the Georges River catchment twice per year.
 - Detection and control of Frogbit (state prohibited plant) in the Georges River in 2019 and an on-going partnership with Liverpool Council to achieve eradication.
 - Detection and control of 4 other new incursions of high priority weeds, including Ming Asparagus Fern, Climbing Asparagus, Skunk Vine and Water Poppy.
 - On-going control of Boneseed, Cats Claw Creeper, Green Cestrum and Tiger Pear to eradicate and/or contain these highly invasive plants.
 - Monitoring, detection of multiple online sales and confiscation for Prickly Pear species and cultivars, Asparagus weeds, Water Hyacinth, Frogbit and Water Lettuce.
- Benchmarking Heat across Campbelltown. A Western Sydney University study examined the distribution of heat across the Campbelltown LGA. As part of Council's natural area programs, a total of 21,600 trees were installed to provide benefits to biodiversity and to reduce urban heat island impacts.
- A Breathing Wall was installed at Campbelltown Station to assist in cooling the surrounding area, reduce noise, provide habitat for insects and butterfly's, and remove pollutants from the air. The Breathing Wall contains 160 modules and over 1,200 plants.
- Cool Seals. Council piloted a product that has been demonstrated to reduce surface temperatures by up to 14 degrees Celsius on average. This will be applied to 2 existing car park surfaces - H.J Daley Library carpark and the Council staff carpark, south side. Temperature sensors and monitoring equipment have been installed at the H.J Daley Library to identify the impact of the product.
- Council is partnering with Sydney Water to improve water efficiency across our local businesses and residential strata community. As part of the Program, Council will engage with 50 high water consuming businesses and residential strata properties, to achieve a reduction of 150 kilolitres of implemented water savings per day.

Council Indicator 2.2 - Activation initiatives achieved that result in natural spaces being used differently and more frequently

In 2017 Council engaged a consultant to prepare the Review of Bushwalking Tracks and Associated Facilities in Campbelltown Report. The report included a detailed assessment of Councils key bushland reserves, and provided recommendations for trail upgrades, signage, and facilities to encourage activation and increased community use.

In 2019, Council completed the first project as part of the review at Simmos Beach Reserve through funding from the NSW Government (combined project value of \$120,000). The project consisted of upgrades to entrance, trail head and way finding signage, landscape improvements throughout the reserve, and upgrades to trails including stairs and bridges. The project was delivered in partnership with James Meehan High School, with local schools students participating in the naming of the bushland trails as part of the project.

Council Indicator 2.3 - Number of education programs run by Council

Council has delivered a number of environmental education programs, including:

- Citizens engage with heat. Council partnered with the University of NSW to provide the community with tools to better understand and respond to urban heat.
- Thrive: Ideas to Inspire. This was a series of free community talks focused on sharing, showcasing and celebrating ideas that drive positive change.
- School Environmental Education Plan. This Plan supports a number of environmental education programs to promote biodiversity, sustainability and environmental awareness within schools, and encourages students to enhance their stewardship of the local environment. The EEP provides for 12 themed excursions/incursions that are available to early learning, primary school and high school students and engaged 5,353 students in 132 workshops during 2019-2021.

Council Indicator 2.4 - Achievement of actions as outlined in the sustainability strategy

- Renewable energy - Council has joined 17 other councils to assist with mitigation of volatile prices for electricity and gas (estimated cost savings are greater than \$1 million across a 3-year period). Council also now sources 20 per cent of its entire electricity portfolio from Moree Solar Farm, providing significant cost savings, reducing carbon emissions and supporting investment into the renewable energy industry in NSW.
- Solar network - Council has installed more than 2,000 solar panels on its large electricity consuming facilities; the panels will provide an annual projected generation of over 740,000 kWh of renewable electricity.
- Energy and water efficiency audits and upgrades - Council undertook efficiency audits at its top energy and water consuming facilities. The audits identified poor performing and resource intensive mechanical equipment, inefficient lighting and leaks, with opportunities included in Council's proactive and reactive maintenance program.
- Transitioning to net zero - Council has committed to transitioning its operations toward net zero emissions. Council commenced an analysis of the greenhouse gas emissions associated with its activities, and is currently identifying emission reduction pathways required to achieve net zero.
- Towards a Greener Fleet - Council purchased its first Electric Vehicle, a Nissan Leaf, to replace a petrol vehicle used to conduct regular inspections across the city. This is the beginning of a longer term transition strategy to adopt the most environmentally conscious fleet possible.

Community Indicator 2.5 - Participation in education programs run by Council

Council successfully engaged 5,353 early learning, primary school and high school students in 132 workshops during 2019-2021 including:

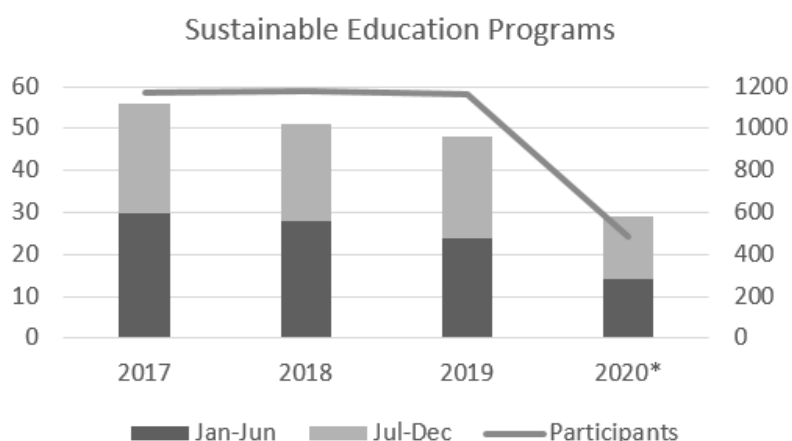
- Junior Ranger - A program for children aged 5-12 years to get dirty, catch bugs, explore waterways and be a wildlife detective
- Wild about Wildlife Education - A school program to spot koalas in Smiths Creek Reserve, at Leumeah
- Amazing eco-art - Workshops to look at the world of mini beasts and how to attract and house tiny living things before creating a recycled bug hotel for them. At the end of the workshop all participants took the bug hotels home to hang in their gardens.

Community Indicator 2.6 - Reported changes in sustainable practices as a result of education programs run by Council

Council has engaged the Macarthur Centre for Sustainable Living to facilitate community education and upskilling workshops on issues related to waste avoidance and home composting. The workshops aim to provide the skills and knowledge to reduce waste generation and ultimately live more sustainably.

Common themes of the workshops include:

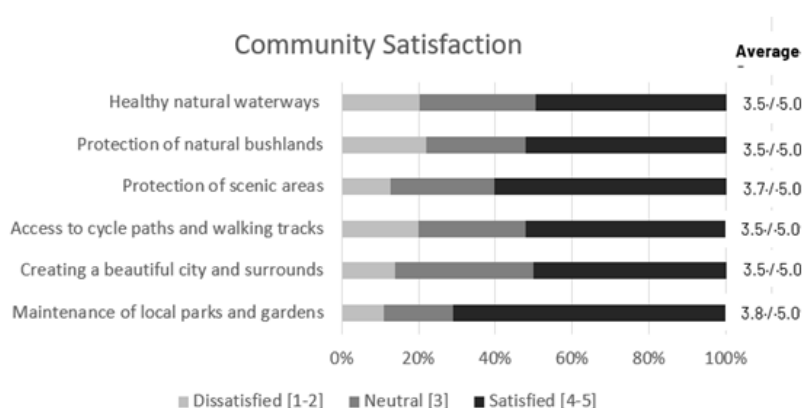
- composting and worm farming (food waste reduction)
- garden to table cooking – range of themes (waste reduction by growing your own food)
- cooking workshops – with a focus on food waste reduction;
- plastic free cooking and living (waste reduction)
- school holiday workshops around composting, worm farming, cooking to reduce food waste and waste in general and plastic art (where recycling of plastics is discussed)
- seasonal gardening – support growing your own to reduce waste.



* The number of education programs delivered in 2020 was comparatively lower than previous years due to the impacts of COVID-19.

Community Indicator 2.7 - The community reports more opportunities to access well activated natural and open spaces

The 2018 Community Satisfaction Survey identified the community's satisfaction (on a scale from 1: dissatisfied to 5: satisfied) with services and facilities provided by Council such as our natural areas and open spaces. These responses indicate low community dissatisfaction with these areas.



Outcome Three: A thriving, attractive city

Goals:

- we are a city that encourages and supports the development of the local economy through business innovation and growth
- our city attracts professional organisations which provide a range of employment opportunities for our people
- 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 Council activities align with its strategic direction and the city's assets are managed strategically and sensitively
- we embrace change and look to support the creation of new economies to build the resilience of the city.

Strategies:

3.1	Support the resilience, growth and diversity of the local economy
3.2	Ensure that service provision supports the community to achieve and meets their needs
3.3	Become an innovative city where advances in technology, creativity and community participation are nurtured and embraced
3.4	Retain and expand existing businesses and attract new enterprises to Campbelltown, offering opportunities for a diverse workforce including professional, technology and knowledge based skills and creative capacity
3.5	Support for new education opportunities that match workforce skill sets with emerging economic needs underwritten by creative entrepreneurship and innovation capacity within the local community
3.6	Develop tourism opportunities and promote Campbelltown as a destination
3.7	Public funds and assets are managed strategically, transparently and efficiently
3.8	Provide strong governance for all Council activities

Council Indicator 3.1 - Master plans for new and existing precincts have commenced and are achieving outcomes for the city

The Reimagining Campbelltown City Centre Plan was adopted by Council. The Plan sets out the foundations for the reimagining of Campbelltown City Centre, in acknowledgement of the key strategic centre's position as a metropolitan cluster city, servicing the broader Macarthur region. More detailed work has commenced on the City Centre Place and Experience Plan and the City Centre Design Framework.

A master plan has been prepared for Ingleburn CBD and is being further refined and advanced through the undertaking of required studies. A master plan has been prepared for Minto which has received a positive gateway determination. Master planning for the Gilead and Menangle precincts is continuing, with the Glenfield Precinct being exhibited by DPIE. The Glenfield Precinct Planning delivers the Glenfield Place Strategy, which will accommodate up to 7,000 new homes, 2,900 new jobs, additional playing fields, and a future for Hurlstone Agricultural High School. The Glenfield Precinct Plan was approved by the Minister for Planning and Public Spaces in July 2021.

Council Indicator 3.2 - Service reviews are completed and initiatives are planned to ensure service provision meets the needs of our changing city

A Business Excellence Unit was established to support the business to conduct service reviews and business improvements.

A suite of continuous improvement tools and resources has been developed, as well as an internal operational process efficiency 'Reach Out' program. The program was open to all service areas with 'just in time' process training to help understand and map their current processes and identify improvements. The 'Reach Out' program involved facilitation of process mapping workshops in which a total of 50 processes were mapped with 135 people trained.

During 2021, Service Assessments were undertaken on 4 services (as identified by Directors) using the Australian Business Excellence Framework and assessment tool with leaders to inform service improvement initiatives for the future. The assessments were also undertaken as a precursor to inform Leadership decision making in relation to development of a Service Review Program.

In 2021, Business Excellence delivered training to Leaders on the Australian Business Excellence Framework and Continuous Improvement tools such as Plan-Do-Check-Act to support planning and implementation of service improvement initiatives.

Council Indicator 3.3 - Support the capacity of businesses to establish and become successful

Council has been involved in the following initiatives:

- provided/promoted/hosted about 400 business development and learning opportunities for local businesses
- established a monthly business e-newsletter, which has more than 900 subscribers. The e-newsletter provides news and progress about Campbelltown, information on major projects, upcoming events, training opportunities, business success stories, and more
- assisted and promoted State and Federal Governments Grants to address the economic and social impact of COVID-19, and link the local business community with support through Business Connect and Service NSW. During this period, many businesses successfully pivoted their business models to ensure their viability
- internally, work is continuing on the customer journey for investment and business enquiries, to ensure that potential leads are taken through the machinations of investment with a positive experience from beginning to end.

Council Indicator 3.4 - The city is able to provide a diversity of tourism opportunities

The Campbelltown Destination Management Plan was endorsed in 2018. This plan identifies opportunities to sustainably grow Campbelltown's visitor economy and assist in positioning the city as the economic, lifestyle and cultural hub for the greater Macarthur region. Focus areas included activating the Campbelltown CBD, growing destination events, and stronger profiling of the city. These focus areas align with Reimagining Campbelltown, and aim to drive positive experiences for visitors and residents.

Implemented activities include the development of a new Visit Campbelltown website to showcase the city's offering and the creation of a Virtual Reality experience to take Campbelltown 'on the road'. The city's visitor experience offering is promoted regularly through online tools, particularly social media. Access to the natural environment is also coveted by the community, with a range of popular tours regularly organised through the Dharawal National Park.

Campbelltown won the licence for a team in the A League football competition from the 2020/2021 season. Macarthur FC has subsequently generated global exposure from international media outlets and online social media users.

Council Indicator 3.5 - Achievement of actions outlined in the economic and city branding strategies

The Campbelltown Economic Development Strategy (EDS), developed alongside the Reimagining Campbelltown City Centre Masterplan, was endorsed by Council in 2020.

Business development program – we have successfully grown the program, types of learning offered and participation numbers over the last 4 years. On average, more than 70 programs are offered each year across a variety of providers with more than 1,200 participants.

Collaborative partnerships –

- Business Development Centre Macarthur and Western Sydney Business Centre (e.g. provision of business workshops and scholarships)
- Western Sydney Investment Attraction Office (through the City Deals program)
- Regional Development Australia, Business Western Sydney, Campbelltown and Ingleburn Chambers of Commerce, Western Sydney University, TAFE NSW, University of Technology Sydney (advocacy and program activity)
- Western Sydney Business Connection (strategic business events and procurement partnership opportunities)
- Ingham's Medical Research Centre and CSIRO (educational opportunities for local students in STEM related fields).

Strategic city marketing –

- marketing at high level business events such as State of the Cities, Boomtown, Catalyst West and Western Sydney Airport investment forums
- appearances in high level business publications such as Forge and CEO Magazine
- displays at national conferences and expos such as Australian Healthcare Week, Urban Development Institute of Australia and Ingham's Medical Research Institute Showcases.

Local business marketing -

- “We Are Campbelltown” documentary series introduced the people, heart and soul behind some of our local businesses. This had a campaign reach of more than 61,000 people on Facebook, with 520+ likes, 140+ comments and more than 120+ shares. There were more than 19,000 listens on Spotify and 44,390 video views on news.com. The Average dwell time of 2.25 minutes on Time Out editorial (almost double their standard dwell time).
- OWN IT Local Support Program showcased our unique local businesses to the community, and encouraged the community to support them by shopping and supporting local. OWN IT spotlighted a different local business every day on Council’s social media channels, and encouraged community support of local businesses. There was considerable social media engagement with “OWN IT”, as reflected by more than 170,000 Facebook posts.

Community Indicator 3.6 - The community reports that they have been adequately engaged in decision making on new precincts, developments and infrastructure plans

COVID-19 has led to changes in how Councils can provide information to the public. For example, the DPIE has provided Councils with a direction on how they should comply with planning legislation when dealing with public notification and exhibition of development applications and proposed planning controls and agreements. Accordingly, Council updated its Community Participation Plan to be consistent with new planning legislation and so that Council can continue to lawfully process development applications. The amended community participation plan now requires notification of certain development applications, draft plan amendments, new plans or planning agreements to be published on Council’s website and a link provided to view documents.

Community Indicator 3.7 - Existing businesses are supported and have the opportunity to participate in training and networking programs

A range of initiatives and programs were delivered to support existing businesses, and upskill them in areas including digital marketing, financial and business planning and customer service. During the early stages of COVID-19 (April-June 2020), more than 100 online development opportunities were provided to local businesses. Networking opportunities were also provided through the Campbelltown and Ingleburn Chambers of Commerce, Western Sydney Business Connection, and Business Western Sydney.

In October 2020, a Campbelltown chapter of the Southern Strength manufacturing network was established. Almost 200 businesses attended the first two events, and the chapter has been popular among the local manufacturing industry. Local businesses also participated in CSIRO Generation STEM program between 2019 and 2021. This program encouraged local year 9 and year 10 students to undertake STEM-related subjects in senior high school, and future employment pathways.

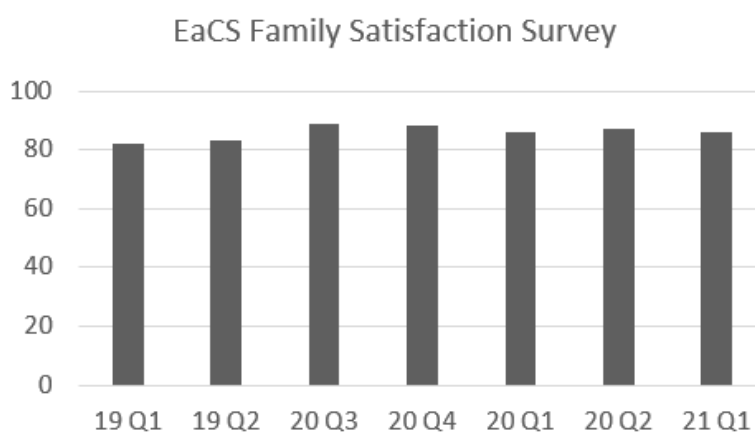
Community Indicator 3.8 - The community reports greater accessibility to a broader range of study and training options within the city

Council has developed partnerships to connect with stakeholders who can provide opportunities for local people to access a range of study and training options:

- establishment of Productivity Bootcamp in Campbelltown in 2020 to provide young people access to basic construction training, life skills development and further employment
- connecting with local organisations (e.g., MWLP and Superior Training Centre) to provide and promote opportunities for upskilling and reskilling
- working with the Western Sydney Investment Attraction Office to ensure the needs of the local community are considered in programs managed by the Department of Education (NSW Government) and the Department of Education, Skills and Employment
- active participation in the Campbelltown Health and Education Precinct Partnership (CHEP). One of the primary objectives of CHEP is to improve access to jobs for local people, enabled by local education and training that aligns with the current and future skill requirements of local employers. Current actions include the development of an integrated education pathways strategy and program – from early childhood through primary, secondary, tertiary, vocational and ongoing/micro-credentialing with links to employment opportunities (and employers).

Community Indicator 3.9 - Community reports satisfaction with service provision through satisfaction surveys

Council education and care services (including child care) have been surveying attending families since 2019. As shown below, satisfaction with these services has been consistently above 80 per cent.



Our libraries continue to provide innovative service to the community:

- 1,743,531 loans of items
- 2,098,814 people visited branches
- 82,305 people attended programs
- 275,264 computer hours booked
- 312,713 connections to library Wi-Fi.

The Library Strategic Plan 2018-2038 (Connect, Create, Learn: Our Future is Limitless) was endorsed in 2018. The Plan was informed by considerable community engagement, with 829 survey responses and 1,004 people engaged at outreach Pop Ups. Key deliverables from the Library Strategic Plan included:

- development of non-traditional collections such as Cake Tins, Sewing Machines and Discovery Kits
- establishment of a Pop Up Library which appeared in shopping centres and at outreach events
- Refurbishment of libraries to create new spaces to accommodate different library functions.

During 2020 and 2021, the Library provided programing and support to people online during the COVID-19 pandemic. Staff connected with the community through regular phone calls to vulnerable members, continuing to deliver the Home Library Service (with the support of the Compliance team) and a click and collect service. The Library made sure that people who were isolated still had access to information and resources during this time.

Our Visitor Information Centre launched the Koala Room that provides information about the Campbelltown Koala population and encourages residents and visitors to be 'Koala' aware when they are on the roads. The Centre continues to operate successful group tours and Dharawal walks in conjunction with NSW National Parks, with the revenue from these tours going directly to the guides.

Outcome Four: A successful city

Goals:

- 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
- Council strategies are developed in line with the draft South West District Plan and complement State Government plans for the city
- our city is reinvigorated – it is a city where people choose to be.

Strategies:

4.1	Advocate and plan for enhanced connectivity, accessibility and movement within, to and from our city through improved public transport, road and traffic management infrastructure, cycling and pedestrian movement
4.2	Support and advocate for infrastructure solutions that meet the needs of our city and which pay an economic and liveability dividend
4.3	Responsibly manage growth and development, with respect for the environment, heritage and character of our city
4.4	Maintain and create usable open recreational spaces that set our city apart from others
4.5	Work in partnership with the State Government to achieve positive planning outcomes
4.6	Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres

Council Indicator 4.1 - Submissions and representations are made to the State and Federal Government to support the success of the city

Council makes significant submissions and representations to the State and Federal Government on a variety of matters:

- In November 2016, Council responded to the NSW Government's call for comment on the Western Sydney Rail Needs Scoping Study Discussion Paper. This has established on-going communication and representation about the possibility of linking the Campbelltown LGA to the new airport in Western Sydney.
- In late 2017, Council made a significant and detailed submission to the Greater Sydney Commission about the draft plans for the Sydney Region and for South Western Sydney. This submission aimed to raise the profile of the Campbelltown LGA, its strategic role and the importance of connecting our city to future economic and educational opportunities at the Western Sydney Airport and the surrounding airport city (the Aerotropolis). It also emphasised the importance of improving liveability, access to jobs and productivity, creativity and innovation, social justice and equity, environmental sustainability and resilience.
- In mid-2020, Council made a submission to the NSW Upper House Inquiry on South West Sydney Health and supported the submission with representations to the Committee on the inequality of health funding in our region.
- Council successfully advocated to the Greater Sydney Commission to have Glenfield included within the Place Infrastructure Compact study area so that government would investigate the cost and sequencing of infrastructure required to support the centre.
- Council has worked closely with the Greater Sydney Commission and key government agencies and departments to prepare the Campbelltown-Macarthur Collaboration Area Place Strategy, which aligns closely with the Reimagining Campbelltown City Centre Master Plan and prioritises key infrastructure initiatives.
- Council has also successfully advocated to the NSW and Federal governments to investigate the feasibility of a Community and Justice Precinct in the Campbelltown City Centre. The development of a Strategic Business Case is underway with involvement from the 3 levels of government.

Council works collaboratively with State and Federal Governments and other local councils to enhance our city, including

- The Western Sydney City Deal that commits to the delivery of 38 commitments across a number of domains: connectivity, jobs for the future, skills and education, liveability and environment, planning and housing, implementation, and governance.
- The alliance of the Western Parkland Councils with Blue Mountains Camden, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly to progress regional issues with NSW and Federal governments.

Council Indicator 4.2 - The achievement of activities as outlined in Council's infrastructure strategies

Road pavement is maintained to a condition based on the overall service index (OSI) for roads. The condition rating required is 1.8 (on a scale of zero to 6) and is based on the following parameters:

- 0 = Newly Constructed – no work required
- 1 = Excellent -- no work required**
- 2 = Good condition - normal maintenance only**
- 3 = Fair (average condition) - some work required
- 4 = Poor condition - renewal required within one year
- 5 = Very poor (critical condition) - urgent renewal required
- 6 = End of Life

The road rehabilitation works carried out between FY2016-2017 and FY2020-2021 included more than 1,628 road segments equivalent 2,361,100m² of roads. Based on the council's pavement management strategy, the council delivered a range of treatments, including key roads below.

- Williamson Road, Ingleburn - Asphalt resheeting
- Saywell Road, Macquarie Fields - Asphalt resheeting
- Blaxland Road, Campbelltown - Asphalt resheeting
- Junction Road, Ruse - Asphalt resheeting
- Railway Parade, Glenfield - Asphalt resheeting
- Gertrude Road, Ingleburn - Microsurfacing
- Stafford Street, Minto - Microsurfacing
- Carrington Circuit, Leumeah - Microsurfacing
- Cleopatra Drive, Rosemeadow - Stabilisation
- North Steyne Road, Woodbine - Stabilisation
- Kellerman Drive, St Helens Park - Stabilisation
- Townson Avenue, Minto - Stabilisation
- Keating Place, Denham Court - Spray Sealing
- Hillcrest Road, Wedderburn - Spray Sealing

Council maintained 105 car parks across the LGA with total area reaching 179,000m² between FY2016-2017 and FY2020-2021. Treatments such as asphalt resurfacing, micro surfacing, pavement reconstruction and spray sealing were utilised to improve the quality of car parks throughout the term.

Council Indicator 4.3 - Open space, passive and active recreational spaces are managed responsibly

Council created an Open Space business unit to provide leadership and direction for the delivery of Open Space for the Campbelltown Community.

Council created an Open Space business unit to provide leadership and direction for the delivery of Open Space for the Campbelltown Community. The following provides a list of completed playspace projects since February 2018 below, broken down by the type/level of playspace.

Local Playspaces

Trotwood Reserve, Ambarvale
Young Reserve, Eagle Vale
Oswald Reserve, Rosemeadow
Thomas Clarkson Reserve, Eagle Vale
Gadshill Reserve, Ambarvale
Spitfire Park, Raby

Neighbourhood Playspaces

Spence Reserve, St Helens Park
Fiveash Reserve, St Helens Park
Ashfield Reserve, Glen Alpine
Mandurama Reserve, Ambarvale
Waminda Reserve, Campbelltown
Byrne Reserve, St Andrew
Lack Reserve, Glen Alpine

District Playspaces

Milton Park, Macquarie Fields
Cook Reserve, Ruse
Eagle Farm Reserve, Eagle Vale

Regional Playspaces

Glenfield Park, Glenfield

Exercise Equipment

Raby Sports Complex, Raby
Cook Reserve, Ruse - under construction
Budbury Reserve, Glenfield

Additional Open Space Projects

Baden Powell Reserve Dog Park, Bradbury
Labyrinth, Hurley Park
Simmos Beach signage and walking track upgrades, Macquarie Fields
Leumeah Pump Track, Leumeah
Rizal Park Toilet Block, Rosemeadow
Redfern Park Toilet Block, Minto

In addition, Council has undertaken many environmental improvements including bush regeneration and weed management works at key reserves including Noorumba Reserve, Rosemeadow, Simmos Beach, Macquarie Fields, Fishers Ghost Creek, Bradbury and Smiths Creek Reserve, Ruse. Projects aim to protect and enhance critically endangered vegetation, improve waterway health and protect habitat for threatened species including the koala.

Council Indicator 4.4 – Master planning is undertaken to deliver the Greater Macarthur Priority Growth Area

The NSW Department of Planning, Industry and Environment (DPIE) is testing a new pilot program, known as the Technical Assurance Panel (TAP), for State agencies, councils and landowners to work together to undertake strategic investigations for precincts. Gilead Stage 2 is the initial precinct to be considered by the TAP, which will inform the requirements for future rezoning applications. Council staff are currently participating in early meetings with the DPIE and other agencies to ensure local issues of strategic importance are considered.

Council Indicator 4.5 – Initiatives to conserve the city's heritage are implemented

Council has continued to provide its grant program for maintenance of heritage listed properties and has also appointed a qualified heritage adviser to its staffing complement to provide advice on all heritage related development applications. There have been 2 significant land and environment court appeals relating to development applications on the site of heritage listed buildings (34 Sturt Street, Campbelltown; 50 Badgally Road, Claymore). In both of these cases the NSW Land and Environment Court decision was to uphold Council's original decision to refuse the applications on grounds including the impact of the proposed development on the heritage item.

Community Indicator 4.6 – The community reports satisfaction with the level of engagement provided to be part of the decision making processes for the strategic planning of the city

The 2018 Community Satisfaction Survey indicated that local residents are generally satisfied with the way Council interacts with them, in terms of governance and community engagement, with an overall score of 3.5 out of 5 being achieved.

During the development of the Reimagining Campbelltown City Centre Masterplan, we engaged with over 1000 community members and external stakeholders. As part of our commitment to deep and authentic community engagement, we produced summary reports of this engagement that were reported back to the community. These reports included summaries of what we heard, what people love about Campbelltown and their ideas for the future. Feedback from the community regarding the engagement program itself was very positive.

Community Indicator 4.7 – The community reports increased satisfaction with the open and recreational spaces provided throughout the city

As indicated in the Community Satisfaction Survey 2018, satisfaction with sporting ovals, grounds and facilities was high with 73 per cent reporting satisfied. This represents an increase in satisfaction relative to 2015. Provision and maintenance of playgrounds scored 3 per cent higher when compared with the external benchmark councils.

Campbelltown's newest regional playspace – Variety Livvi's Place Glenfield – was planned, designed and installed over the Council term. It received a warm welcome when celebrated through social media in 2021 receiving 268 positive comments and 172 Likes. This is indicative of the community's satisfaction with the quality of playspace being provided by Council. Notably, comments about toilets, waterplay, shade and accessibility are no longer as prevalent as they were prior to 2016. Community members continue to express their appreciation of the consultation efforts that have been made when delivering new open space facilities across the city.

Community Indicator 4.8 - The community reports satisfaction with their ability to get around the city as new development occurs

The 2018 Community Satisfaction Survey score of 3.9 out of 5 for access to public transport was the most highly rated service in the group 'city and lifestyle'.

Access to cycle paths and walking tracks rated 3.5 out of 5, and compares favourably against nearby councils.

The availability of parking in the City Centre rated lower at 3.0 out of 5, as compared to 3.1 in 2010 and 3.0 in 2015. This 2018 score is 8 points lower than that achieved in comparable councils.

Traffic and Transport Assessments are undertaken for all planning proposals, including significant development applications. These are publicly exhibited with the respective proposal/application and in about half of significant proposals/applications the issue of traffic is raised by the community. In response, each proponent is required to undertake works to enhance roads infrastructure directly attributable to their development. Additionally, Developers are charged contributions under the Campbelltown Local Infrastructure Contributions Plan to contribute to the upgrade of road infrastructure identified in the plan over time.

Community Indicator 4.9 - The community reports satisfaction over the quality of new development

The 2018 Community Satisfaction Survey identified 'Creating a beautiful city and surrounding areas' as a key vulnerability, achieving a score of 3.5 out of 5. Of the responses received, 14 per cent of respondents were dissatisfied, 36 per cent provided a neutral response, and 50 per cent of respondents were satisfied with Council's achievements and initiatives in this area. This compares to a score of 3.5 in 2010 and 3.6 in 2015. Interestingly, Council's score of 65 was 2 points higher than that achieved in comparable councils.

In 2020, the Campbelltown Design Excellence Panel (CDEP) commenced operation. The objective of the Panel is to increase the focus on quality urban and building design outcomes that meet our community's vision and create great and interesting places for people who live and work in or visit Campbelltown LGA. The Panel provides independent advice on the design quality of certain types of development and on development control plans. The Panel comprises qualified architects, urban designers and landscape architects to provide expert advice on applications and controls relating to significant residential and commercial development within the LGA.

Council refuses some development applications based on the quality of the development proposed. On occasion, these refusals have been challenged in the NSW Land and Environment Court and in all such cases either the decision to refuse the application has been upheld (e.g. 263 Queen Street, Campbelltown; 34 Sturt Street, Campbelltown; 50 Badgally Road, Claymore), or the development application has been significantly altered during the Court process to provide a better development outcome (e.g. 28 Cordeaux Street, Campbelltown; Lot 1 Menangle Road, Campbelltown; Sark Grove, Minto). In all of these cases, the community involved reported satisfaction with the design outcome.

Community Indicator 4.10 - The community reports satisfaction over the accessibility, environmental and urban quality attributes of the city

The Community Satisfaction Survey undertaken in 2018 identified the protection of scenic areas as one of Council's top strategic advantages. Furthermore, the Survey indicated that community satisfaction with how Council manages these areas has increased since 2015 when 3.3 out of 5 was achieved. Since 2017, we have introduced updated local planning controls to reinforce the importance of environmental protection through and/or enhancing appropriate zoning in areas of environmental sensitivity. Healthy lifestyle opportunities and maintenance of local parks and gardens also featured in the top 10 strategic advantages.

Since 2018, new strategies and initiatives have been prepared to set the framework to transform, revitalise and improve the quality and accessibility of our urban places, spaces and the built environment over time, whilst aiming to retain and protect our natural landscape setting, historic places and sensitive areas. These include:

- Campbelltown Local Strategic Planning Statement
- Local Environmental Plan and Development Control Plan (amendments)
- Reimagining Campbelltown City Centre Master Plan
- Campbelltown-Macarthur Collaboration Area Place Strategy.

2017-2027 A City designed for ambition, innovation and opportunity

What's next?

This End of Term Report will inform the review and development of the next suite of documents required under the IP&R framework, including the revised CSP, resourcing strategies and plans, 4 year Delivery Program and one year Operational Plan. This report will also be included in Council's 2020-21 Annual Report. During the development of this report, Council recognised the need to review current community and council indicators to better monitor and report on progress towards the community outcomes. These indicators will be reviewed in the next version of the Campbelltown 2027 CSP to be delivered in June 2022.

Council also recognises the need to review and implement a range of initiatives to increase community awareness of its objectives, activities and achievements. These include growing Council's digital and social media presence and expanding our range of engagement practices and tools to encourage and foster positive relationships between Council and the community and provide opportunities for our community to be more involved in decision-making about our city. These practices and tools will assist in the development of the revised CSP with the new term of Council.

Attachments

Nil