

An aerial photograph of a suburban area in Campbelltown, Australia, featuring a large residential building under construction with multiple cranes, several completed multi-story apartment blocks, and surrounding residential houses and green spaces. The image is overlaid with a semi-transparent teal filter.

Campbelltown City Council End of Term Report

2012 - 2016





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Message from the Mayor

As Mayor of Campbelltown City, I am pleased to present this End of Term Report, which summarises Campbelltown City Council's major achievements for 2012-2016.

On becoming elected representatives, we acknowledge the civic role we play in providing economic, social, and environmental leadership for our community – residents, businesses, community interest and other groups. Sometimes our decisions may not always enjoy popular support; however, I would like to reassure each and every person in Campbelltown that they are always made with the best interests of the city kept foremost in our intentions.

Reflecting over the last four years, I'd like to highlight some notable achievements with major positive outcomes for residents and businesses in Campbelltown:

- The NSW Government announced Campbelltown-Macarthur as Sydney's third and newest Regional City Centre in December 2014. This declaration will see Campbelltown-Macarthur CBD as the powerhouse of future economic investment in the Macarthur over the next 20 years or so.
- In March 2015, after a comprehensive community consultation program and robust negotiation with the NSW Department of Planning, the new Campbelltown Local Environmental Plan 2015 came into effect. This important plan sets out statutory land zonings and planning controls.
- The draft Glenfield to Macarthur Urban Renewal Corridor Strategy was released in 2015 and will enable Council to begin the critical work of revitalising our town centres including the Campbelltown CBD.

- Council successfully obtained an Australian Government grant of \$17.5 million to upgrade Eagle Vale Drive to four lanes, allowing a future and direct east-west connection from the Camden Valley Road transport corridor via Gregory Hills to the M31 Hume Highway. The works are anticipated to be completed by the end of 2016.
- Council installed CCTV cameras in Queen Street, Campbelltown and Oxford Road, Ingleburn. The cameras are a preventative measure to help reduce anti-social behaviour. The additional security provided by the CCTV cameras and lighting improve public safety and enhances the public's perception of the Queen Street and Oxford Road precincts.

We need to do more, but it cannot be done alone. We need you, the community, to help us undertake this work to achieve the best outcomes for the city.

There is a new generation of young people living in our community and they will become our city's future new business and civic leaders. Council needs to tap into their expertise to ensure we provide great outcomes for the future of our city. They are our future and we need to make the most of their talents.

It is a great privilege to be elected to the position of Mayor of Campbelltown and I have thoroughly enjoyed my term, serving people who are as committed to the future of the city as I am. By working together, we can secure the future of Campbelltown as the best city to **Live, Work, Play and Invest.**

Paul Hawker
Mayor





Message from the General Manager

The End of Term Report is a legislative requirement for all NSW Councils, but it also gives us an opportunity to showcase some of the high-level achievements of Campbelltown City Council through more formal means.

Reporting back to the community is an important component of the Integrated Planning and Reporting framework for local government. As part of our responsibilities, we need to provide a report which highlights our progress in implementing the Campbelltown Community Strategic Plan 2013-2023.

The End of Term Report provides comments in relation to progress Council has made through its Delivery Program and Operational Plans during this period, against each of the 15 objectives determined by the local community. It is also an opportunity for us to highlight some of our significant achievements over the last four years.

This is the first time this report has been produced, and I encourage you to provide your feedback. Tell us what you think we are doing well, and let us know if there are areas you believe we can improve on.

We are heading into an exciting time for Campbelltown, with significant growth taking place both within our city and the surrounding areas. We are putting plans in place to ensure Campbelltown develops into a self-sustaining and resilient city, and we want to work with you to make this vision a reality.

Lindy Deitz
General Manager



Councillors who were elected for the period 2012-2016:

Your Councillors

Local government elections are held every four years, with the next elections taking place on 10 September 2016 for the period 2016-2020. Campbelltown has 15 Councillors, who are elected by residents and business owners in the Campbelltown local government area.

Each year, the 15 Councillors elect a Mayor and Deputy Mayor. Council meets twice a month, once as a full Council and once through four Committees. The general public are able to attend all Council and Committee meetings, and they can also contribute to discussions at the Committee meetings.



Cr Fred Borg



Cr George Brticevic



Cr Anoulack Chanthivong*



Cr Sue Dobson



Cr Wal Glynn



Cr George Greiss



Cr Paul Hawker



Cr Rudi Kolkman



Cr Paul Lake



Cr Darcy Lound



Cr Alana Matheson



Cr Clinton Mead



Cr Meg Oates



Cr Ted Rowell



Cr Bob Thompson

Mayors and Deputy Mayors for 2012-2016

Following is a list of those Councillors who have served as either Mayor or Deputy Mayor during the 2012-2016 term:

Sep 2015 – Sep 2016

Mayor: Cr Paul Hawker

Deputy Mayor: Cr Alana Matheson

Sep 2014 – Sep 2015

Mayor: Cr Paul Lake

Deputy Mayor: Cr Ted Rowell

Sep 2013 – Sep 2014

Mayor: Cr Clinton Mead

Deputy Mayor: Cr Paul Lake

Sep 2012 – Sep 2013

Mayor: Cr Sue Dobson

Deputy Mayor: Cr George Greiss

Committees for 2012-2016

Following is a list of Council committees and sub committees that Councillors were elected to be members of during the term:

Corporate Governance Committee
Planning and Environment Committee
Community Services Committee
City Works Committee
Australia Day Awards Sub Committee
Community Safety Sub Committee
Innovation and Performance Sub Committee
Audit Committee Sub Committee
Campbelltown Arts Centre Sub Committee
Heritage Protection Sub Committee
Innovation and Performance Sub Committee
Sports Liaison Sub Committee
Traffic Committee

Introduction

What is the End of Term Report?

At the end of each four year term, a report is prepared which examines what progress has been made towards the achievement of outcomes identified in the Community Strategic Plan.

The End of Term Report is tabled at the last meeting of the outgoing Council and included in the Annual Report, due by 30 November in the year in which an ordinary election is held.

The current Council was elected in September 2012, with elections to be held on 10 September 2016.

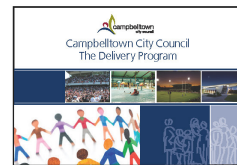
With the commencement of the new Council, a complete review of the full suite of Integrated Planning and Reporting documents will also be completed. A summary of these documents is illustrated:



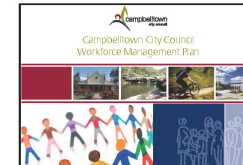
The Community Strategic Plan is the highest level plan. It identifies objectives and strategies for the community.



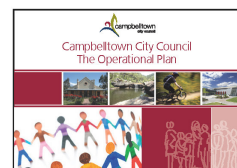
The Resourcing Strategy ensures that Council has sufficient resources to contribute to the achievement of the objectives outlined in the Community Strategic Plan. It consists of the following three documents.



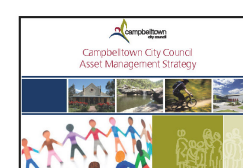
The Delivery Program outlines what Council is going to achieve over the four year period with services and functions set against the objectives and strategies of the Community Strategic Plan.



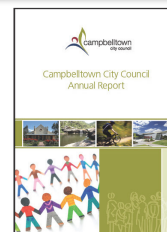
A four year Workforce Management Plan that addresses Council's human resourcing requirement.



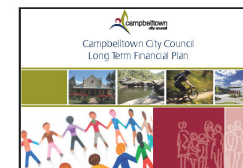
The Operational Plan provides detail behind the programs of work and activities that will contribute to the commitments of the Delivery Program.



A 10 year Asset Management Plan that accounts for all of Council's existing assets and any future ones detailed in the Community Strategic Plan.



The Annual Report highlights on what Council has achieved during a financial year based on the services and functions and programs of works in the Delivery Program and Operational Plan.



A Long Term Financial Plan that projects Council's income and expenditure over the next 10 years.

Executive summary

In 2012, Campbelltown City Council developed a Community Strategic Plan in consultation with community members and organisations. From this plan, a community vision statement was developed to support the strategic direction of the organisation:

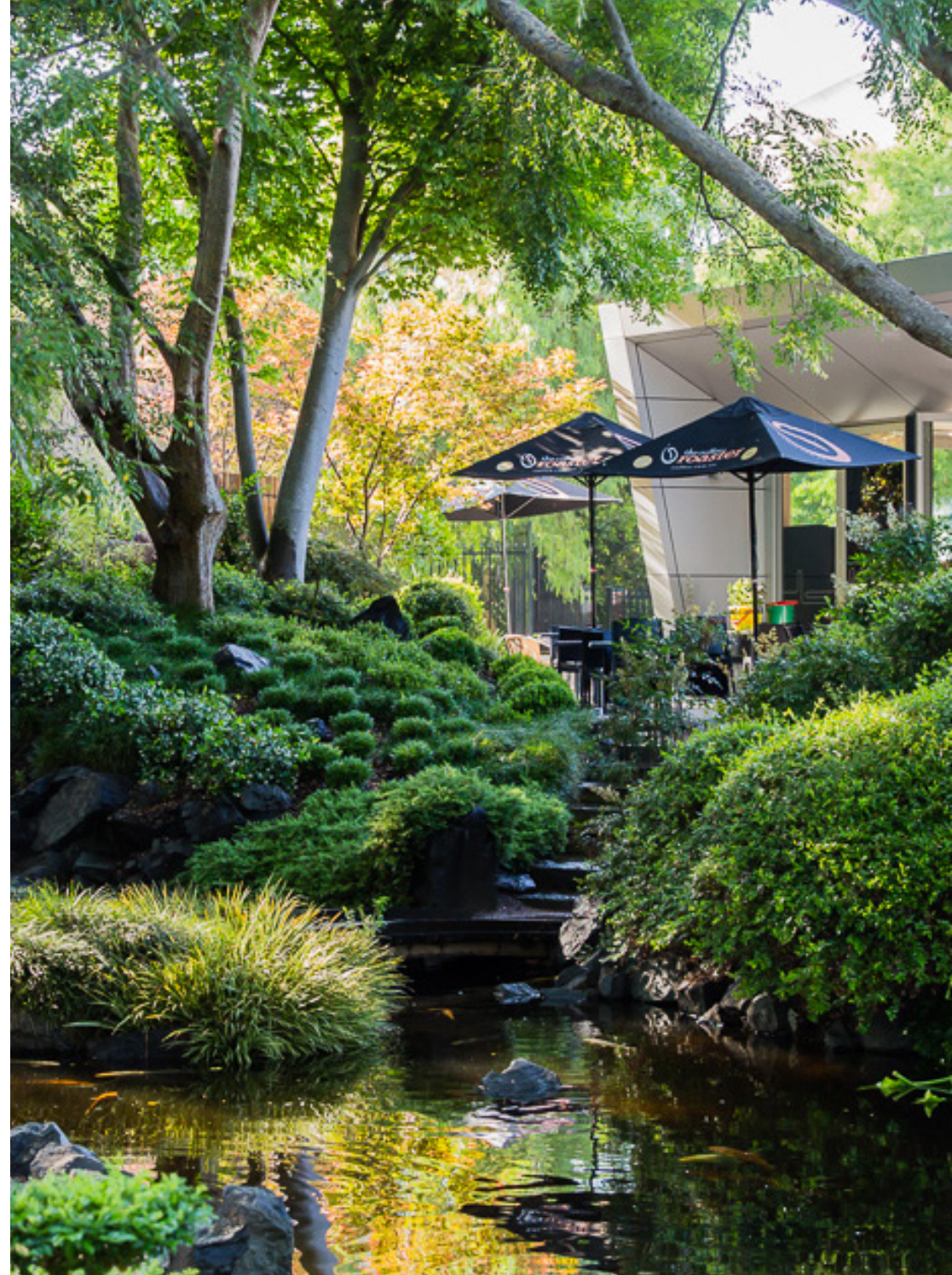
"A connected community with opportunity to grow in a safe and sustainable environment."

The plan also identified key themes or objectives that the people of Campbelltown believe are important. They are:

1. A sustainable environment
2. A strong local economy
3. An accessible city
4. A safe, healthy and connected community
5. Responsible leadership.

Within each of these key themes, Council has identified strategies to achieve each of the objectives. Indicators to monitor progress against these objectives were also developed. The End of Term Report will detail how these indicators have been achieved, as well as highlighting significant key achievements throughout the term.

Under the heading of each of the key themes from the Community Strategic Plan, this report will summarise the performance of the Council from September 2012 to September 2016, where data is available up to this date. The report will also identify the key achievements of the Council during the term, and most importantly, provide a summary on each of the 'Council indicators' and 'Community indicators' to demonstrate progress in each of these key themes.



Profile of Campbelltown

Campbelltown has changed considerably over the term of the current Council, with many challenges and achievements that have significantly influenced the future of our city.

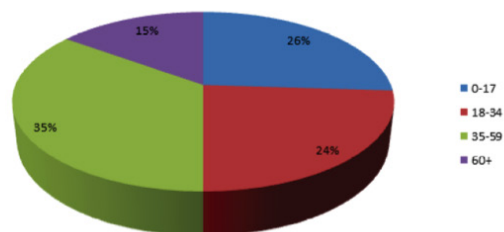
In December 2014, Campbelltown-Macarthur was announced as a Regional City Centre. As a recognised regional city, we are experiencing major growth both within and surrounding the city that will see Campbelltown continue to change rapidly. With this change must come a united strategic approach by the Council, to ensure the growth is managed appropriately and in line with the desires of the community.

Engaging more meaningfully with local residents and the business community will be a strong focus for Council into the future. We want to ensure the community has the opportunity to participate in key decisions which have an impact on their quality of life.

Community profile

Population	
Males	49%
Female	51%
Place of birth	
Born in Australia	72%
Born overseas	28%
Languages	
English only	75%
Non-English	25%
Religion*	
Christian	68%
Non-Christian	12%
No religion	13%
How we get to work	
Public transport	17%
Car	68%
Alternative	15%
Workforce	
Employed	93%
Unemployed	7%
Where we work*	
Within Campbelltown	33%
Outside Campbelltown	54%
Residence*	
Owned	23%
Being purchased	41%
Renting	30%

Age brackets



This information was sourced from the 2011 Australian Bureau of Statistics Census data

*Totals not equalling 100% are due to no responses in the 2011 Census data which this profile is based on.
Creating our Future Together: Campbelltown Community Strategic Plan 2013 - 2021

Note: the 2016 census is due to take place on 9 August 2016.



Progress against the community objectives

A Sustainable Environment

Strategy (how will the objective be achieved?)	Stakeholders
1.1 Promotion of sustainability	Council, NSW Office of Environment and Heritage, Environmental Protection Agency, Transport for NSW, NSW Planning, community
1.2 Protection of the natural environment	Council, community, NSW Office of Environment and Heritage, Environment Protection Agency
1.3 Care for natural waterways	Council, NSW Office of Environment and Heritage, community, Catchment Management Authorities, Environmental Protection Agency

Council's performance

During the current term, Council has achieved a number of outcomes that demonstrate its commitment to implementing the above strategies:

Strategy 1.1 - Promotion of Sustainability

- Council undertook a review of its Sustainability Committee in 2012 and as a result of that review, implemented changes to its structure and direction in January 2013.

The committee is now supported by five working parties whose focus is on key sustainability areas, and putting forward ideas on works, activities and policies for consideration.

- In recognising the important role Council plays in creating a sustainable future, as well as our legislative obligations, a Sustainability Strategy was developed during the reporting period.

The strategy aims to embed the concept of sustainability into the culture, spirit and operation of Council by engaging staff, management and elected representatives in a united movement guided by a broader vision.

The strategy consists of three core sections, including sustainable leadership, sustainable environment and sustainable community which explore topics including administrative governance, environmental protection and management and community wellbeing, each prescribing goals and actions to progress towards a sustainable organisation. The final strategy was endorsed by Council in December 2015.

- Council funded a number of workshops at The Macarthur Centre for Sustainable Living (MCSL), a non-profit community-driven organisation that aims to promote sustainable homes and gardens.
- Our partnership continued with Keep Australia Beautiful NSW to deliver environmental education workshops to five local primary schools (Sherwood Hills Christian, St Andrews Primary, Kentlyn Primary, Eschol Park Primary, and St Helens Park Primary) across Campbelltown City. The curriculum-based workshops explored concepts of waste avoidance and the effects of excessive food packaging.

Strategy 1.2 - Protection of the natural environment

- Preparation of a comprehensive Koala Plan of Management has commenced with the assistance of the NSW Government, in order to foster greater protection for these threatened species. In partnership with the Greater Sydney Local Land Services, Council completed works under the Local Government Partnership Grants 2013 for Environmental Projects. The project focused on the improvement of urban koala corridors and habitat within Shale Sandstone Transition Forest, an endangered ecological community found within Smiths Creek, Ruse.
- Council was awarded \$30,000 in grant funding from the Greater Sydney Local Land Services for a biodiversity conservation project at Noorumba Reserve in 2015. The Rehabilitation of Menangle Creek Corridor project aims to improve the integrity and resilience of a key riparian corridor within Noorumba Reserve which includes Cumberland Plain Woodland, a state and federally listed critically endangered ecological community. The project addresses the invasion of noxious weeds, stream bank erosion and the severe impacts of Bell Miner Associated Dieback (BMAD) through revegetation, bank stabilisation and ecological burns.
- Council continued to oppose coal seam gas (CSG) activities, making representations to the Minister for Resources and Energy and requesting that no new licences for CSG mining or exploration be approved or renewed until scientific evidence guarantees that such activities do not compromise the environment or health and safety of the community. Council facilitated a series of community information forums in February 2013. The sessions aimed to raise awareness about the CSG industry, and engage the community with key stakeholders.

A huge win for Campbelltown was later delivered by the NSW Government through the introduction of CSG exclusion zones. The CSG exclusion zones ban new CSG development within two kilometres of existing residential areas and future urban release areas. As a result, the majority of the LGA is now protected from future CSG development.

- In November 2013, the Simmo's Beach Green Web Program project at Macquarie Fields was completed. The project was delivered in partnership with Local Land Services, supported by funding from the NSW Government. The project involved the closure, revegetation and rehabilitation of surplus fire trails and tracks across the reserve.
- In late 2013, Council initiated a flora survey of some of our key vegetated roadsides. Many of our roadside reserves and adjacent vegetation are home to a number of threatened species and threatened ecological vegetation communities, however we need to know and understand more about these vulnerable environmental assets.
Council continues to ensure new subdivisions take into account the natural surroundings and measures are put in place to minimise the impacts of development.

Strategy 1.3 - Care for natural waterways

- During the term, many achievements were made by the Georges River Combined Councils Committee (GRCCC) River Keeper teams, including:
 - The collection and removal of many tonnes of waste from the Georges River catchment.
 - Successfully obtaining a \$1.6 million grant under the Federal Government's NSW Biodiversity Fund for an Aboriginal Bush Regeneration Team to work within the Georges River Catchment.
 - Successfully securing Green Army teams to undertake bush regeneration across member Council areas.
- The construction of a wetland in Cleopatra Reserve, Rosemeadow, which forms the headwaters of the Spring Creek catchment, was completed.
- Council designed and constructed a bio retention system at Cleopatra Reserve, Rosemeadow, with the aim of improving water quality in the Spring Creek catchment and the Georges River. The project was a partnership between Council and the Hawkesbury-Nepean Catchment Management Authority to increase the capacity

of Council to plan, design, construct, maintain and understand bio retention systems. The entire surface of the existing drainage basin was planted with endemic native vegetation to eliminate mowing around the bio retention system, and to promote biodiversity.

- In 2014, the Western Sydney University Centre for Educational Research led a project called 'Love your Lagoons' (LYL) with Campbelltown Performing Arts High School (CPAHS). The LYL project sought to incorporate wetland education into the curriculums of the high school through the completion of a place-based research study.
- Also in 2014, the 'Waterwise Waterways' program saw students from Macquarie Fields, Blairmount and Robert Townson primary school learn about the Georges River catchment and the importance of keeping stormwater clean. Students worked in teams to develop bright and colourful educational artworks that were transformed into drain stencils and placed on stormwater drains around the schools and in high traffic areas throughout Campbelltown City.
- The Spring Creek catchment contributes the highest amount of nutrients into the Georges River prior to the Bow Bowing-Bunbury Curran system. Recognising this, Council has embarked on a journey to install a variety of water quality improvement devices within Cleopatra Reserve, Rosemeadow to treat the stormwater in an environmentally sensitive manner.
- Rafted reed beds have been installed in a number of Council ponds, which assist in removing unwanted contaminants from reaching the natural water system.

Tracking our progress against the indicators

Council indicators	Community indicators
Implementation of sustainability initiatives	Reduce consumption of natural resources
Increased landfill diversion rates	Reduction in illegal dumping

In partnership with the community and other stakeholders, Council has been achieving these indicators in the following ways:

Implementation of sustainability initiatives: There were many sustainability initiatives successfully implemented across the term, providing not only positive outcomes for the environment, but also valuable education to our community. These initiatives included:

- The installation of photovoltaic systems to produce solar energy at Campbelltown Civic Centre, Campbelltown Arts Centre and Macquarie Fields Leisure Centre
- The Executive group mandated the purchase of white A4 paper with an 80 per cent or higher recycled content for general office use
- A review of Council's Sustainability Committee
- A Sustainability Strategy was developed and adopted by Council
- The Free Recyclables Drop Off Day was held annually throughout the term
- A key service enhancement during 2014 was the introduction of specific day kerbside pickup arrangements. All clean-ups booked by Friday 4.30pm are collected the following week, and at the time of booking, residents are advised of the specific collection day
- Council funded a number of workshops over the term at The Macarthur Centre for Sustainable Living (MCSL)
- The 'Catch-a-Carp' competition was launched and held annually throughout the term
- The Macarthur Nature Photography Competition was held annually throughout the term
- Council's partnership with Keep Australia Beautiful NSW continued delivering workshops to primary schools within Campbelltown
- Preparation of a comprehensive Koala Plan of Management commenced
- The Georges River Combined Councils Committee (GRCCC) made many achievements from securing funding to performing clean-up activities within our wetlands

- Council designed and constructed a bio retention system at Cleopatra Reserve, Rosemeadow, with the aim of improving water quality in the Spring Creek catchment and the Georges River.
- Council participated in a national research project aimed at understanding and mitigating the effects of the urban heat island effect
- Council launched its Indian Myna Bird Action Program to reduce the impacts of this pest species across the Campbelltown LGA
- Threatened Species Day was celebrated annually throughout the term
- Lobby energy providers to approve LED street lighting solution. Council continues the introduction of more LED and solar lighting solutions into its buildings and public open spaces
- Imposed sustainable conditions on new subdivisions such as gross pollution traps, use of LED lighting, and provision of water quality devices where appropriate.

Increased landfill diversion rates: During 2013, more than 45,400 tonnes of waste was diverted from landfill, representing a diversion rate of 67.5 per cent across all waste streams. In 2014, approximately 72 per cent of waste was diverted from landfill. This figure remained steady in 2015, at 68 per cent. This rate of waste diversion from landfill is one of the highest in Australia. The high diversion rate came from a number of initiatives put in place, including education programs and inspection of recycling and organics bins for contamination before the bins are emptied.

A fleet of 18 new waste trucks were introduced during the term, sending a clear and bright message on how to correctly sort household waste. The environmentally friendly waste and recycling trucks run on soy biodiesel, and are contracted to Council by SITA Australia. Bright recycling education messages, including the slogan 'Let's get sorted', are featured on each of the trucks, highlighting the importance of sorting waste correctly to avoid contamination and reduce the amount of waste sent to landfill. The bright, cartoon-style images that adorn the trucks are designed to inspire residents to be more mindful about disposing of their waste correctly.

Council continues to use road reconstruction practises that utilise existing pavement materials rather than removal of existing materials and replacing them with new materials. This removes substantial materials from landfill. Damaged concrete footpaths that are being replaced are sent to concrete recyclers that crush the concrete and recycle it for use as other products, such as road base.

Reduce consumption of natural resources: Research shows that Campbelltown is ranked number five in NSW for the uptake of solar energy systems. The *Macarthur Advertiser* reported in 2014 that Campbelltown had more solar panel installations than any other area of Sydney in 2013, with 640 solar panel systems installed on local roofs. At the end of the 2012 calendar year, the average household gas consumption rate was 21.46 GJ/year and 601.41GJ/year for businesses. Over the term, household consumption dropped to 20.11 GJ/year and rose to 714.34 GJ/year for businesses which was due to a rise in the number of gas customer businesses from 358 to 411.

Reduction in illegal dumping: Grant funding allowed Council to purchase a number of surveillance cameras to detect illegal dumpers. We have already experienced success as the cameras have helped identify a number of people dumping rubbish illegally.

The statistics demonstrate that cases of illegal dumping are reported consistently which supports illegal dumping to be dealt with effectively:

- Sept 2012 to Aug 2013 – 2280 reports
- Sept 2013 to Aug 2014 – 2389 reports
- Sept 2014 to Aug 2015 – 1787 reports
- Sept 2015 to May 2016 – 2957 reports.

Fences were also installed where the disposal of anything from burnt out cars to industrial waste materials is common. The fencing is designed to deter would-be dumpers and prevent illegal waste ending up in our bushland and waterways. The sites where fencing was installed include:

- Menangle Reserve, Menangle
- Richmond Crescent, Campbelltown
- Karrabul Reserve, St Helens Park
- Rose Street, Campbelltown.

Council also secured grant funding from the NSW Environment Protection Authority to purchase an additional truck to collect illegally dumped waste. While we currently collect illegally dumped waste as quickly as possible after it is reported, the additional truck will enable us to collect even quicker.

A Strong Local Economy

Strategies

Strategy (how will the objective be achieved?)	Stakeholders
2.1 Encouragement of balanced development within in the city	Council, Industry, NSW Department of Planning and Infrastructure
2.2 Attraction of business to the local area to create jobs	Council, NSW Department of Trade and Investment, NSW Department of Planning and Infrastructure, MACROC
2.3 Promotion of Campbelltown as a regional city through the growth of the city's major business centres	Council, community, Industry, NSW Department of Planning and Infrastructure, MACROC

Council's performance

During the current term, Council has achieved a number of outcomes that demonstrate its commitment to implementing the above strategies:

Strategy 2.1 - Encouragement of balanced development within the city

- There has been a growth in the number and value of development applications received by Council. In 2013, the number of development applications lodged for the year was slightly less than 820. In 2014, 865 development applications were lodged and in 2015, a total of 901 development applications. The capital works value of development applications received has increased from just over \$584 million in 2013 to more than \$658 million in 2015. To date in 2016, Council has received a total of 1704 development applications with a total capital value of \$762 million.
- Council has been working on the preparation of a new statutory town plan for the city for a number of years, bringing eight principle planning instruments together. The Campbelltown Local Environmental Plan (CLEP) 2015 came into force in March 2016. The CLEP ensures that there is a variety of opportunities for a range of new developments such as single dwellings, medium density housing, apartments, retail and commercial business, industry, sport and recreation, parks and open space, community facilities and infrastructure such as roads and drainage.

- Council has prepared a new consolidated Development Control Plan which provides additional and more detailed planning controls for new development across most areas of Campbelltown. The Campbelltown Sustainable City Development Control Plan was adopted by Council on 16 February 2016 and complements the CLEP mentioned above. These new updated plans provide for greater certainty over future planning outcomes for the Council, the community and the business sector, and make an important contribution to the economic development of the city.
- Council has been involved in an active partnership with the NSW Department of Planning and Environment in the preparation of two significant strategic planning projects that will provide opportunities for future urban development at a metropolitan scale. These initiatives follow on from the NSW Government's declaration of Campbelltown-Macarthur as Sydney's third regional city centre, announced in the Metropolitan Strategy published in December 2014. The projects are:
 - The Glenfield to Macarthur Priority Urban Renewal Corridor Strategy, which will ultimately create development opportunities for more than 20,000 new additional dwellings and more than 20,000 new jobs
 - The Greater Macarthur Urban Land Release Project which will ultimately create development opportunities for more than 18,000 new greenfield housing sites at Menangle Park and Mt Gilead/Campbelltown South.
- Council has also worked on a number of planning proposals and major development applications during this current term which have yielded major development outcomes including:
 - the East Leppington (Willowdale) Urban Release Area (total potential 2700 dwellings)
 - Edmondson Park Urban Release Area (total potential 1500 dwellings)
 - Macarthur Heights Residential Development (total potential 850 dwellings)
 - an extension to Macarthur Square Regional Shopping Centre valued at more than \$240 million (currently under construction) and creating an additional 1000 jobs once completed
 - the construction of a new food processing facility at Ingleburn valued at \$24 million that will manufacture dried milk products export and create 16 new jobs, operating 24 hours, 7 days per week.



Strategy 2.2 - Attraction of business to the local area to create jobs

- During the term, the Macarthur Regional Organisation of Councils (MACROC) continued to host, partner and participate in programs designed to encourage regional economic development. As a region, Macarthur needs to work to encourage the area to be economically competitive and that the member councils (Campbelltown, Camden and Wollondilly) maximise the economic benefits population growth will bring. In 2015, MACROC commissioned market research company IRIS Consulting to conduct a business survey of the region, designed to determine the factors that affect business confidence and performance and provide an overview of the current business climate. Four hundred and forty three businesses in the Macarthur region were surveyed, with the small business sector accounting for 84.4 per cent of the completed questionnaires. The business survey was distributed to local chambers of commerce, as well as to local elected representatives and relevant government agencies, and the results are available on the MACROC website to assist business, government, professional associations and other interested groups involved in business development.
- MACROC also commissioned social research company 'Profile id' to prepare an in-depth economic analysis of the Macarthur region economy. Available on the website, the Macarthur Region Economic Findings Report 2013/14 was published in 2015 and provides economic indicators for the Macarthur regional economy.
- Council will establish a new economic development unit within its organisational structure with the responsibility of partnering with business and leading government and institutional stakeholders to develop a strategic catalyst role in encouraging new investment, as well as creating and retaining job opportunities in Campbelltown. This unit will become fully operational in 2016.
- A number of economic development initiatives have been implemented during this term. Council:
 - has joined the NSW Small Business Program
 - is an active member of the Ingleburn and Campbelltown Chambers of Commerce and has established regular working meetings to resolve common challenges and help promote business confidence in Campbelltown City
 - is a platinum member of the Western Sydney Business Connection
 - is a member of the Sydney Business Chamber

- is working with these organisations to promote investment and establishing strategic partnerships to drive economic development
- is working to assist prospective business start-ups in dealing with government agencies
- is working with private sector thought leadership groups such as the Western Sydney Leadership Dialogue, Deloitte, and Western Sydney University on innovation projects to help facilitate economic development
- has engaged the South West Business Enterprise Centre to provide small business advice and training support to small businesses in Campbelltown.

Strategy 2.3 - Promotion of Campbelltown as a regional city through the growth of the City's major business centres

- The Macarthur Regional Tourism Strategy and Action Plan 2012 – 2015, a collaboration between Campbelltown City Council and Camden Council, continued to build on the actions and projects which were successful in the previous strategy (2008 – 2011). A key objective of the strategy was to develop and enhance the image of Macarthur and to promote the experiences available within the region.
- Channel 7's Sydney Weekender filmed an entire episode in the Macarthur region, which aired in October 2013. Additionally, two individual segments were filmed in Macarthur and aired in April 2014 and May 2014.
- Work later commenced on the Macarthur Destination Management Plan (DMP) 2016-2020. The focus of the DMP is to provide both councils and all stakeholders with a clear understanding of the key visitor markets, what the preferences are in terms of destination experiences and what the key, tangible tourism opportunities are for the region.

The Plan was adopted by Council in December 2015. While it has been developed to complement and add value to Council's existing strategies, the DMP recognises the potential significance of increased visitation to Campbelltown as a destination for recreation, art and culture, leisure, and a range of other tourism experiences, to a wide market ranging from local residents and businesses to international visitors.

- The strategy embedded in the DMP outlines ways in which to build on the visitor opportunities that Campbelltown City currently has to offer, but also identifies opportunities for future growth and development. It leverages against the distinctive assets of Campbelltown – both natural and man-made – as opportunities to identify and develop as tangible visitor experiences, with an economic and community value.
- The Campbelltown Visitor Information Centre continued to operate during the term. Hours of operation are Monday to Friday, 8.30am – 4.30pm; weekends 10am – 4pm and public holidays 10am – 2pm. Information is accessible outside of operational hours via an information board which also has visitor guides and maps available.
- The Visit Macarthur website, a joint initiative between Campbelltown and Camden Councils, was redeveloped and launched in early 2013. Along with listing all of the attractions, tours, dining, accommodation and events available in the Macarthur region, the smartphone friendly site features the latest functions and capabilities including interactive maps, a route planner, an itinerary builder, filterable lists, site-wide search capabilities and social media integration with Facebook and YouTube.
- To complement the tourism website, a Macarthur Smartphone App has also been developed, which allows users to search for attractions, events and tours that are nearby when they are visiting. It also provides interactive tour audio with maps and commentary allowing for self-guided tours of popular venues such as the Campbelltown Arts Centre, The Australian Botanic Garden and the Campbelltown Heritage Walk.
- Between March 2013 and May 2016, 303,000 people have visited the site and viewed more than one million pages, the most popular being dining, what's on and attractions.
- Facebook and eNews have also proven popular with people wanting to find out more information about what's on in Campbelltown and the Macarthur region, with more than 11,500 Facebook likes and 1500 eNews subscribers.



- An important part of Council's work has been to take leverage from the strategic business partnerships mentioned previously to drive a greater metropolitan, state-wide and national recognition of Campbelltown as a place for business to invest. This strategic 'profiling' of Campbelltown City has been showcased at a number of major events during 2015/16 including:
 - Western Sydney Business Connection Network event at Homebush Bay on 3 September 2015, where Council participated on a panel of four Sydney Regional City Council representatives to promote the investment advantages of their cities. More than 300 people attended this event
 - Western Sydney Business Connection Network event at Castle Hill on 25 February 2016, where Council participated in a panel discussion on the investment opportunities for an emerging health and education precinct at the Campbelltown-Macarthur CBD. Approximately 250 people attended this event
 - a Council organised and operated city marketing and promotion stall at the UDIA National Congress in March 2016, which was attended by the Council's Director Strategy and Executive Planner. Promotional materials including a Campbelltown City investment prospectus document, economic statistics, a Campbelltown showcase video, planning information and various other collateral was distributed.
- Council's participation in a Sydney Business Chamber Breakfast at Parramatta presenting the advantages of investing in Campbelltown Regional City.
- Council's active participation in strategic economic workshops conducted by the Sydney Business Chamber, Deloitte, and the Western Sydney Dialogue Leadership regarding the Western Sydney Airport, transport infrastructure investment in Western Sydney, major metropolitan health precinct development, and the Shaping Western Sydney Economic Development Strategy.
- Council presentations to the Campbelltown and Ingleburn Chambers of Commerce on growth and development, as well as key projects such as the Glenfield-Macarthur Priority Urban Renewal Corridor Strategy.
- Council has also worked closely with Western Sydney University in the promotion of the university's Innovation Corridor which stretches from Hawkesbury through Penrith and the proposed Western Sydney Science Park, linking up with the WSU Medical Campus at Campbelltown at the Campbelltown Integrated Health Hub. Further work is commencing on a "Launchpad" project to address specific advanced manufacturing opportunities in Campbelltown City.
- Council conducted a Campbelltown promotional trade stall in June at the 2016 National General Assembly in Canberra.
- A new relationship is being forged between the South West Business Enterprise Centre (SWBEC) and Council which will result in enhanced small business support opportunities for Campbelltown's small businesses. An example is the series of small business training workshops conducted at Council's Training Centre during April 2016 by the SWBEC, aimed at supporting skills development for local small businesses.
- A strong centrepiece of Council's efforts to promote the City of Campbelltown as a place to "Live, Work, Play and Invest" has been the development of four major marketing documents:
 - "Live Work Play and Invest" video which has been played at major promotional events including the UDIA National Congress Awards
 - a "Doing Business in Campbelltown" brochure which has been distributed at metropolitan and local level business development and planning events
 - a prospectus styled "Choose Campbelltown City" brochure distributed at the UDIA National Congress and at the Western Sydney Business Connection Campbelltown Health precinct event at Castle Hill in February 2016.

- Council has also continued to advocate strongly for recognition and support by Government for Campbelltown's strategic infrastructure and needs. Major submissions were made for:
 - a regional Centre for Sports Excellence at Campbelltown-Macarthur
 - Campbelltown Sports Stadium Upgrade
 - Eagle Vale Drive Upgrade
 - extension of the proposed South West Rail link beyond Narellan to connect with Campbelltown/Macarthur via Menangle Park
 - satellite commuter parking stations in the Camden and Wollondilly LGAs, to reduce the burden on Council's land near to the rail stations within the Glenfield to Macarthur rail corridor.
- The development of Campbelltown as a premier health and education precinct in south west Sydney is a key strategic objective for Council, and Council will work with Campbelltown Public Hospital, Campbelltown Private Hospital, Western Sydney University, Campbelltown campus, Campbelltown TAFE and other stakeholders to develop this precinct as a magnet for additional private sector investment in allied health and health support enterprises.
- The city has significant health and education assets and with the co-location of these facilities and linkages to world-class niche markets such as advanced manufacturing, there is untapped potential to make a significant contribution towards Campbelltown's development as a truly self-sustaining city in terms of employment opportunities and significant investment.



Tracking our progress against the indicators

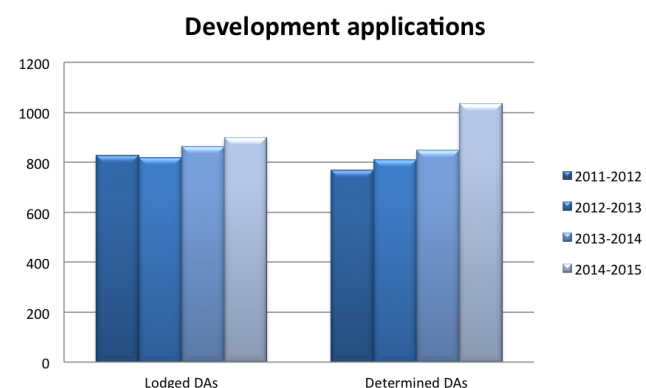
Council indicators	Community indicators
Number, size and value of residential, commercial and industrial development approvals	A variety of housing types Increase in job numbers

In partnership with the community and other stakeholders, Council has been addressing these indicators in the following ways:

Number, size and value of residential, commercial and industrial development approvals: The numerical indicator Council uses to track its progress this area is the number, size and value of residential, commercial and industrial development approvals.

The following table demonstrates that throughout the term, there has been a steady increase in both the number of development applications lodged and determined. The median time to process applications has decreased over the term by approximately five days. Significantly, the capital works value of approvals has risen from just over \$636 million in 2012-13 to more than \$658 million in 2014-15.

Table 1 - Number of DAs lodged and determined 2011 to 2015



A variety of housing types: The following table was produced by the Australian Bureau of Statistics in 2011. While there has not been any further detailed research conducted on the various dwelling types available in Campbelltown, Council has worked towards a balanced range of approvals for residential development through new and updated planning controls such as those included in the Campbelltown Local Environmental Plan 2015, and the Sustainable City Development Control Plan 2015.

Table 2 - The number and type of dwellings in Campbelltown City

Campbelltown City	2011			2006			Change
Dwelling type	Number	%	Greater Sydney %	Number	%	Greater Sydney %	2006 to 2011
Occupied private dwellings	49,086	95.6	92.9	47,822	95.1	92.4	+1,264
Unoccupied private dwellings	2,194	4.3	6.9	2,396	4.8	7.4	-202
Non private dwellings	53	0.1	0.2	47	0.1	0.2	+6
Total dwellings	51,333	100.0	100.0	50,265	100.0	100.0	+1,068

Source: Australian Bureau of Statistics, Census of Population and Housing Compiled and presented by .id, the population experts.

Other achievements relating to balanced development include:

- Between March and April 2014, Council conducted extensive consultation with the community to develop a vision for a new structure plan for the Ingleburn Centre. The structure plan aims to encourage new growth and promote the revitalisation of the Ingleburn Centre for future generations.
- The planning proposal for the future Menangle Park Urban Release Area, draft Menangle Park DCP and supporting documentation were publicly exhibited from 11 December 2012 to 1 February 2013. The Planning Proposal aims to rezone land within the Menangle Park Urban Release Area to enable it to be developed for urban purposes in a sustainable manner. Council continues to work with the NSW Department of Planning and Environment to resolve key regional infrastructure issues concerning access in order to progress this proposal to the rezoning stage.
- During the term, we engaged closely with various levels of government to deliver a number of important projects. These projects included working closely with Urban Growth to deliver residential land within the Edmondson Park and Minto areas. NSW Housing was also a major partner in the delivery of residential land to the community with its developments at Airds, Claymore and Minto.

- Physical works have commenced at Airds to deliver a renewed suburb with an increase of 800 new residential allotments over the entire project. The project has an approximate life span of 12 years. In total, approximately 2100 lots will be developed throughout the Airds renewal project.
- The Minto renewal project is nearing its completion. By the end of 2016, it is expected that the project will be complete and all residential lands will have been delivered to the public.
- The Claymore Urban Renewal was approved for Stages 1 and 2 of the development. Construction commenced in 2015.

Increase in job numbers: The numerical indicator that Council uses to track its progress in this area is directly correlated with the attraction of business to the local area to create jobs.

The following table has been produced by the Australian Bureau of Statistics. The figures indicate that since 2001, the number of local jobs in Campbelltown has increased.

Table 3 - Jobs located in Campbelltown

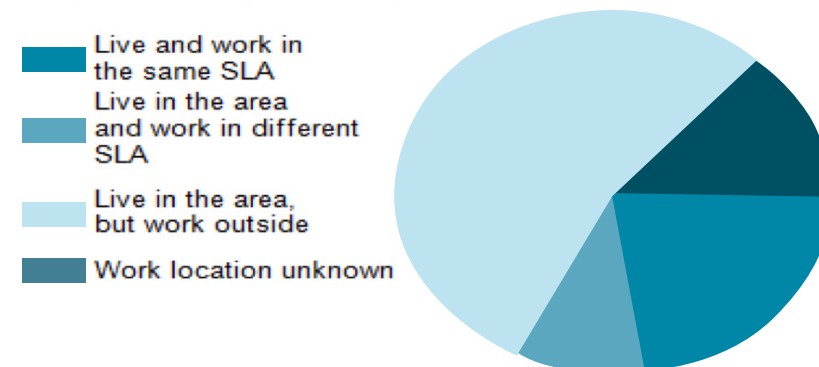
Year (ending June 30)	Campbelltown City		NSW	
	Number	% change	Number	% change
2014	45,245	1	3,536,244	0
2013	44,875	0	3,537,651	1
2012	44,942	-2	3,498,534	1
2011	45,718	1	3,479,396	2
2010	45,075	2	3,396,227	1
2009	44,165	0	3,377,241	0
2008	44,204	2	3,360,725	3
2007	43,330	1	3,268,845	2
2006	42,947	2	3,207,516	2
2005	42,184	1	3,149,744	1
2004	41,741	-1	3,114,465	1
2003	42,135	-1	3,092,455	2
2002	42,503	-1	3,036,438	1
2001	42,842		3,011,312	

Source: Australian Bureau of Statistics, Census of Population and Housing Compiled and presented by .id, the population experts.

Figure 1 - Employment location of residents

Employment location of residents, 2011

Campbelltown City - All occupations



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)

.id the population experts

Campbelltown will play a key role in providing jobs for the growing population in south west Sydney. It is a Council priority to help develop Campbelltown into a '30 minute city', where residents can work, play and access services within 30 minutes of their front door. The city will continue to grow and prosper via development intensification along the rail corridor from Glenfield to Macarthur, and the release of new greenfield areas for urban development. In the rail corridor alone, it is estimated that at least 20,000 new jobs will be created by 2036.

An Accessible City

Strategies

Strategy (how will the objective be achieved?)	Stakeholders
3.1 The development and implementation of infrastructure plans to support efficient movement around the city	Council, industry, NSW Department for Transport, NSW Department of Planning and Infrastructure, Roads and Maritime Services
3.2 The encouragement of the use of alternative transportation in, out and around the city	Council, community, NSW Department for Transport

Council's performance

During the current term, Council has achieved a number of outcomes that demonstrate its commitment to implementing the above strategies:

Strategy 3.1 - The development and implementation of infrastructure plans to support efficient movement around the city

- To ensure that the roads continue to meet the needs of the community, Council prepared a Road Rehabilitation Strategy. The strategy is especially important due to the impacts of the Growth Centres Commission's enhancements to feeder roads like Badgally, Raby and Denham Court Roads. The five year funding strategy for the rehabilitation of these roads ensured that by 2015, the roads still had an estimated 15 to 20 years life.
- A traffic study and a preliminary parking study for the Campbelltown Central Business District (CBD) have been completed. Working closely with the Roads and Maritime Service (RMS), we will address network issues that have been identified from the study. Council has also completed a similar traffic and parking study for the Ingleburn CBD.

- Council has identified the benefits of the extension of Badgally Road over the rail corridor at Campbelltown connecting to Broughton Street. This crucial piece of infrastructure will not only connect the South West Growth Centre to the Regional City Centre of Campbelltown more effectively, it will also provide road network benefits to major roads such as Narellan Road and Campbelltown Road.

Strategy 3.2 - The encouragement of the use of alternative transportation in, out and around the city

- While council has supported the push towards the use of alternatives to cars as a mode of transport, we have also worked towards promoting this by ensuring the provision of a quality footpath and cycleway network. Council's achievements in the construction and maintenance of the footpath and cycleway network have been significant over the term. Details of this progress are outlined later in this report.
- Lobbied Transport for NSW to provide satellite parking stations in the South West Growth precinct and provide high frequency bus services between them and the railway stations. This initiative will not only help reduce the traffic congestion within the CBD precincts that surround the train stations, but will also help free up land within those precincts for better community outcomes.
- Ensure an effective public transport network is incorporated into all new estates.

Tracking our progress against the indicators

Council indicators	Community indicators
Construction of pedestrian and cycle links	Increased patronage on public transport
Maintain acceptable road pavement conditions	A reduction in travel times on major road corridors

In partnership with the community and other stakeholders, Council has been achieving these indicators in the following ways:

Construction of pedestrian and cycle links: Since 2013, almost nine kilometres of new cycle ways have been added to the city's network in areas including Thunderbolt Drive, Raby; Thomas Rose Drive, Rosemeadow; Airds Road, Leumeah and Ingleburn Gardens Drive and Williamson Road, Ingleburn.

During the same period, more than six kilometres of new footpaths were added to the existing network, with six and a half kilometres of existing footpaths being reconstructed in locations including Farrow Road, Campbelltown and The Parkway, Bradbury.

Council also conditions new developments to provide cycle ways and footpath connectivity through their estates, ensuring connection to surrounding areas.

Maintain acceptable road pavement conditions: In 2013, the average road pavement condition index (PCI) was 6.52, and considered as fair. In 2014 this rose to 6.97, and then to 7.03 in 2015, also considered as fair. Major road improvements during the term included the upgrade to Eagle Vale Drive, which involved widening from two lanes to four lanes to cater for future growth; Bellinger Road, Ruse, and Campbellfield Avenue, Bradbury received asphalt resheeting; Wordsworth Avenue, Leumeah received micro surfacing work; Peggotty Avenue, Ambarvale received spray sealing work; and Railway Parade, Glenfield was given stabilisation work. The extension of Beverley Road through to Broughton Street, Campbelltown was completed. This section between Chamberlain and Warby Streets is assisting to alleviate congestion in Chamberlain Street.

Council was awarded a Federal grant worth \$17.5 million to finalise the upgrade of Eagle Vale Drive, Eagle Vale. These works will assist in the management of traffic flow when Badgally Road is connected to Camden Valley Way in early 2017.

Council maintained 148 car parks across the city. Asphalt resurfacing and spray sealing improvements were made to car parks throughout the term, with the total area maintained reaching 25,613 square metres in 2015.

Increased patronage on public transport: According to the Bureau of Transport Statistics, Campbelltown residents are currently using the following modes of transport:

Mode of travel	Number of trips per annum
Driver	297,000
Passenger	141,000
Train	26,000
Bus	21,000
Walk	53,000
Other	12,000

Council will continue to advocate for and encourage alternatives to the use of cars as a preferred method of transport. It is anticipated that Council's support for the Glenfield to Macarthur Corridor Strategy will see an increase in public transport patronage due to the increase in residential dwellings developed along the rail corridor. Council is also advocating for the extension and electrification of the rail link from Macarthur station to the south west growth centre via Menangle Park.

A reduction in travel times on major road corridors: In early 2016, the NSW Government reported that a re-elected Baird Government will commit \$300 million to ease congestion on Sydney's busiest road corridors, reducing travel times for motorists.

Notorious traffic snarls were to be targeted on 32 key road corridors in Sydney including the Cumberland Highway, Parramatta Road, Old Windsor Road, The Kingsway, Campbelltown Road and Hoxton Park Road.

The principle access roads to and from Campbelltown are:

- Appin Road and The Hume Motorway to the south
- Narellan Road, Badgally Road and Raby Road to the west
- The Hume Motorway and Cambridge Avenue to the north.

The NSW government has allocated \$6.35 million in funding to improve safety at key crash clusters along Appin Road. Work is anticipated to be completed in early 2017.

The Australian and NSW Governments are funding a \$114 million upgrade of Narellan Road to reduce congestion and improve safety and travel times. Narellan Road is a key road transport corridor servicing south western Sydney. Traffic is predicted to grow in this area due to increased residential and commercial development.

Stage 1 covers 1.6km between the M31 Hume Motorway, and the TAFE/ Western Sydney University access road, Campbelltown. Construction began in July 2014 and was completed in early 2016. Stage 2 of Narellan Road began in December 2015 and is expected to be complete mid-2018.

The 4.4 km long Stage 1 of the \$280 million Camden Valley Way upgrade, between Ingleburn Road and Raby Road, was completed ahead of schedule and opened to traffic in November 2014. Stage 2 of the 3km section of the Camden Valley Way upgrade, between Raby Road and Oran Park Drive, was completed ahead of schedule and opened at the same time.

The RMS is planning and designing for a proposed upgrade of Campbelltown Road between Hume Highway/Camden Valley Way, Casula and Brooks Road, Denham Court. To progress detailed design for the upgrade, the RMS carried out investigation work just east of Macdonald Road in January 2016.

In 2014, Council urged the Federal Government to upgrade Cambridge Avenue in Glenfield to avoid closure when heavy rainfall occurs and to support the increased traffic demands that will be generated by the recently approved Moorebank Intermodal. Council expects that some significant road upgrade works should happen as part of the intermodal project.

The SIMTA Intermodal was approved by the Planning Assessment Commission in 2014. The SIMTA intermodal terminal is designed to have a throughput of one million, 20 foot equivalent units (TEUs) per year. This equates to 2740 TEUs entering the site on 21 trains per day. SIMTAs documentation states this will generate 2638 truck movements per day. For this reason, Cambridge Avenue will require upgrades to ensure that it is able to withstand this level of commercial traffic.

During the term, significant on-ground works, lobbying and reviews were undertaken to improve transport options for the residents of Campbelltown. Specifically, traffic modelling was undertaken (Badgally Road extension to Camden Valley Way, and the future Spring Farm Parkway at Menangle Park) and intersection improvement works were completed at the Gilchrist Drive/Narellan Road intersection.

Council continued to lobby for improvements on the M31 Freeway. As a result of the lobbying undertaken by Council and other key stakeholders, the RTA, on behalf of the Federal Government, coordinated tenders for lane capacity widening including four lanes each way on the M31 to Campbelltown and three lanes each way to Narellan Road. These improvement works were completed during the term.

Council is continuing to engage with government agencies for the improvement of public transport options, including rail and bus services and infrastructure upgrades, such as the Glenfield and Macarthur stations upgrade, implementation of new priority bus routes and improved commuter parking across the LGA.

Council is also strongly encouraging the Government to build satellite parking stations in Camden and Wollondilly LGA's and provide priority bus connections to the rail stations within the Glenfield to Macarthur rail corridor. Council has identified that road corridors such as Badgally Road and the future Spring Farm Parkway could have priority bus lanes which will enable an efficient connection for commuters between the proposed satellite parking stations and the railway stations. This approach will significantly reduce car traffic along Narellan, Badgally and Raby Roads, as well as providing the environmental benefits associated with the significant reduction in car trips into the commercial centres.

A priority bus corridor has also been identified connecting Ingleburn through to Campbelltown and passing through the major employment lands within Campbelltown. This corridor will provide improved access to east west identified priority bus links and will also provide better connections into the local bus routes throughout the three LGAs.

Roads and infrastructure works occurring in the Campbelltown/ Macarthur area form part of the Western Sydney Infrastructure Plan. A map of the Western Sydney Infrastructure Plan can be accessed via the RMS website, and works affect Campbelltown specifically in the areas of Minto and Eagle Vale. There are significant local road upgrades to occur under the \$200 million Local Roads upgrade package.



A Safe, Healthy and Connected Community

Strategy (how will the objective be achieved?)	Stakeholders
4.1 The provision of a balanced range of services to the community	Council, non-government organisations, State and Federal Government agencies
4.2 The provision of clean and safe public spaces	Council, NSW Police, The Department of Attorney General & Justice Council, community, non-government organisations, State and Federal Government agencies
4.3 The provision of activities that foster a sense of community spirit	
Council indicators	Community indicators
Community facility services visitation rates	Reduction of crime levels within the city
Community services expenditure per capita	Increased volunteer participation

Council's performance

During the current term, Council has achieved a number of outcomes that demonstrate its commitment to implementing the above strategies:

Strategy 4.1 - The provision of a balanced range of services to the community

- The Education and Care Services offered to the community during the term included:
 - Nine Long Day Care services
 - Two Outside School Hours Care services
 - Two School Holiday Care services
 - One Occasional Care service
 - A Family Day Care service
- Council runs five libraries throughout the community which have grown from a total of 72,884 members to more than 86,000 members during the term.

- Council provided a number of sporting and recreational services to the community during the term, including:
 - Campbelltown Sports Stadium
 - Four leisure services offering a range of fitness and swimming activities
 - a road safety program
 - a bicycle education program.
- Campbelltown Arts Centre produced numerous exhibitions throughout the term.
- Sports playing fields
- Skate parks
- Play spaces
- Parks, with active and passive recreation opportunities
- Events, such as the Festival of Fisher's Ghost
- Fun runs
- Free child restraint fitting days
- Chemical cleanup days.

Strategy 4.2 - The provision of clean and safe public spaces

- During the 2014-2015 year, reconstruction/rehabilitation works were undertaken at 10 playgrounds, including the installation of shade structures at sites where the need for sun protection was identified following a shade audit. Community consultation on play spaces was undertaken prior to the commencement of the design process to deliver play spaces that the community wanted. The total budget for the Play Spaces Program was \$942,000 with \$316,000 worth of works completed.
- A wide range of works was conducted as part of Council's building maintenance and renewal programs totalling more than \$7 million in the 2014-2015 financial year.
- As part of maintaining the city's parks, reserves, roads and sporting fields, Council undertook an extensive annual mowing program on a four to six week cycle.

- The cleanliness of the city continued to be a priority, with a dedicated team that looks after the emptying of park and street litter bins, daily cleaning of CBD areas, removal of litter and illegally dumped waste, and regular sweeping of the city's roads. In addition to collecting illegally dumped waste and litter reported by the public, our teams regularly patrolled well-known 'hot-spots' throughout the city and investigate illegal dumping incidents in order to identify and penalise offenders.
- CCTV networks have been established in the Campbelltown and Ingleburn CBDs.
- Construction of a community centre and play area at John Kidd Reserve that caters for all ages with a variety of activities that encourages creative play. The facility has a bike path for young children as well as a cycle/walking path suitable for all ages. Over sized animals have also been located throughout the park, allowing children an alternative play experience.

Strategy 4.3 - The provision of activities that foster a sense of community spirit.

- In 2015, Campbelltown Library Service was one of 13 NSW libraries selected to participate in the Tech Savvy Seniors for Culturally and Linguistically Diverse Communities program. This was a NSW Government (through partners Office for Ageing and the State Library of NSW) and Telstra initiative. The program, which was run locally in Hindi, Cantonese, and Arabic, was very well received by the local Culturally and Linguistically Diverse community and the participants were appreciative of the opportunity to take part in the program.
- Our library service continued to provide an exciting program of activities, events and services to promote literacy and reading, and to support the information needs of the city.
- Council continued to provide consideration for donations of varying amounts to a range of community groups and local organisations through the correct procedures. Council's support for local students who choose to study at the WSU Campbelltown campus has been ongoing for more than 10 years. Both the Campbelltown City Council Medical Scholarship and the Ian Porter Scholarship were awarded annually to first year students.

- Services and celebrations provided throughout the term which target specific community groups included NAIDOC Week celebrations; events for International Day of People with Disability; Fisher's Gig; the White Ribbon Golf Day; International Women's Day; Harmony Day; 'Bikkies and Bytes' technical information workshops; free passes for local seniors to visit Council's leisure centres during Seniors Week; open Access Forums focusing on Aboriginal carers of people with disability and the frail aged; place management projects in Claymore; Macquarie Fields and Ambarvale-Rosemeadow; the Wollongong Beach Bus program; and funding of up to \$500 per project was made available to local youth groups and service providers to host Youth Week events.
- Campbelltown City Council received a 2014 Corporate Partner Award from the Aboriginal Employment Strategy Ltd (AES) in recognition of Council's commitment to the AES traineeship program and the creation of Indigenous career opportunities over the past 14 years.

Other achievements relating to a safe, healthy and connected community include:

- In 2014, Amarina Early Learning Centre in Airds became the first service in NSW to receive the Excellent rating by the Australian Children's Education and Care Quality Authority (ACECQA). Amarina ELC is the first Council-operated service to ever be awarded the Excellent rating, and only the fifth child care service in the country to reach the highest rating achievable under the National Quality Framework.
- Campbelltown Child and Family Centre provided free access to the following services for residents in the Airds/Bradbury area:
 - a supported playgroup for parents with children 0-5 years old
 - a supported school holiday program for parents with children 0-12 years
 - a qualified worker for support, advocacy and referral
 - training for parents and families to support their role as a parent
 - specialised programs including occupational therapy, speech therapy, early literacy groups and parent/child self-regulator yoga sessions.
- The Mobile Toy and Book Library built its membership to approximately 540 families. This valuable community service continued to be a source of early intervention for families with a strong focus on early reading and literacy development.

- In 2014 and 2016, Education and Care Services hosted the biennial conference for all Family Day Care educators, Long Day Care, Occasional Care, Outside School Hours Care, pre-school educators, health professionals and community services staff in NSW. The conferences attracted both international and Australian renowned presenters that discussed current research and innovative practices.
- In 2015, Education and Care Services was one of only three, education and care service providers in NSW that entered into a Local Network Cooperation Agreement to actively implement the Little Scientists program within the local community.
- In 2015, Education and Care Services hosted a delegation visit from the Korean Ministry of Health and Welfare. The delegation selected Amarina Early Learning Centre and Campbelltown Child and Family Centre to learn about the services links with parents and the Airds community through the programs offered at both services.
- In 2015, Minto Early Learning Centre was named a winner of the Campbelltown Local Business Awards. The centre was one of 16 finalists in the 'Outstanding Child Care Service' category, which included seven Council long day care centres.
- Upgrades across the library branch network during the term included two new online services to increase access to electronic books, talking books and music, and a new RFID (Radio Frequency Identification) system at the Glenquarie branch. A PC reservation system, together with improved print management systems across the library network, has improved utilisation of resources, customer service outcomes and program capacity.
- Campbelltown Sports Stadium was used to host four annual Wests Tigers National Rugby League (NRL) matches. Westfield W-League competition matches were held throughout the term, as well as a NSW Waratahs Super Rugby trial match against the Chiefs.
- The Stadium was also home to more than 100 school, zone, regional and State athletics carnivals each year, and 110 football matches, attracting over 120,000 visitors and participants every season.
- There were more than 475,000 attendances each year at our four leisure centres, which offer a range of fitness and swimming activities including Active Over 50s programs, Learn to Swim lessons and competitive swim squads.
- Campbelltown's Bicycle Education and Road Safety Centre continued to provide education for cycling and pedestrian safety in a fun and safe environment, with more than 100 free open days held each year.
- Eighteen residents of Campbelltown were selected to represent Australia and were provided with financial assistance from Council.
- Thirteen sporting organisations were assisted with applications for grants.
- In conjunction with Sport and Recreation, we provided a program of two sport education workshops for the local sporting community.
- Council played a key role in assisting with the seasonal changeover between winter and summer sports each year.
- A Recreation Strategy was developed to support the strategic planning of recreation facilities in the city in the future. Further to this, a Play Space Strategy was also developed to better strategically plan the provision of play spaces in the city into the future.
- A new marketing strategy was developed early in the term for Campbelltown Arts Centre and as a result, Campbelltown Arts Centre continued to hire spaces to external parties for various uses.
- Successful coordination of a number of community events such as the festival of Fishers Ghost, Ingleburn Alive, Riverfest, Carols, New Year's Eve and Australia Day celebrations.

Tracking our progress against the indicators

Council Indicators	Community Indicators
Community facility services visitation rates	Reduction of crime levels within the City
Community services expenditure per capita	Increased volunteer participation

In partnership with the community and other stakeholders, Council has been achieving these indicators in the following ways:

Community Services visitation rates: Across all service types from August 2012 to March 2016, Education and Care Services had enrolled approximately 5,000 children. This figure is inclusive of pre-school age services and school aged care.

In 2012-2013 it was reported that there were 72,884 library members across all library services. In 2015-2016, this figure rose to over 86,000.

It is currently estimated that there are more than 40 million individual visits to all of our sporting facilities in a typical six month season, based on the number of members at sporting clubs and the frequency of training and competition matches.

Campbelltown Arts Centre saw a rise from more than 115,000 visitors in 2012-2013, to 122,340 attendances in 2015.

In 2012-2013 the Chemical Clean Up day was attended by 1,289 participants and the Free Recyclables Drop Off Day was attended by 536 participants. By 2016, these figures had become 1514 and 764 respectively.

We provided immunisations to more than 900 children during the term.

Community Services expenditure per capita: The following table indicates the amount of expenditure per capita Council has made in Community Services. The figure is calculated by dividing the total expenditure on community services by the total population.



Table 4 - Community Services expenditure per capita

Year	Population	Total Expenditure	Expenditure per Capita
2012	152,639	\$64.9 million	\$425
2013	154,517	\$69.1 million	\$447
2014	156,572	\$72.5 million	\$463
2015	158,394	\$74.9 million	\$472

Reduction in crime levels: The following table from the Australian Bureau of Crime Statistics indicates that crime in the Campbelltown LGA has on the most part either remained steady or decreased.

Table 5- Recorded incidents of selected offences in the Campbelltown Local Government Area - Annual totals and 48 month trend from October 2011 to September 2015

Offence	Oct 2011 to Sep 2012	Oct 2012 to Sep 2013	Oct 2013 to Sep 2014	Oct 2014 to Sep 2015	48 month trend	Average annual percentage change (** Minimal change)
Murder	2	2	0	0	Down *	**
Assault - domestic violence related	938	903	1019	925	Stable	**
Assault - non-domestic violence related	892	913	790	690	Down	-8.2%
Sexual assault	116	122	127	129	Stable	**
Indecent assault, act of indecency and other sexual offences	145	136	149	151	Stable	**
Robbery without a weapon	72	74	76	38	Down	-19.2%
Robbery with a firearm	17	7	10	7	Down*	**
Robbery with a weapon not a firearm	46	34	25	38	Stable	**
Break and enter - dwelling	1156	1132	943	849	Down	-9.8%
Break and enter - non-dwelling	334	283	296	228	Down	-11.9%
Motor vehicle theft	568	496	409	384	Down	-12.2%
Steal from motor vehicle	1165	1072	900	1017	Stable	**
Steal from retail store	657	596	488	654	Stable	**
Steal from dwelling	482	520	413	402	Down	-5.9%
Steal from person	154	112	109	103	Down	-12.5%
Fraud	752	1000	855	971	Up 8.9%	
Malicious damage to property	2351	2163	2037	1755	Down	-9.3%

Increased volunteer participation: The following table indicates that the rate of volunteer participation has increased in the LGA. While there has not been any further statistics released since 2011, the service levels throughout the community have remained steady and it is expected that the volunteer rate will reflect this.

Table 6 - Volunteer work

Campbelltown City - total persons (Usual residence)	2011			2006			Change
Volunteer status	Number	%	Greater Sydney %	Number	%	Greater Sydney %	2006 to 2011
Volunteer	13,463	12	15	13,380	12	15	83
Not a volunteer	90,677	80	77	84,962	78	75	5,715
Volunteer work Not stated	9,809	9	8	10,711	10	11	-902
Total persons aged 15+	113,949	100	100	109,053	100	100	4,896

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id, the population experts.

Responsible Leadership

Strategy (how will the objective be achieved?)	Stakeholders
5.1 The encouragement of a collaborative approach across all levels of Government	Council, State and Federal Governments
5.2 The smooth running of Council's operations	Council
5.3 The transparent provision of information to the community to encourage participation in decision making	Council, State and Federal Governments
5.4 The sound management of public assets and funds	Council, State and Federal Governments

Council's performance

During the current term, Council has achieved a number of outcomes that demonstrate its commitment to implementing the above strategies:

Strategy 5.1 - The encouragement of a collaborative approach across all levels of Government

- Council has strong credibility among all levels of Government as a reliable and astute partner, both in terms of policy development and at an operational and project level. Council's strength in these partnership roles is its demonstrated strategic capacity, coupled with its operational commitment and capability to manage projects and tasks in a cost and time effective manner, which is often critical in achieving required policy and project outcomes. Council has, and will continue to maintain, a partnership approach to its relationship with Governments and Government agencies.
- Council's objective is, wherever possible, to align its own policy and project parameters with those of Government, when satisfied that doing so is in the best interests of Campbelltown City and its community. Productive partnerships have been forged across a wide range of policy and project areas and with a number of agencies, including:
 - NSW Planning and Environment
 - Roads and Maritime Services
 - Transport for NSW
 - Department Human Services
 - Western Sydney University
 - TAFE
 - Office of Local Government
 - NSW Family and Community Services
 - NSW Health Infrastructure
 - NSW Health
 - NSW Land and Housing Corporation
 - UrbanGrowth NSW
 - Mine Subsidence Board.
 - State and Federal members

Strategy 5.2 - The smooth running of Council's operations

- During the term, Council developed and maintained a comprehensive Workforce Management Plan to ensure the smooth running of operations through understanding the needs and skills of our human resources. This plan has allowed us to address the challenges posed by external and internal factors and meet our statutory obligations regarding Equal Employment Opportunity.
- Aligning the Workforce Management Plan with Council's Vision, Mission and Values has supported a culture of excellence. This means that the programs of works and activities of the Workforce Management Plan all work towards supporting the objectives of Campbelltown's Community Strategic Plan. Workforce planning remains integral to the engagement and management of staff at Council. Human Resources (HR) have assisted the organisation in a number of restructures, providing change management processes and successful outcomes. Our workforce planning analytics continue to assist in identifying areas to focus our workforce programs.
- Following a survey of our staff aged over 55 years, retirement seminars and a retirement guide was implemented. Four seminars were conducted during the term.
- In order to attract younger skilled workers to Council, we collaborated on a joint venture with Western Sydney University to undertake an Internship Program. The 2014-2015 intake saw four interns undertake projects in several sections across Council. The Internship Program will continue into future years to further expose young people to our workforce. In addition to the Internship Program, Council offered up to 10 traineeships to recent school leavers per calendar year.

Strategy 5.3 - The transparent provision of information to the community to encourage participation in decision making

- Council published a quarterly residential newsletter, Compass, which was distributed to more than 56,500 households. The newsletter keeps the community informed about what Council has been doing, as well as future plans.
- Council information has been made available online via its website throughout the term, which provided a range of information on programs, initiatives, services and events, along with Council reports, financial statements and strategic planning documents.
- Council's website was supplemented by 12 Facebook pages, dedicated to providing targeted information to followers about the various services and facilities provided by Council.
- A monthly eNewsletter complemented these communications methods throughout the term.
- The Public Officer continued to manage requests for access to information under the *Local Government Act 1993*. Requests for information were also managed under the *Government Information (Public Access) Act 2009*.

Strategy 5.4 - The sound management of public assets and funds

- In 2013, Council developed a Long Term Financial Plan that focuses on our long-term goal of financial sustainability and delivering quality services and outcomes for the community. This has been reviewed annually throughout the term.
- In adopting the 2014-2015 budget, Council implemented a one-off permanent increase to rate income by 11%, known as a special rate variation (SRV). By increasing rates by 11%, rather than only adopting the annual increase set by IPART, an additional \$5.2million in revenue will be generated. Council has also committed to apply for a \$10m subsidised loan under the State Government's Local Infrastructure Renewal Scheme (LIRS) as well as contributing \$1 million annually, from the asset replacement reserve. This will significantly decrease the funding gap for the upgrade, maintenance and renewal of our assets in 2014-2015 alone.
- Council has been able to maintain its assets at a quality level due to the innovative and strategic planning conducted by our staff

- Council's financial position was independently rated in April 2013 by NSW Treasury Corporation (TCORP) as moderate in the medium to short term; the longer term outlook was rated as negative.
- Council has continued to strengthen its short term indicators and has capacity to increase borrowings resulting in an increase in the debt service ratio. Council continues to improve its Integrated Planning and Reporting framework by developing a more rigorous Asset Management Plan and a more informed Long Term Financial Plan.
- The ongoing commitment by Council to reduce the amount of borrowing in each financial year has strengthened Council's debt service ratio and increased flexibility in Council's operational budget. This has now provided Council with the opportunity to increase borrowings under the Local Infrastructure Renewal Scheme (LIRS) which provides a source of funds at minimal interest rate exposure. Council's successful application to borrow \$5million in 2013-2014 under LIRS provided a significant impetus in addressing the renewal of Council's infrastructure assets.
- The Leumeah pedestrian bridge was completed in partnership with Wests Leagues Club and RailCorp. The bridge provides easier and safer access between the public parking facilities at Leumeah railway station and the adjacent Campbelltown Sports Stadium precinct.
- Other works performed during the term included the installation of an outdoor splash park, replacement of the 50 metre outdoor pool at Macquarie Fields Leisure Centre, refurbishment work at Briar Cottage, replacement of the heat exchange system at Gordon Fetterplace Aquatic Centre and the refurbishment of the foyer and toilet areas at Campbelltown HJ Daley Library. Improvement works were performed on hundreds of kilometres of local roads, as well as many kilometres of kerb and gutter. Up to 32,000 square meter's of footpath renewal or replacement works were completed, as well as the ongoing maintenance of the many car park surfaces across the city.
- The major refurbishment of nine community facilities, including Waminda Oval, Bradbury Oval and Milton Park, extensive upgrades to Macquarie Fields Indoor Sports Centre, and minor works at approximately 90 other facilities was completed during the term.

- Upgrades to many playgrounds, including the replacement of equipment and landscaping occurred during the term, which has resulted in new, vibrant and fun spaces for our community.

Other achievements relating to *Responsible Leadership* include:

- Council was required to submit a proposal to the NSW Office of Local Government by 30 June 2015, to demonstrate that it has the strategic capacity to continue to provide sustainable services and infrastructure, and meet the Fit for the Future criteria. The starting point for Council's proposal was a response to the recommendations within The Final Report of the Independent Local Government Review Panel into the future of Local Government in NSW. In January 2014, the NSW Government released the final report for the Independent Local Government Review Panel (ILGRP) entitled 'Revitalising Local Government'. It reported that Council had sufficient scale and strategic capacity to stand alone. We are now required to demonstrate to the NSW Government that we have the scale and capacity to remain sustainable into the long term.
- We continue to manage our Property Tenancy Portfolio in order to maximise income opportunities and minimise outgoings. We have 15 commercial rental properties which generated \$1.67 million in rental income during 2014-2015, helping to reduce the Council's reliance on rates as income.
- Twelve graphic design students from the South Western Sydney Institute (SWSi) of TAFE partnered collaboratively with Campbelltown City Council on a unique facility enhancement project to enhance the façade of new public amenity buildings across Campbelltown City. The 'Exeloo Decal Design Project' required students to develop four unique designs based on the geographic, historic and environmental features of the surrounding area at four distinct locations, including Campbelltown Skate Park at Leumeah; Kentlyn Reserve; Ingleburn Reserve; and at the designated site for the new St Helens Park Skate Park, which was completed by the end of 2015.
- In 2016, Council was the recipient of three "Highly Commended" awards at the Local Government Excellence Awards, hosted by Local Government Professionals Australia, NSW. The work acknowledged included the Education and Care Services' Incentives and Rewards Program, the Local Schools Connection program run by Sustainable City and Environment and Community Resources and Developments' Beach Safety Program.
- There has been much award recognition for staff and teams within the organisation during the term. Some of the major achievements include:
 - Council's swimming pool safety program was awarded "Water Safety Initiative of the Year by a Council" at the 2015 Water Safety Awards of Excellence, hosted by AUSTSWIM and Sport and Recreation NSW.
 - Minto Early Learning Centre was awarded the winner of the "Outstanding Child Care Service" category at the 2015 small business awards.
 - Gillian Vickers was awarded the NSW Manager of the Year, 2015 at the Australian Institute of Management Awards (AIM).
 - Amarina Early Learning Centre was visited by a Korean delegation after being the first local government child care service in Australia to be awarded the "Excellent" rating under the National Quality Standards.
 - Campbelltown Arts Centre was successful in collaboratively winning an IMAGineE Award with the Museum of Contemporary Art Australia for the C3West Project, 'Transforma' with Michel Tuffery in the Projects – Galleries: 11 + Paid Staff category, 2014 Imagine Awards.
 - Campbelltown Arts Centre also received a Highly Commended Award for the 2013 exhibition, 'Towards the Morning Sun' in the Engagement: 11 + Paid Staff category, 2014 Imagine Awards.
 - Campbelltown Arts Centre was the winner for Best Publication - 'Edge of Elsewhere 2012', at the 2015 MAPDA (Museums Australia Print & Design Awards).
 - Council's Coordinator Asset Services was recognised for his work at the international ISSA awards 2016. Mahbub Hossain was nominated for the 2016 inaugural Presidents Award for Excellence in Pavement Preservation. This nomination was largely based upon the presentation Mahbub provided the Institute of Public Works Engineering Australasia(IPWEA) NSW State Conference in Terrigal in 2015 which showcased the breadth of treatments being used strategically to provide value and economic outcomes for Council.

- Council's Environmental Education Officer, Michael Rhydderch was recognised for his work with Campbelltown Performing Arts High School (CPAHS) at the Ultimo Principals Network Awards for the Campbelltown, Macarthur and Wollondilly Networks (Public Schools NSW 2015).
- Council's Sustainability Officer Kelly Williamson was awarded the Louise Petchell Memorial Award for Individual Sustainability at the Local Government Environment Awards 2015. The award recognised Kelly's extensive efforts in regard to organisational sustainability that have contributed to cultural change and a positive impact for both the organisation and environment.
- Council was awarded highly commended in the Climate Change Action Awards at the Local Government Professionals Australia, NSW Excellence in the Environment Awards 2012/2013.
- Keep Australia Beautiful NSW awarded Council highly commended for the Sustainable Water Award at the Sustainable Cities Awards 2013.
- The 2015 Yes 21st Century Learning Awards, acknowledged Council's Planning and Environment team with a Recognition of Excellence Award in the LGA Partnerships Category.
- The Partnerships for Growth program, beach safety program, and the EACS incentives and rewards program were awarded highly commended at the Local Government Excellence Awards 2016.

Tracking our progress against the indicators

Council indicators	Community indicators
Customer requests meet agreed service levels	Community satisfaction with services
Council's assets are at an acceptable level	
Council is in a sound financial position	

In partnership with the community and other stakeholders, Council has been achieving these indicators in the following ways:

Customer requests meet agreed service levels: Council continues to review industry standards to ensure that the performance of the customer service function focuses on improving at all times. We have implemented e-services during this term which has streamlined the customer request system. We have also implemented a centralised administration function that allows customers to enquire regarding DAs and planning issues at the ground floor counter.

95% of residents were at least 'somewhat satisfied' with the performance of Council in the last 12 months according to the 2015 Community Satisfaction Survey. From a mean score viewpoint, this result remains in line with 2010, but significantly higher than all the NSW LGA brand scores. 11% of residents surveyed in 2015 indicated that the best thing about living in Campbelltown is the services and facilities.

Councils assets are at an acceptable level: By increasing rates by 11%, rather than only adopting the annual increase set by IPART, an additional \$5.2million in revenue was generated. Council also committed to apply for a \$10million subsidised loan under the State Government's LIRS as well as contributing \$1 million annually from the asset replacement reserve. This significantly decreased the funding gap for the upgrade, maintenance and renewal of our assets.

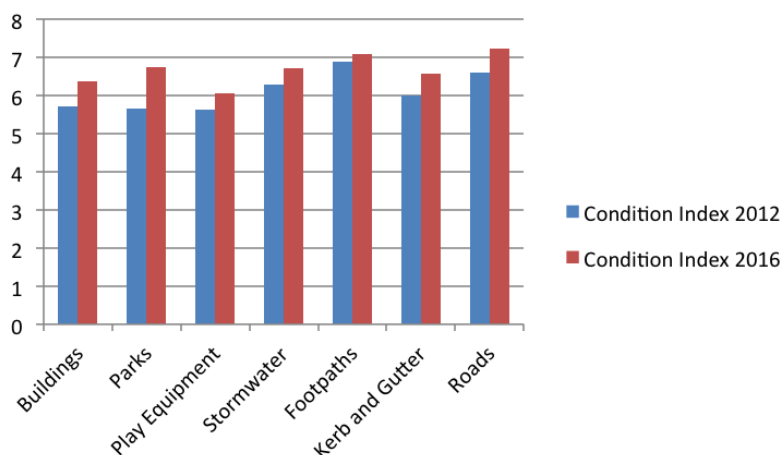
Renew-Connect-Revitalise became our new city-wide improvement works program after this successful rate variation. This program continues to include a range of new and renewal projects to ensure that Campbelltown continues to be a city of choice and opportunity, and a place our community is proud to call home. Internal working groups ensure that the works performed under this program are not only planned and scheduled appropriately, but are also communicated with the community.

Table 7: Asset condition improvement

Condition Index rating	Condition
0 to 2.5	Very poor
2.5 to 4	Poor
4.0 to 5.5	Average
5.5 to 8	Good
8 to 10	Excellent

Asset Category	Condition Index 2012	Condition Index 2016
Buildings	5.72	6.3698
Parks	5.66	6.7508
Play Equipment	5.620	6.060
Stormwater	6.280	6.723
Footpaths	6.9	7.086
Kerb and Gutter	6	6.568
Roads	6.59	7.24

Figure 2 - Condition index comparison 2012 to 2016



Council is in a sound financial position: For councils to meet the service and infrastructure needs of their communities, they need to be financially sustainable. The NSW Treasury Corporation (TCorp) defined a financially sustainable council as one that, over the long term, is able to generate sufficient funds to provide the level and scope of services and infrastructure, agreed with its community through the Integrated Planning and reporting process. In 2013, as part of TCorp's work for the Independent Review Panel chaired by Professor Graham Sansom, TCorp undertook an assessment of the financial capacity and sustainability of all 152 councils in NSW. As part of this review TCorp NSW provided a Financial Sustainability Rating (FSR) and Outlook assessment for each council. Campbelltown City Council was assessed as having a 'moderate' FSR and a 'negative' outlook. This determination was based on TCorp's review and consideration of historical results and forecast financial results and that Council had not spent sufficiently on asset renewal, maintenance or upgrades.

Following this finding and in adopting the 2014-2015 Operational Plan, Delivery Program and associated Resourcing Strategy, Council made a decision that secured Council's long term financial sustainability over the forthcoming 10 year period. The decision increased the level of annual infrastructure maintenance and renewal funding, as well as addresses the infrastructure renewal backlog through various sources of income available to Council. The 2014-2015 Operational Plan incorporated a permanent increase to rate income via a Special Rate Variation of 11%, an application for a \$10 million subsidised loan under the State Government's Local Infrastructure Renewal Scheme (LIRS) as well as Council contributing \$1million annually from efficiencies. Council's Long Term Financial Plan models this financial strategy and highlights Council's improved sustainability through the financial indicators.

Council was successful in all three applications under the NSW Government's LIRS program, providing up to a 4 per cent interest subsidy to fund Council infrastructure backlog borrowing. The funding can only be utilised for infrastructure renewal projects of a capital nature that would effectively extend the useful life of Council's assets. Council was successful in securing subsidies to three loans totalling \$18.5 million during the period 2012-2015 for roads and building related infrastructure, saving approximately \$3.5 million in interest over the life of the loans.

Furthermore, Council's independent auditor 'Intentus Chartered Accountants' stated the following from the 2014-2015 Financial Statements Audit Report: *"Council continues to be in a strong financial position to fulfil the objectives attached to its internally restricted funds as part of its long term development plans and at the same time has an unrestricted cash position which is appropriate for its day to day operational requirements."*

Fit for Future

The NSW Government's Fit for the Future reforms aim to improve the strength and effectiveness of local government in providing services and infrastructure that communities need. The reform process is expected to benefit ratepayers by leading to councils that will be financially sustainable into the future, and more capable of being strategic partners with other levels of government.

The Independent Local Government Review Panel (ILGRP) formulated the options for a revitalised system of local government that will remain sustainable and fit-for-purpose well into the middle of the 21st century. The ILGRP did not take a 'one size fits all' approach in its findings and as such made an individual recommendation for each council:

- amalgamate or merge
- no change.

Campbelltown City Council was listed as 'no change'. In response to the ILGRP recommendations, the Government developed a Fit for the Future framework which required all NSW councils to assess their own current position and submit a Fit for the Future proposal by 30 June 2015.

The Government established four criteria it considers are necessary for a council to be considered 'Fit for the Future':

- scale and capacity to engage effectively across community, industry and government
- sustainability
- effectively managing infrastructure and delivering services for communities
- efficiency.

On 20 October 2015, IPART released its assessment of NSW councils' Fit for the Future proposals. Campbelltown City Council was assessed as Not Fit, along with 29 other metropolitan Sydney councils. The main reason for Campbelltown's assessment was due to not meeting all of the financial criteria. The report further states that Council was assessed as satisfying the scale and capacity, infrastructure and service management and efficiency criteria, however did not satisfy the sustainability criterion. Council provided a response to these findings in November 2015 and demonstrated how Council can meet the financial requirements through the growth in development opportunities highlighted in the NSW Government's 'A Plan for Growing Sydney' and Councils own property portfolio strategies for further income streams.

In late December the NSW Government made an announcement, about the future of local government. As part of this announcement, Campbelltown City Council was again identified as a stand alone council, with no merger proposal. Council has been advised that it needs to resubmit its improvement proposal to the State Government in June 2016 to demonstrate Council is fit for the future.

In submitting Council's response to the Fit for the Future findings, the organisation is expected to deliver a 1% productivity saving each year as it relates to operational expenditure. It is vital Council maximises the resources that are available in delivering services. This will require an innovative approach and a realignment of the organisational structure to continue to deliver and improve levels of service. Council currently receives a biannual report through the Innovation and Performance Sub Committee to monitor productivity savings and innovative work practices. To date, a cumulative total of more than \$13.7million in savings has been achieved including \$4.6million saved during this term of Council.

The ongoing commitment by Council to reduce the amount of borrowing facilitated through an internal borrowing strategy implemented in 2015, has strengthened Council's debt service ratio and increased flexibility in Council's operational budget. This has now provided capacity for additional borrowings from external sources for major infrastructure requirements in the medium term.

Table 8 - Comparative financial indicators 2012 to 2015

Council's financial framework focuses on continuing to ensure that the financial parameters, principles and objectives applied in developing the budget achieve a balance between financial stability, asset maintenance, construction and the provision of services to the community. The Special Rate Variation (SRV) received in the 2014-2015 financial year has strengthened Council's financial position and provides a means to renew and revitalise the city's assets.

Community satisfaction with services: In 2015, Council conducted a statistically valid survey of residents from across the LGA to determine overall levels of satisfaction with the services Council is providing. The survey revealed similar results to the 2011 Community Satisfaction Survey, with satisfaction levels remaining steady. The following diagrams represent the overall results achieved.

Where to from here?

The next Council elections will be held on 10 September 2016.

A new Community Strategic Plan will be developed in consultation with the new Council on their commencement. Consultation will also take place with the community, local businesses, community organisations and services to understand the aspirations people have for the city. This will then be articulated in Council's strategies and plans so that in partnership with key stakeholders, we can work towards the realisation of these aspirations.

During the term, Council will continue to report regularly on its progress and inform the community of the outcomes achieved.







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