

2013-2017 Delivery Program
Six Monthly Progress Report
July-December 2016



Introduction

In June 2013, Council adopted the Integrated Planning and Reporting (IPR) framework. As a requirement of the *Local Government Act 1993*, a bi-annual progress report is to be submitted to Council, highlighting the key achievements of the principle activities, as well as any exceptions. Council's principle activities are defined as its services and functions as outlined in the Delivery Program. Council provides 27 services and nine functions as part of its operations.

Services

- Provision of environmental education
- Management of natural resources
- Regulation of environmental compliance
- Management of natural waterways
- Land use planning for the City
- Completion of Development Application assessments
- Support of MACROC
- Encouraging tourism to the Campbelltown region
- Promotion of City centres
- Provision of the road network
- Provision of a stormwater and drainage network
- Management of City traffic network
- Provision of the footpath and cycleway network
- Provision of education and care for children
- Provision of library services
- Provision of sport and recreational services
- Provision of services to targeted community groups
- Operation of the Campbelltown Arts Centre
- Provision of waste management
- Provision of community safety programs
- Provision of animal care services
- Provision of public health information and services
- Emergency bushland management
- Maintain the public spaces of the City
- Community events
- Community access to Council information
- Provision of customer service





Functions

- Governance
- Business management
- Work with State and Federal Governments
- Human resources
- Information technology
- Management of activities to support organisational sustainability
- Asset management
- The management of Council's property assets
- Financial management

This progress report identifies whether we, as a community, are moving towards the vision


“a connected community with opportunities to grow in a safe and sustainable environment”

The legend below describes if the principle activity (service or function) is moving towards or away from delivering on the community vision.


	Strongly progressing towards the vision
	Making progress towards the vision
	Shifting away from the vision
	Rapidly moving away from the vision



Strategy - 1.1 Promotion of sustainability

Function - 1.1.1 Management of activities to support organisational sustainability	Status
<p>Council commenced implementation of its Sustainability Strategy, focusing on policy development, organisational improvement and reduction of natural resource consumption.</p> <p>Progress towards a sustainable organisation through the use of a Sustainability Accounting Tool (SAT) was monitored closely during the reporting period. The SAT offers cost and consumption information on six key areas – electricity, gas, water, paper, waste and vehicle fleet.</p> <p>Council's Sustainability Committee continued to meet regularly to discuss and facilitate a diverse range of sustainable initiatives. These initiatives involved the development of policies, the design and implementation of on-ground works, the expenditure of funds and project accounting.</p> <p>Quarterly health check reports were prepared on Council's electricity and paper consumption.</p> <p>The tender process was completed for upgrades to the Heating, Ventilation and Air Conditioning system at Campbelltown Arts Centre. It is anticipated that upgrades to the system will reduce the Centre's greenhouse gas emissions by 30% and cost by 20%.</p> <p>A 99kW photovoltaic system was installed on the HJ Daley library. It is anticipated that the system will reduce the facility's energy consumption by more than 45%.</p> <p>Council continued to implement its Sustainable Paper Authorised Statement and Sustainable Events Policy.</p>	



Service - 1.1.2 Provision of environmental education	Status
<p>Twenty six workshops were provided to the community in cooperation with the Macarthur Centre for Sustainable Living. Workshop topics included green cleaning, worm farming and composting, garden to table cooking, simple and easy native gardening, keeping chickens at home, no dig gardens and mulching, winter vegetable gardens and microwave cooking.</p> <p>To better target different sections of the community, this year saw a number of community spaces being activated for these workshops, including Macquarie Fields and Macarthur Square.</p> <p>In collaboration with the Macarthur Centre for Sustainable Living, Council also delivered waste, recycling, food avoidance workshops to six early learning centres.</p> <p>Council staff delivered eight environmental education workshops to 400 local school children on a range of topics including recycling, composting, stormwater education and environmental stewardship through art.</p> <p>We continued working on an education program with Year 8 students from Macquarie Fields High School, focusing on the environmental values of Simmos Beach Reserve, aiming to develop innovative, educational signage for the reserve.</p> <p>Council worked alongside the Youth Advisory Committee (YAC), supporting the local youth to engage the Claymore community in waste related issues such as littering and illegal dumping. This included providing resources and in-kind support at community events, attending monthly meetings with the YAC and providing advice and assistance on implementing waste related actions that were identified by the YAC</p> <p>Council implemented its inaugural Schools for Sustainability (SfS) program. SfS is an environmental education program that saw students from six high schools take part in a two-day sustainability forum that allowed them to hear from sustainability pioneers and develop their own sustainable project. There was seed funding provided from Council and Western Sydney University of up to \$1000 for each school. Since facilitating the program, five of the six schools have successfully received funding and Council and WSU staff are continuing to work with these schools, assisting with project development and implementation.</p> <p>We continued to work with external consultants on the review of Campbelltown's bushwalking tracks that aims to identify and promote Campbelltown's bushwalking opportunities. The review will be finalised in early 2017</p> <p>We delivered 14 community cooking clinics under the auspice of Cook it! Macarthur – funded through the NSW Environment Protection Authority's Love Food Hate Waste program. Stalls were also hosted at community events, including Riverfest and Fishers Ghost.</p> <p>Council's work with Campbelltown Performing Arts High School (CPAHS) under the 'Catchments Connecting Communities' program culminated in the launch of the Wildlife Tile Game in Marsden Park. The game allows young children to learn of the local wildlife through a matching up tiles to make a complete picture of a species found in the</p>	



area. The game was launched on the same day as Eric the Eel (the children's story book also developed through the program) was being celebrated by a local community group Home Interaction Program for Parents (HIPPY).

Council, in collaboration with Camden and Wollondilly Councils, delivered the Macarthur Nature Photography Competition to the Macarthur community. This year's competition saw over 300 entries. The awards night was hosted by Campbelltown Performing Arts High School, whose students provided catering, sound, lighting, technical and entertainment for the evening, and saw Birdlife Australia's Chris Lloyd as the guest speaker

Also in collaboration with Camden Council and Wollondilly Shire Council, the Threatened Species Art Competition was delivered to the Macarthur community. This year's competition saw 706 entries from both the general community and schools.

Council provided an interactive education and information stall at Riverfest that allowed residents to learn about what environmental initiatives Council offers to the community.

Council attended the Seniors Forum, providing an interactive education and information stall that allowed residents to learn about what environmental initiatives Council offers to the community.

Council, in collaboration with the Georges River Environmental Education Centre, and Georges River Combined Council Committee, facilitated a pilot stormwater education program with Sackville St public school. The program was an immersive two day program that saw students from years 5 and 6 gain an understanding of the Georges River catchment, and develop artwork aimed at educating the wider community on the impacts of littering. This pilot program will be offered to additional Campbelltown schools in 2017.

Council hosted a community environmental education workshop – "Hollows as Homes". Hollows as Homes is the first large-scale citizen science project of its kind, coordinated by the Royal Botanic Garden, University of Sydney, and the Australian Museum, with Campbelltown City Council being one of 30 Councils getting behind the project and encouraging its community to take part. Its purpose is to better understand and demonstrate the importance of hollows as habitat for wildlife within our cities and rural areas across the Sydney region.

Council was engaged by an external organisation called Dharma Kata to support their grant application for a project called My Community, My Environment (MCME) an education program that will foster environmental awareness and action within culturally and linguistically diverse (CALD) communities. Dharma Kata were successful in this grant and Council will be assisting the facilitation of this project in Campbelltown in 2017 and 2018.

Council recently worked alongside the Dharawal Men's Aboriginal Corporation (DMAC) and the staff and students of Kentlyn Public School to create a yarning circle and bush tucker garden that will now serve as an authentic learning space for students to connect to indigenous culture. Council provided mulch and native bush tucker plants to complement the yarning circle and worked directly with aboriginal students and DMAC to build the bush tucker garden. Kentlyn Public School officially launched the yarning circle in November.



Council's Executive Committee approved an Environmental Education Plan that will supersede the 2009-2012 Environmental Education Strategy. The Environmental Education Plan provides a framework to guide the development and delivery of future environmental education programs that will encourage the community to live more sustainably and reduce their impact on the local and broader environment.


Council staff took the opportunity to showcase our environmental initiatives at the launch of National Science Week on Saturday 19 August at the Australian Botanic Gardens (ABG). Over 6000 people attended the launch which provided an ideal opportunity to promote our programs and resources.

Council is currently working with BRS Offroad and Rocket Caravans to complete the installation of a Mobile Interactive Display Centre (MIDC) funded through the NSW Government's Better Waste and Recycling Fund. The MIDC will be used as a waste educational trailer at Council events such as Fisher's Ghost and Ingleburn Alive.

Council continued its CD and DVD recycling collection program, allowing residents to drop off their unwanted discs at various locations across the LGA, including libraries, leisure centres and the Civic building. CDs and DVDs are non-biodegradable and contain toxic chemicals that can contaminate the environment if placed in landfill; however they also contain metals that can be recycled into automotive industry parts, office equipment, street lights and electrical cable insulation. So far 4372 CDs and DVDs have been diverted from landfill.



Strategy - 1.2 Protection of the natural environment

Service 1.2 1 - Management of natural resources	Status
<p>In celebration of National Tree Day on 31 July, Council hosted an event where 1000 tube stock were planted by 40 participants at Quirk Reserve. Following this, Council successfully relaunched the Quirk Reserve Bushcare Group, with 4 residents present at the first working bee. On Sunday 11 September, at Bushcare's Big Day Out, Council hosted an event where a further 1500 tube stock were planted by 10 local residents at Campbelltown Golf Course. Council continued implementation of bush regeneration works and revegetation activities at Campbelltown Golf Course under the Bushcare Program through funding provided by Greater Sydney Local Land Services.</p> <p>The Noxious Weed Management Strategy and the Weed Action Program continued to be implemented.</p> <p>Council adopted an Australian White Ibis Management Plan for Eagle Vale Pond. Actions aiming to control the population of the species and their impacts were carried out at Lake Mandurama and Eagle Vale Pond.</p> <p>The implementation of the Tree Swap Program continued.</p> <p>Council undertook bush regeneration works at Varroville Reserve, Fishers Ghost Creek, Smiths Creek and Cook Park under the federal government's Green Army Program.</p> <p>Council continued to partner with the Georges River Combined Council's Committee and its aboriginal riverkeeper team and green army teams to undertake bush regeneration works at: Redfern Creek, Panorama Estate, Quirk Reserve, Spring Creek, Mansfield Creek and Eagle Farm Reserve.</p> <p>Council continued its Indian Myna Bird Action Program in partnership with local men's sheds, to educate residents about the pest bird species and reduce their impacts on human health and the environment. Under the program, 3 workshops were held with 21 residents in attendance.</p> <p>Council begun implementation of bush regeneration works at Scattergood Reserve, St Helens Park under the Bushcare Program through funding provided by Greater Sydney Local Land Services.</p> <p>Council successfully obtained funding through Greater Sydney Local Land Services for bush regeneration works in the Georges River Corridor, Kentlyn under the Bushcare Program.</p> <p>Council participated in the South West Regional Weeds Committee.</p> <p>Quarterly population counts of Grey-headed Flying Foxes were undertaken at known camp sites.</p> <p>Council staff continued to provide strategic advice on the environmental impact of development applications for Campbelltown.</p>	



A biobanking application for Noorumba Reserve was submitted to OEH for approval. If approved, parts of the reserve will be managed in-perpetuity for conservation purposes, with funding provided through the sale of credits for the natural values of the reserve to offset the impacts of development.

Work continued on the Draft Campbelltown Biodiversity Conservation Plan, including a desktop assessment of Campbelltown's biodiversity values.

Council commenced work on a flying fox management plan and community engagement plan for Bingara Reserve, Macquarie Fields

Council installed a 300m steel cable fence along Wedderburn Rd in St Helens Park to prevent illegal trail bike and vehicle access into Spring Creek bushland through funding from NSW Crown Lands.

Council finalised Vegetation Management Plan guidelines to facilitate the revegetation of cleared areas and protect existing native vegetation impacted by development and clearing activities.

The draft revised Ingleburn Reserve Plan of Management was finalised, aiming to provide a management framework that facilitates the conservation and enhancement of the natural and cultural values of the reserve, while providing appropriate recreational and engagement opportunities for the local community.

Council was awarded grant funding through the Greater Sydney Local Land Services for a project focused on mitigating key threats to the local Koala population. The project involves actions to reduce the impacts of road fatalities, dog attacks and habitat loss on the local koala population.

Council was awarded grant funding through the NSW Environmental Trust for a restoration project to protect, restore and enhance threatened species habitat for the Green and Golden Bell Frog (*Litoria aurea*) in the Campbelltown LGA. On-ground works associated with the project will commence in January 2017.


Council was awarded funding through the NSW Office of Environment and Heritage, Saving our Species program for a strategic koala corridor project. The project involves identifying priority restoration sites to target revegetation in areas of core koala habitat.

Council finalised a Comprehensive Koala Plan of Management (CKPoM) for the Campbelltown LGA, which has been sent to the Department of Planning and Environment for approval.


Council co-ordinated a hazard reduction burn at Noorumba Reserve as part of a biodiversity conservation project to re-introduce appropriate fire regimes into the Reserve, address woody weed infestations and combat Bell Miner Associated Dieback (BMAD).

Council in partnership with Greater Sydney Local Land Services, Camden Council and Wollondilly Shire Council and the NSW DPI began implementation of the Menangle Fox Control Program.




Service 1.2.2 - Regulation of environmental compliance	Status
<p>Council received and investigated 445 Customer Requests relating to illegal construction/development issues. This consisted of 216 requests relating to construction, 174 regarding pollution and 55 regarding rubbish dumping.</p> <p>Council issued 137 notices/orders under the Environmental Planning and Assessment Act (112) and the Protection of the Environment Operations Act (25).</p> <p>A total of 46 penalty notices were issued in relation to Environmental (26) and Land Use (20).</p>	

Strategy - 1.3 Care for natural waterways

Service 1.3.1- Management of natural waterways	Status
<p>Council began its biannual aquatic weed spraying program targeting 51km of waterway within the LGA.</p> <p>Council in partnership with Camden Council and Wollondilly Shire Council began treatment of aquatic weeds on the Nepean River.</p> <p>The Georges River Combined Councils Committee continued its work with Corrective Services NSW and Council to remove gross pollutant waste from 26 key sites within the LGA.</p> <p>Designs for stage 1 of waterway improvement works and an internal and external communication strategy for Quirk Reserve, Bradbury were prepared.</p> <p>Council coordinated works by the Georges River Combined Council Committee's Green Army Teams to remove rubbish and weeds from Quirk Reserve, Redfern Creek and Panorama estate.</p> <p>The Water Quality Monitoring program continued, involving the sampling and monitoring of 13 strategically selected sites within the Georges River and Nepean River catchments against National Guidelines for Fresh and Marine Water Quality, developed by the Australian and New Zealand Environment and Conservation Council, ANZECC, 2000.</p>	



Strategy - 2.1 Encourage balanced development within the City

Service 2.1.1 - Land use planning for the City	Status
<p>Planning proposals progressed to establish “templates” for future development in the following diverse contexts:</p> <ul style="list-style-type: none">• “greenfield” urban release areas: Menangle Park and Mount Gilead• Urban fringe release areas: Bensley Road, Ingleburn• Employment precincts: Glenfield waste Site• Administrative: Camden/Campbelltown local government border rationalisation. <p>A final DCP review and rationalisation was completed to establish simplified detailed development guidelines.</p> <p>A Comprehensive Koala Plan of Management was approved by Council and submitted to the Department of Planning for approval. The plan will be an effective tool to assist Council in managing the balance between the conservation of natural resources and the ongoing community development.</p> <p>Various actions and publicity geared to strengthening preservation of the Scenic Hills landscape unit</p> <p>Various heritage planning/conservation initiatives were undertaken including :</p> <ul style="list-style-type: none">• Servicing the Heritage Protection subcommittee• Developing an advancement strategy for the Campbelltown Heritage Study and Register Review• Reviewing Bardia heritage precinct proposed restoration activities. <p>Council established planning policy positions for priority investigation areas, including:</p> <ul style="list-style-type: none">• Wedderburn• East Edge Scenic Protection Lands• Menangle Road, Glen Alpine.	



A strong local economy

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


Service 2.2.1 - Completion of Development Application assessments			Status
<p>The net median Development Applications assessment / determination timeframe was 52 days.</p>			
<p>Reporting Period – 1 July to 31 December 2016 - Determined</p>			
Application Type	Total number of applications	Total capital works	
Development Applications	483	\$241,547,307	
Construction Certificates	374	\$307,426,371	
Complying Development	486	\$109,594,233	
<p>Reporting Period – 1 July to 31 December 2016 - Determined</p>			
Value between 1 -5 million	Total number of Development applications	Total capital works	
Value between 1 -5 million	15	\$ 29,174,349	
Value greater than 5 to 20 million	10	\$102,157,989	
Value greater than \$20 million	Nil	Nil	
<p>Reporting Period – 1 July to 31 December 2016 - Determined</p>			
Value between 1 -5 million	Total number of Development applications	Total capital works	
Value between 1 -5 million	15	\$ 29,174,349	
Value greater than 5 to 20 million	10	\$102,157,989	
Value greater than \$20 million	Nil	Nil	

Service 2.2.2 - Support of MACROC		Status
<p>Council continued to support and actively participate as a member of MACROC to promote the Macarthur Region.</p>		



A strong local economy

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

Service 2.3.1 - Encouraging tourism to the Campbelltown region	Status
<p>The strategy embedded in the Macarthur Destination Management Plan (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.</p> <p>Work continues to progress on a number of the major projects highlighted in the DMP which began in the previous period including:</p> <ul style="list-style-type: none"> • an audit of bushwalking tracks across the LGA to identify opportunities for enhancement and recommendations for complementary tourism opportunities such as orienteering, zip lining and high ropes courses • undertaking an accommodation feasibility study to assess market demand for additional accommodation opportunities • undertaking a feasibility to assess the market demand for a haunted attraction experience which could leverage off the marketing profile of the Festival of Fisher's Ghost. 	

Service 2.3.2 - Promotion of City centres	Status
<p>Council has been taking leverage from its strategic alliances 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 major conferences during the period, including the LGNSW Conference in Wollongong in October 2016.</p> <p>A strong centrepiece of Council's efforts to promote the city as a place to do business during this period has been the development of marketing collateral, including a feature on the city in the LG Focus publication and in the high-end business magazine, Forge, along with a feature in the spring edition of Business Connect (a magazine published by the NSW Business Chamber).</p> <p>This marketing of the city will continue throughout 2017, with Council continuing its high level presence at the annual Urban Development Institute of Australia conference in Perth in April 2017.</p> <p>For the first time, Council was actively involved in Small Business Week during this period. Four seminars and workshops were held in September 2016 to help local small to medium enterprises (SMEs) develop and grow their business. Topics included doing business with Council; digital marketing; expanding into the international market; and speed networking.</p>	



A strong local economy


The sessions were well attended, and plans are underway to expand on the training and networking offerings for local business into 2017.

As part of the work to review Council's Community Strategic Plan (CSP), a video was also developed to showcase the city and encourage residents and businesses to complete a survey to have their say on the future direction of Campbelltown.


Ongoing regular parking enforcement of public parking areas continued to encourage fair and convenient access to restricted public parking spaces.




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

Service 3.1.1 - Provision of the road network	Status
<p>Council has successfully completed 90% of the annual Roads Rehabilitation Program, with works carried out across various suburbs across the local government area. These works consisted of asphalt overlay, mill and fill, stabilisation, spray seals, micro surfacing and crack sealing. High profile road projects included asphalt resheeting at Cumberland Road, Ingleburn and Somerset Street, Minto. Pavement stabilisation at Kellerman Drive, St Helens Park and Pavement Reconstruction at Westmoreland Road, Minto was also completed.</p> <p>The annual Kerb & Gutter Reconstruction program, consisting of 2050 linear metres of kerb and gutter programmed for reconstruction, is 68% completed. More than 2049m of kerb and gutter was reconstructed, which included Wattle Avenue, Macquarie Fields and Epping Forest Drive, Kearns.</p> <p>The annual Line marking and Street Signage program and the New Suburb Entry Signs program are 50% completed.</p> <p>The Reactive Heavy and Minor Patching program has been completed, with over 10,000 square meters of pavement repaired across the LGA.</p> <p>Eagle Vale Drive and Badgally Intersection upgrades were completed. New traffic signals and intersection improvements were implemented, with innovative construction methods resulting in significant cost savings being achieved. Design plans for the upgrade to Badgally Road are complete, with funding opportunities being investigated. Concept designs have also been completed for an over-rail bridge between Badgally Road and Broughton Street.</p> <p>Stage 5 of Eagle Vale Drive was successfully completed with the introduction of traffic signals and dual lanes.</p> <p>The Minor Works Program consisted of traffic calming device's being installed at St Helens Park, Leumeah, Ingleburn and Glenfield.</p> <p>New bus shelters have been installed at Rosemeadow, Ambarvale and Raby.</p> <p>Kerbside bin replacement commenced in the Minto CBD, as well as in Leumeah and East Campbelltown locations.</p> <p>Renewal work was completed at six car parks, including Nepean Reserve car park access, Ambarvale Sport Complex car park and Kennett Park car park.</p> <p>The annual Bridge program consisted of repairs and painting at the Stennett Road Bridge.</p>	




Service 3.1.2 - Provision of a stormwater and drainage network	Status
<p>The annual Stormwater program is scheduled to commence in February 2017. This will consist of stormwater pit reconstruction and maintenance to urban areas of the LGA.</p> <p>The Stormwater Pit inspection program was 70% complete by the end of the reporting period.</p> <p>Ongoing cleaning and maintenance of the Georges River, Smiths Creek, Bunbury Curran Creek, Bow Bowling Creek, stormwater pits, pipes and gross pollutant devices occurred during the reporting period.</p> <p>Additional structural improvements are underway at Smiths Creek Leumeah.</p> <p>Clearing and grubbing of the water course through Campbelltown Golf Club was conducted.</p> <p>Structural repairs were undertaken on the concrete structure of the main drain system within Bow Bowling.</p> <p>The Road Stormwater Management program commenced, with work completed at Keating Place, Denham Court, Peter Meadows Road, Kentlyn and Grandview Drive, Campbelltown.</p> <p>Stormwater quality improvements were also conducted throughout the construction of wet lands at Eagle Vale and Rosemeadow ponds.</p> <p>The Flood risk management study is 30 % completed for the Bow Bowling Bunbury Curran Creek Drainage System.</p> <p>Design plans were completed for the upgrade of the trunk drainage system in Townsend Avenue Minto.</p>	

Service 3.1.3 - Management of city traffic network	Status
<p>Council completed a traffic study of the Ingleburn CBD and the Raby Road Precinct.</p> <p>Design commenced for the Raby Road, Eagle Vale Drive intersection upgrade.</p> <p>A regional traffic model for the whole of the LGA commenced. This model will link into similar models in Camden, Wollondilly and the south coast, as well as the RMS Sydney traffic model.</p>	




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


Service 3.2.1 - Provision of the footpath and cycleway network	Status
<p>Council has completed 80% of the annual Footpath Reconstruction program, totalling 3,950 square meters across various suburbs of the LGA. This work included footpaths on Oxford Road, Ingleburn, Canterbury Road, Macquarie Fields, Queen and Broughton Streets Campbelltown and Copperfield Drive, Ambarvale.</p> <p>The New Footpath and Cycleway program commenced with completion of Glenfield Road, Eagle Vale Drive, Minto Basin, Cumberland Road, Airds Road, Swaftham Road and Williamson Road.</p> <p>The annual Baulks program addressing illegal vehicle and motorbikes access through walkways at Ambarvale, Eschol Park, Eagle Vale, Raby, Campbelltown, Leumeah and Macquarie Fields is 100% complete.</p> <p>The annual Pedestrian Assistance Management program (PAMPS) has been completed in various areas of Campbelltown, Leumeah, Macquarie Fields and Glenfield.</p> <p>Both the Airds Road and Williams Road cycleways were extended, and the cycleway link on Glenfield Road was completed.</p>	




A safe, healthy and connected community

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


Service 4.1.1 - Provision of education and care for children	Status
<p>Council provided eight Long Day Care, one Family Day Care Scheme, two Outside School Hours Care and two School Holiday Care services. All services operated according to National Regulations and Licencing standards.</p> <p>The Mobile Toy and Book Library and Child and Family Centre continued to operate according to their funding guidelines and business plans.</p>	

Service 4.1.2 - Provision of library services	Status
<p>Council's Library Services continued to develop and deliver a wide range of balanced services, resources and programs to the Campbelltown community. During the review period, Council Libraries delivered a number of programs aimed at addressing specific needs in the community. Technology training provided through the "IT and Biscuits" program, and the "Tech Savvy Seniors" program (both in English and CALD) have grown in order to meet the expanding demand. These programs have been delivered in conjunction with the State Library of NSW and Telstra, and will continue into 2017 to meet this growing demand.</p> <p>During the reporting period, 2 new programs were introduced which have proven very popular. "Let's talk legal", is a program run in partnership with Macarthur Legal Centre, and has provided the community with 10 legal talks covering a wide range of legal issues and topics. A Chess Club was formed at Eagle Vale Library, and since its beginning in August, almost 100 people have come along to enjoy a challenging game of chess or have come to learn how to play. English Conversation Groups continue to be popular, as have our Book Clubs, which expanded to include a new evening session at the H J Daley Library.</p> <p>Literacy programs remain at the heart of Library Services and during the review period, activities such as "Preschool Story time", "Baby Read n Rhyme" and "PJ Story time" have been very well attended.</p>	




Service 4.1.3 - Provision of sport and recreational services	Status
<p>The Draft Sport and Recreation Strategy and Play Space Strategy were briefed to council and are now on public exhibition, which includes community based workshops and an online survey.</p> <p>Council worked with the community on the delivery of 8 play spaces through the Renew Connect Revitalise (RCR) program.</p> <p>Conceptual planning commenced for a new regional tennis centre.</p> <p>Council continued to support local sporting clubs through the provision of facilities and services.</p> <p>Seventeen grants were obtained to enhance or upgrade existing sporting facilities.</p> <p>Applications for the NSW Asian Cup 2015 Legacy fund were considered.</p> <p>The Hire of Playing Fields Policy review was drafted and prepared for community and Council feedback.</p> <p>The Athletics Centre hosted over 29 school, zone, regional and state athletics carnivals.</p> <p>The athletics centre continued to be used as a training facility for NSW Fire and Rescue recruits.</p> <p>Campbelltown Athletics Centre hosted community festivals and events including the 24hour Fight Against Cancer, and the Tonga Day festival.</p> <p>Campbelltown Sports Stadium hosted 25 events and 75 games of Rugby League and Soccer. The stadium was used by a range of schools for local, state and National. An FFA Cup Fixture between the Western Sydney Wanderers and Wellington Phoenix was also held at the stadium.</p> <p>An official launch of the Western Sydney Wanderer Asian Champions League 2017 campaign was hosted.</p> <p>Councils Leisure Centres offered 900 swimming classes and 60 swim squad sessions per week, as well as general aquatic recreational access. The swim school enrolment base reached 3,500 enrolments in term 4, 2016. The Leisure Centres also hosted 130 aquatic based birthday parties, 170 self-catered birthday parties and 75 pool inflatable bookings. There were 55 land based group exercise classes and 19 aquatic group exercise classes each week, as well as personalised fitness and exercise training assessments and programs, and general cardio and weights area access for the community. Council also offered 6 indoor sporting sessions per week and accommodate 3 swimming clubs, 7 indoor sporting clubs, 3 school sports groups and a community based children's activity program called "Go 4 Fun".</p>	




Service 4.1.4 - Provision of services to targeted community groups	Status
<p>The Community Grants program provided funds to four community groups to support their activities.</p> <p>The Cook It! Macarthur program was offered to teach residents food waste avoidance skills through a series of free cooking clinics.</p> <p>The Orientation to Campbelltown Tours provided newly arrived CALD residents information about Council services.</p> <p>Workshops were held for the development of Councils Disability Inclusion Action Plan.</p> <p>The Fisher's Gig event for local youth performers was held, as well as the Fisher's Extreme Showcase, an opportunity for young people to show their skills in skate, scooter and BMX.</p> <p>Council continued to support Western Sydney University with the Ian Porter Scholarship, Brenton Banfield Medical Scholarship and the John E Hely Engineering Scholarship. Through these scholarships, Council provides assistance and access to academically able individuals from the Campbelltown Local Government Area who through economic, social or other disadvantage have difficulty in participating in University study. Council also supports community groups through its sponsorship and donation program.</p>	




Service 4.1.5 - Operation of the Campbelltown Arts Centre	Status
<p>The Visual Arts programs completed included:</p> <ul style="list-style-type: none">• On Manus Island, a major newly commissioned artwork by Australian artist Mike Parr held in association with a major retrospective at the National Gallery of Australia• The Gorge, To Have and To Hold and Friends Annual exhibition were held together featuring a range of vessel ceramics works from our collection and works by our Friends and established locally renowned artists from Wedderburn.• The 55th Fisher's Ghost Art Award was launched in October with \$30,000 in prize money, attracting thousands of visitors and record number of entries. <p>The Dance program presented Stampede the Stampede by Tim Darbyshire. The work used layering, endurance and absurd irrationality to create a turbulent and controlling world.</p> <p>The NAISDA Dance Project was undertaken where 10 Aboriginal students from Campbelltown high schools (Yrs 9-12) had the opportunity attend a dance camp and learn Indigenous contemporary and cultural dance forms alongside prominent Indigenous dancers in Australia.</p> <p>The Music programs included:</p> <ul style="list-style-type: none">• Residency and workshops with Sarah Blasko• Residency, workshops and public performances with Jimblah, featuring Georgia B• A community engaged performance in association with the Sacred Music Festival• Oceanic Rhythms – Sounds of the Pacific curated by MC Trey, attracting local Pacific Islander and Polynesian communities to the event. <p>The Theatre program presented SWARM, a Queen Street community engaged performance where local communities and businesses took part in workshops and performed to a live audience at dusk. Swarm attracted hundreds of participants and audiences of all ages and backgrounds. The Theatre program also presented Ticket Parade in collaboration with the Dance Program, holding Master classes for young and emerging performance students from local high schools, offering insight and exposure to the performing arts world of Sydney and Western Sydney. A creative development residency with Candy Bowers was undertaken, developing new work for schools that will be presented in 2017.</p>	




<p>The Public Education and Creative Learning programs included workshops during school terms and holidays, coinciding with and responding to our program. Other community engaged activities included events and workshops for community groups including the Seniors Dance Club, Wiritjiribin Dance Group and the Aboriginal Women’s Weaving Group to name a few.</p> <p>Campbelltown Arts Centre also facilitated the Little Orange Studio program on a weekly basis to support emerging artists living with a disability and providing them with opportunities to meet and learn from established artists as well as showcasing their work to their friends, family and the public.</p> <p>Operations of the Arts Centre included over 10 external hires per week and the operation of the Arts Centre café.</p>	
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Service 4.1.6 - Provision of waste management	Status
<p>Council continued to provide one of the most economical domestic waste collection services in the metropolitan area. In addition to a three-bin service, Council continues to offer up to four kerbside clean-ups per for residential properties.</p> <p>Council continues to operate its Effluent Disposal Facility which enables the economical disposal of septic effluent from properties in the Macarthur region that aren’t connected to the sewer.</p>	




Service 4.1.7 - Provision of community safety programs	Status
<p>During the reporting period, a number of school zones were patrolled resulting in the issue of 293 penalty notices.</p> <p>Rangers continued to undertake patrols of known trail bike riding hot spots in response to community complaints and to deter illegal trail bike riding.</p> <p>Council conducted six after hours truck parking patrols resulting in the issue of 47 penalty notices.</p> <p>Council began trialling a new flood warning system in partnership with NRMA and SES.</p> <p>Child Restraint Fitting Days were conducted with the following results:</p> <ul style="list-style-type: none">• 13 August 2016 – 41 vehicles and 50 child seats• 15 October 2016 – 40 vehicles and 49 child seats• 17 December 2016 – 40 vehicles and 52 child seats <p>Log Book Run Events were conducted with the following results:</p> <ul style="list-style-type: none">• 14 July 2016 – Night event – 17 vehicles• 11 September 2016 – Day event – 26 vehicles• 11 December 2016 – Day event – 29 vehicles <p>The U-Turn the Wheel, Year 11 School Driver education program was conducted with the following levels of participation:</p> <ul style="list-style-type: none">• 29 July 2016 – Broughton Anglican College – 160 students• 18 August 2016 – John Therry High School – 150 students• 19 August 2016 – Campbelltown Performing Arts High School – 150 students• 2 September 2016 – Leumeah High School – 90 students• 15 September 2016 – Airs High School – 105 students• 10 November 2016 – Mt Carmel High School – 130 students	

Service 4.1.8 - Provision of animal care services	Status
<p>Council's Animal Care Facility continued to operate with:</p> <ul style="list-style-type: none">• 695 dogs seized, surrendered, abandoned and impounded.• 646 dogs sold or released to owners or rescue organisations.• 456 cats seized, surrendered or abandoned and impounded.• 396 impounded cats sold or released to owners or rescue organisations.	




Service 4.1.9 - Provision of public health information and services	Status
<p>A total of 815 Regulated Health Premise inspections were conducted during the reporting period, incorporating inspections of food premises (618), public health premises including cooling towers, hairdressers, beauty salons and body/ear piercing establishments (82) and domestic/commercial wastewater management systems (115).</p> <p>Child immunisation clinics were provided free of charge to the public every second and fourth Thursday of the month.</p> <p>Each week, a health focus article was sent to Fairfax Media for publication in the local newspaper, The Campbelltown-Macarthur Advertiser, covering many different health topics.</p> <p>The Health Tips newsletter publication was mailed out to stakeholders, including an online version for Council staff.</p>	

Service 4.1.10 - Emergency bushland management	Status
<p>Council undertook several hazard reduction (HR) burns in addition to its standard HR works across the LGA. This Financial Year, Council received an additional \$130,000 from the Rural Fire Service to support these works.</p>	




Strategy - 4.2 The provision of clean and safe public spaces

Service 4.2.1 - Maintain the public spaces of the City	Status
<p>Councils annual mowing and horticulture programs are underway, including additional new suburbs within the LGA. These programs consist of mowing and garden maintenance within road reserves, open space areas, parks, reserves and sporting facilities.</p> <p>Maintenance of furniture and other auxiliaries of these areas are carried out through asset renewal programs and proactive and reactive programs.</p> <p>Graffiti vandalism is being addressed through efficient removal response times and strategic proactive programs across the LGA. With the introduction of two new Graffiti Action Team vehicles which specialise in attending various sites and removal methods.</p> <p>The Annual City Entrance program is in progress with garden refurbishments carried out at Apex Park, Raby Road, Eagle Vale Drive and Cambridge and Canterbury Roads. Further works are expected for Williamson Road.</p> <p>Designs for the renewal of eight play spaces have been requested with construction to commence between February and April 2017.</p> <p>Programmed playground maintenance was carried out at twenty two locations. Works included painting and major repairs to maintain equipment safety and asset life.</p> <p>Playground softfall maintenance was carried out at eighteen locations, including mulch softfall replenishment and rubber softfall repairs.</p> <p>Repainting and rejuvenation of park furniture was carried out at eighteen locations to maintain asset life and usability.</p> <p>Other major works included the replacement of the cricket net fencing at Memorial Oval, Ingleburn and the installation of mini grandstand seating at Gilchrist Oval, Campbelltown.</p> <p>Council upgraded the access control systems for all public halls. This upgrade has resulted in greater flexibility in the management of hall hiring and contractor management.</p> <p>The Mawson Park memorial was completed, and the designs for Milton Park Anzac memorial were completed, with construction to commence in early 2017.</p> <p>Additional LED lighting was designed for the southern end of Park Central.</p>	




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

Service 4.3.1 - Community events	Status
<p>The 2016 Campbelltown City Challenge Walk saw more than 2000 walkers participate, while the 2016 Marsdens Law Group Fisher’s Ghost Fun run saw more than 770 runners enjoying the event. During Bike Week 2016, Council held the Ready To Ride Day at Marsden Park where more than 90 participants took part.</p> <p>Council continued to coordinate high quality festivals and events for the local community, with most activities associated with the events free to attend. During this period, 13 civic functions were successfully organised, along with four major community events and regular citizenship ceremonies.</p> <p>Major events included Riverfest, Festival of Fisher’s Ghost, Christmas Carols and New Year’s Eve celebrations. New elements were successfully introduced to the Festival of Fisher’s Ghost during the period, including a month of activation at Macarthur Square in the lead up to the festival, as well as an interactive horror experience – both of which were extremely well received.</p> <p>Council consults with the community through a variety of means to get feedback on events, including social media, and staff regularly research for ideas to improve event offerings and appeal to a broad audience.</p> <p>A focus for the next period will be the continued revitalisation of the Festival of Fisher’s Ghost to ensure it remains relevant to the community.</p> <p>Campbelltown has two sister city relationships - Koshigaya in Japan and Coonamble in outback NSW.</p> <p>Sister City relationships promote communication and friendship, and provide opportunities to experience a different way of life. Exchange programs, official visits, special events and shared resources are all features of a successful Sister City relationship.</p> <p>Campbelltown's relationship with Koshigaya began in 1982, and was made official in 1984. The Sister City relationship celebrates 33 years in 2017.</p> <p>In 2002, Campbelltown developed a relationship with Coonamble as part of the Year of the Outback celebrations. The relationship continues today to promote resource sharing between councils, and foster a greater understanding between urban and rural Australia.</p> <p>Council participate in a biennial staff exchange program with Koshigaya City Office, and are also a major sponsor of the Coonamble Rodeo each year. A Council staff member participated in the exchange program during the period, spending two months in Koshigaya working with Koshigaya City Office staff.</p>	




Responsible leadership

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


Function 5.1.1 - Work with State and Federal Governments	Status
<p>Council began consultation with the Roads and Maritime Services authorised contractor regarding Council carrying out the contract mowing services of RMS roads within the Campbelltown LGA.</p> <p>Council continued a strong relationship with Sydney Water, working under the memorandum of understanding for restorations.</p> <p>Council also worked with the NBN organisation and its various contractors in the delivery of the new network throughout the LGA.</p> <p>The Office of Local Government assessed Council's Fit for the Future reassessment proposal during the reporting period. Campbelltown City Council was declared "Fit" for the Future by the Minister for Local Government, highlighting Council satisfied the financial criteria overall.</p> <p>Council was involved in advocating with NSW Treasury and Local Government NSW to achieve best outcomes for the local community in transitioning from the Emergency Services Levy (ESL) on Insurance to the Emergency Services Property Levy (ESPL) as levied on land rates.</p> <p>Council participated as a panel member in the IPART rating system review.</p> <p>Council also continued to liaise with Emergency services both in planning for and managing emergency events. The Emergency Management Plans for the LGA are in the process of being rewritten to meet current practices and standards.</p> <p>Council worked closely with the New South Wales Electoral Commission on the Local Government election held on 10 September 2016. Council also partnered with LG NSW to deliver candidate information seminars in the lead up to the election.</p> <p>Council continued to promote the Arts Centre and lobby for policies and funding allocations to our activities across the region. Ongoing liaison with state and federal government agencies occurred through the submission of funding applications and contributing to reviews and discussions around arts and cultural policy to impact positively on our services and the region.</p> <p>Council continued discussions with Transport for NSW on improved commuter parking. A Submission was also forwarded to the State Government over rail connections to the Badgerys Creek Airport and the proposed extension of the rail to Narellan.</p> <p>Council worked closely with the State Government on the impacts of the Flood Risk Management Study and future funding opportunities.</p>	



Strategy - 5.2 The smooth running of Council's operations

Function 5.2.1 - Business management	Status
<p>Since 1 July 2016, Council's Audit, Risk and Improvement Committee has met once and reported on RMS Drives Access System, Planning Reform Fund compliance, child protection, Enterprise Risk Management, Fraud and Corruption Risks and progress towards implementation of prior recommendations for improvement.</p> <p>Additionally, significant changes to Local Government internal audit and other governance requirements are being introduced and these were discussed with a view to enhancing the service in the coming year.</p> <p>An Enterprise Risk Management Framework, including tools for strategic, operational, and project risk assessments was established. Training and workshops were delivered to the Executive regarding the completed Strategic Risk Assessment, including a draft action plan which will be reported to the audit committee in March 2017.</p>	




Function 5.2.2 - Human resources	Status
<p>The creation of job dictionaries for high risk roles at Council continued, providing a more detailed base to determine the suitability of applicants for roles.</p> <p>The development of a Change Management Program, Guidelines and supporting training package continued to be worked on during the reporting period.</p> <p>The review and implementation of the Morrison Low restructure report continued to be rolled out.</p> <p>The appointment of all Directors positions was finalised and recruitment of Executive Manager level positions continued. Position Descriptions and performance development agreements continue to be developed for these positions.</p> <p>Divisional structures continue to be reviewed.</p> <p>All policies due for review were successfully completed.</p> <p>Resilience training was added to our regular training calendar.</p> <p>A new Orientation Program was developed and rolled out. This now includes a depot specific program.</p> <p>Change Management training was developed for the Executive team and staff.</p> <p>New Recruitment and Selection training was developed.</p> <p>Analysis of data commenced for the development of the Workforce Management Plan, to be finalised by June 2017.</p> <p>Water Jet Training was introduced for operational staff to meet legislative requirements. Environmental Protection Training was also introduced for all operational staff.</p> <p>Councils Learning and Development Strategy was reviewed. A new evaluation system for Learning and development has also been implemented.</p> <p>A new customer service training module for staff orientation was developed and rolled out.</p> <p>A new Learning Management System was sourced, designed and implemented.</p> <p>Bullying and Harassment awareness training was introduced, both in a face to face setting and as an eLearning module.</p>	




Responsible leadership


<p>During the period the work Health and Safety team report the following achievements:</p> <ul style="list-style-type: none"> • Creation of a WHS Strategic Plan containing 5 main objectives, 26 sub-objectives, all with target dates for completion and performance indicators. Currently tracking at over a 90% completion rate • Creation of Divisional WHS Plans, setting out clear objectives for each division including safety improvement initiatives • Review of over 130 corporate and 500 operational WHS documents with a plan to streamline these in a simplified and more effective management system • The redevelopment of a WHS audit program which has the flexibility to focus on hot spot areas rather than a compliance approach • Occupational health monitoring of over 300 workers in at risk positions • The rollout of training to more than 180 workers in relation to the new globalised system for managing hazardous chemicals. 	
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Function 5.2.3 - Information technology	Status
<p>Council completed a successful pilot with the implementation of a number of online certificates and will continue to increase this offering in the coming year. An upgrade to Council's email security system was also undertaken to filter and block malicious emails.</p> <p>The implementation of mobile food premises inspections have allowed for inspections to be completed in the field, and has realised efficiencies and improved delivery times.</p> <p>A number of Council's corporate systems were upgraded to enable additional functionality.</p> <p>A number of projects were undertaken to ensure Council records are digitised and accessible, including the scanning of historic planning registers and digitisation of microfilm.</p> <p>A review and update of Social Media Google Pins for Council services and facilities was undertaken to ensure the accuracy of our online information.</p> <p>Digital annotation software was introduced, which will streamline planning processes.</p>	



Responsible leadership

Function 5.2.4 - Governance	Status
<p>The revised Fit for the Future Improvement Proposal was adopted by Council on 19 July 2016. The Office of Local Government re-assessed Council as 'Fit' as a result of the revised proposal which demonstrated improved financial sustainability.</p> <p>During the reporting period a review of Council's meeting structure was undertaken and Council resolved to abolish standing committees and replace with two Ordinary Council meetings each month on the second and fourth Tuesdays. The agendas and minutes of these meetings are available on Council's website and in hard copy at Council's Civic Centre and libraries one week prior to the meeting. Meetings governance support is also provided to Council's advisory sub committees and audit committee. A review of sub-committees was commenced during the last quarter of 2016.</p>	

Service 5.3.1 - Community access to Council information	Status
<p>The Public Officer continued to manage requests for access to information under the Government Information (Public Access) Act 2009. During the reporting period, Council determined 14 Formal Access applications made by members of the public within the required statutory timeframes.</p> <p>In addition to the formal applications, Council also processed xx informal access to information applications within the required service standards.</p> <p>Council reviewed and implemented processes to ensure compliance with the Government Information (Public Access) Act 2009 and Privacy and Personal Information Protection Act 1998 and continues to streamline and update systems to achieve improvement in this area.</p> <p>Information on how we manage privacy and provide access to Council information is available on Council's website.</p> <p>Council publishes a quarterly residential newsletter, Compass, which is distributed to almost 57,000 households. The newsletter keeps the community informed about Council achievements, as well as future plans.</p>	




Responsible leadership

Council information is also available online via Council's website, which provides a range of information on programs, initiatives, services and events, along with Council reports, financial statements and strategic planning documents. Work continues on refinements and improvements to the website, following its redevelopment in 2016.

Council's website is supplemented by 13 Facebook pages, dedicated to providing targeted information to followers about the various services and facilities provided by Council.


A monthly eNewsletter complements these communications methods, and currently has more than 900 subscribers.


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

Service 5.3.2 - Provision of customer service	Status
<p>Council Implemented an IVR and customer call back system, which has been effective in improving the customer service experience and reducing call waiting times.</p> <p>Council continued to expand its online services with the introduction of the following eServices: street sweeping, general request, barking dogs, roaming dogs, illegal parking, abandoned motor vehicles, dead animals and drainage-stormwater block.</p> <p>Online payment options were introduced for selected hall bookings.</p>	



Strategy - 5.4 The sound management of public assets and funds

Function 5.4.1 - The management of Council's property assets	Status
<p>The following new buildings and major renovation works were completed during the reporting period:</p> <ul style="list-style-type: none"> • Glenfield Library/Community Centre, Glenfield - Fluorescent lights replaced throughout. • Wood Park, Ingleburn - Knockdown and rebuild of amenities. • Monarch Oval, Ingleburn - Treatment and painting of purlins and installation of new steps to grandstand. • Macquarie Fields Leisure Centre, Macquarie Fields – Construction of new Adult Access Change room. • Woodlands Baseball Complex, St Helens Park – Extension to existing amenities. • Apex Park, Bradbury – Installation of Exeloo. • Civic Centre, Campbelltown – Construction of Café on Ground Floor • Greg Percival Library, Ingleburn – Installation of new air conditioning chiller unit. • Glenfield Library/Community Centre, Glenfield - Fluorescent lights replaced throughout. • Old Town Hall, Campbelltown – Replacement of air conditioning. • Civic Centre, Campbelltown – Installation of air conditioning to server room. • HJ Daley Library, Campbelltown – Installation of 100 kilowatt solar system. • Nepean River Reserve, Menangle – Refurbishment of public amenities block. 	

Function 5.4.2 - Asset management	Status
<p>More than 4,374 works orders were issued for reactive, preventative and programed maintenance during the reporting period.</p> <p>Approximately 8,870 assets were inspected for condition assessment and 692 new assets were captured and mapped in the system.</p> <p>All Council car fleet servicing has migrated to servicing by qualified Council officers at the works depot providing a saving to Council.</p> <p>Council investigated automated integration of Council's asset management system with the financial management system.</p> <p>Enhanced detail of major plant is now held on the asset management system with a view to more efficient stocktake and servicing actions.</p>	



Function 5.4.3 - Financial management	Status
<p>Council has entered into 46 contracts with a value of approximately \$11,156,525 during the reporting period, following a public procurement process.</p> <p>The structure of the Procurement and Contracts section was reviewed to support a comprehensive Contract Governance framework, including a suite of contracts, contract management support, policy, procedures and an intensive training program. The structure is to be endorsed in early 2017.</p> <p>Council modelled scenarios using the Long Term Financial Plan to analyse borrowing strategies, i.e. Internal vs. external borrowings to facilitate alternative funding arrangements for Council's long term budget decisions.</p> <p>Direct monitoring of the special rate variation funded renewal and maintenance projects occurred to ensure delivery within appropriate timeframes and achievement of planned outcomes to reduce Council's asset renewal and maintenance backlog. Any growth income from the infrastructure levy was directed to renewal and maintenance projects.</p> <p>Management of Council's investments and borrowings in accordance with the Long Term Financial Plan and associated policies occurred and results indicate that investment income has exceeded budget forecasts due to the sale of land.</p> <p>Council has monitored and advised on strategies to achieve and maintain the objectives of the Fit for the Future sustainability benchmarks.</p> <p>A proposal was completed to establish a Business Excellence Unit to conduct service reviews and business improvement programs. The structure and resources required to achieve this will be identified in early 2017.</p>	