

PROGRESS REPORT

July to December 2020



Reporting against the outcomes
of the Community Strategic Plan,
Campbelltown 2027



CAMPBELLTOWN



Acknowledgement of Country

We acknowledge and pay our respects to the Traditional Custodians of the Dharawal Nation and all Elders past and present.

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



Welcome

Welcome to our 6 Monthly Progress Report for the period July to December 2020.

Throughout this report you will find a summary of our performance, a selection of highlights from the period, as well as a status update for every action we have committed to. You can use this report to monitor and stay informed on the progress of projects and actions we are working to deliver for Campbelltown, as detailed in the Delivery Program 2017-2021 and Operational Plan 2020-2021.

The full set of our Corporate Planning and Reporting documents can be found on our website. campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy

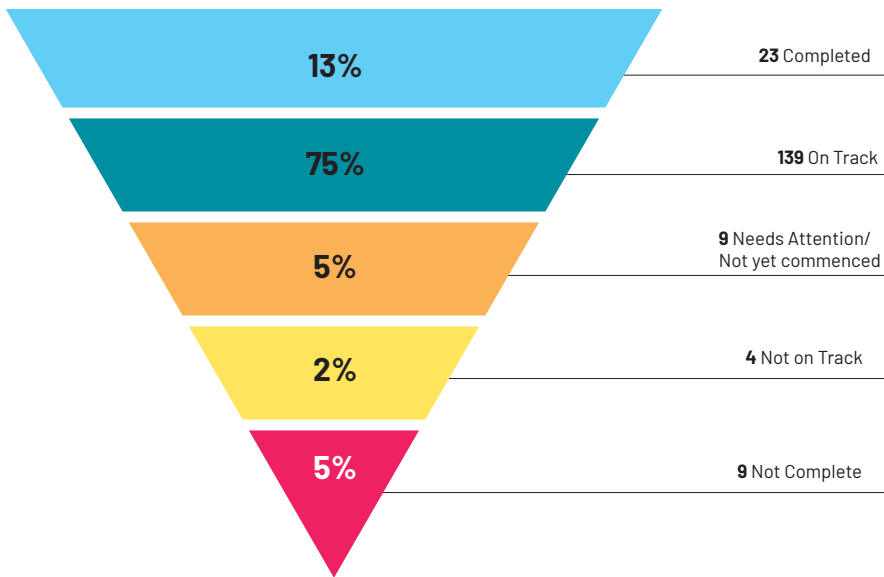
Our Progress

We are progressing well against our commitments with 23 actions completed and 139 actions on track for the end of June 2021. The COVID-19 pandemic has had an impact on our progress. For example, 8 actions need some closer attention, 4 are currently not on track to be achieved this year, and one action has not yet commenced. For these actions, we are working to identify solutions so these can be completed this year. The very small number of actions that are 'not complete' were not possible to deliver due to the COVID-19 restrictions.

For a detailed status update on our actions please refer to the Action Progress Tables further within this report.

Update on our Financial Position

COVID-19 continues to have an ongoing impact on the economy which has resulted in a direct impact to our interest income and user fees and charges. Historically, the return on our investments, has and continues to outperform the AusBond Bank Bill Index benchmark, however the interest income will not reach our original estimation, due to the historically low interest rates. We have revised our estimates down by \$1.8m through quarterly financial reviews offset primarily by vacancy savings. The impacts will continue to be monitored closely and further adjustments may be required in future quarterly budget reviews however it is anticipated to not be material. We continue to progress our Investment Property Strategy in order to hedge the minimal returns on financial instrument investments.



Highlights - July to December 2020



Here are some key highlights from the past 6 months.

Community, Events and Education

Go the Bulls! Macarthur FC successfully made their **A-League debut** on 30 December 2020 at Bankwest Stadium and marked the occasion with a 1-0 win over the Western Sydney Wanderers. This was the culmination of a 3 year establishment process and will see Macarthur FC using Campbelltown Stadium as its official home ground from 2021.

In our first **Rocking around Campbelltown Santa convoy**, Santa visited Campbelltown travelling 137 km over 8 hours. Santa was supported by carolers from the Campbelltown Theatre Group, Batman and his Batmobile, volunteers from the Lynwood Park Rural Fire Brigade, and the C91.3 road crew, with Police keeping the convoy moving safely.

The new **3 Steps to Success Sustainability Framework** was launched at our Education and Care Services facilities. In this fun program, children learn about sustainability practices, water quality and conservation, biodiversity, waste, sustainable food and smarter shopping.

What's New

Our comprehensive Delivery Program and Operational Plan outlines the great initiatives and services we had planned to deliver for our community during this financial year. In addition, over the past six months, we have been able to take advantage of some new opportunities (eg additional government funding) to implement further actions that align with our community's goals and vision. Some new additions to our plans are detailed below.

OnQ has been a hugely successful start to the reimagining and activation of Campbelltown City Centre. We have already experienced the fun of Christmas Markets and there will be other ideas such as live music, public art, wider footpaths, seating, shared spaces for vehicles and cyclists, additional trees and gardens, stalls and outdoor dining trialed on Queen Street over the next 12 months. The project is funded by the NSW Government through the Streets as Shared Spaces grants, created for temporary activation projects to support the community during COVID-19 and test ideas for more permanent improvements.

City Growth, Investment and Tourism

Our collaborative approach towards the development of the Reimagining Campbelltown City Centre Master Plan received a 2020 **Greater Sydney Planning Award**.

We launched the **We are Campbelltown tourism docuseries**. This showcases our spirited community members, unique businesses, enviable landscapes and local attractions. See our website for some cool stories, interesting people, real experiences, awesome food and sharable moments.

COVID-19 restrictions did not prevent students participating in the **CSIRO Generation STEM Schools Program**. Five schools participated in year two and they have shown that the future of Campbelltown is in great hands.

Health, Safety and Regulation

During November, we supported 16 days of activism to educate and promote **zero tolerance of violence against women**. Activities included the DV convoy, bin sticker and street banner campaign, social media messaging, online messaging and streamlining of processes.

“ Macarthur FC successfully made their A-League debut on 30 December 2020. ”





Roads, Parking and Transport

Full construction work has been completed along Feldspar Road, Eagle Vale and rehabilitation works completed at Cleopatra Drive, Rosemeadow.

We have been exploring **innovative ways to reuse** concrete and building materials for road base at car parks across our city including Victoria Park, Minto, Minto Indoor Basketball and Eschol Park Sports Complex. This allows us to save money and reduce our environmental impact through our asset renewal program. We also store green waste from tree pruning, storm damage and maintenance programs for future use as organic garden mix.

City Planning and Amenities

Our development processes are now easier for everyone, supported by our **new electronic planning portal**. All development applications and building information certificates are now submitted electronically via this portal which has improved our determination times. We are also achieving 100% of planning information certificates being issued in less than 10 working days, a fantastic result.

Environmental Protection

We received 2 awards at the Local Government NSW **Excellence in the Environment Awards**:

- Our Koalatown campaign received Highly Commended for Communication, Education and Empowerment
- Our program to eradicate Amazon Frogbit (an invasive aquatic weed) from the Georges River, received the top prize.

We have been busy conducting **research into the Platypus population** of the Georges River and baseline studies of our koala population. We look forward to using these results to guide and improve our existing programs.

Waste and Recycling

We serviced over 2.5 million bins in our city over the past 6 months, including more than 1.1 million recycling and garden waste bins.

Open Space and Recreation

We have employed **more accredited swim instructors** to deliver our popular Learn to Swim program that caters for all ages and abilities. Available at our 3 leisure centres, the presence of extra staff has enabled almost 500 additional people to sign up for swim classes.

Families are now able to enjoy a new district level playground at **Eagle Farm Reserve**, next to the picturesque Eagle Vale duck pond. The new playground features a combination play unit, climbing net, accessible swing, combination swing set, accessible carousel and trampoline.

New playgrounds also opened at Byrne Reserve, St Andrews and replacement playgrounds were completed at Mandurama Reserve, Ambarvale and Ashfield Reserve, Glen Alpine. The new playgrounds include a combination of modern play equipment, landscaping works and new seating areas as well as shade sails.

Libraries, Art and Culture

We continued to celebrate the **2020 Bicentenary of Campbelltown** through the Break the Cinnamon Branch Conversations. This is a podcast series with seven families from around Campbelltown who share their lives with artist Jagath Dheerasekaras.

Our libraries were very proud to win top prize for our showcase of the 50th anniversary of the moon landing at the **Innovation in Outreach Awards** for the NSW Public Library Association.

“ On Q has been a hugely successful start to the reimagining and activation of Campbelltown City Centre ”





Governance and Administration

Our Procurement Policy has been updated to support **improved community outcomes** including local supplier consideration, social procurement and Aboriginal and Torres Strait Islander business/employment outcomes.

We encourage and **support local job seekers from diverse backgrounds** including CALD, indigenous and people with a disability to participate in programs to support job readiness. We recently hosted work experience for people with disability, participated in video project with Disability Services Australia and have been training staff internally to promote future opportunities.

What's Coming...

New play spaces are on their way following community consultation sessions held at the end of 2020 for Colorado Reserve, Eucalyptus Reserve and Scriven Reserve. We are now finalising designs and are looking forward to seeing everyone enjoying the new facilities very soon.

“ We encourage and support local job seekers from diverse backgrounds. ”

The following tables provide a status update for actions listed in the Operational Plan 2020-2021 using the definitions below:

- **Completed** – the action has been finalised
- **On Track** – the action is on track to be completed this year
- **Needs Attention/Not Yet Commenced** – the action requires some further attention internally to ensure it remains on track to be completed this year.
- **Not on Track** – the action is not on track to be completed this year. A comment below the action provides further detail.
- **Not Completed** – the action could not be completed. A comment below the action provides further detail.

Outcome One: A vibrant, liveable city

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

Service	Action	Status
Community Engagement	Establishment and roll-out of community engagement platform/software	Completed
	Update the Community Engagement Strategy to align with current practices, reporting needs and identification of future opportunities. <i>Comment:</i> This project will be aligned with the review of the Community Strategic Plan (CSP) which will begin its development during the second half of this year.	Needs Attention
Our Communications	Implementation of a system to maintain catalogue of digital assets, including photos, design elements and videos	On Track
	Develop and implement a Communications Strategy that outlines how we will communicate with the community and staff, including channels, opportunities and priorities. <i>Comment:</i> This project is in progress.	Needs Attention
Customer Service	Review to improve our Customer Request Management (CRM) system	On Track
	Develop a 'whole organisational' approach to the customer experience. <i>Comment:</i> The impact of Covid-19 on operations and staff turnover has impacted the commencement of this project. This will be revisited in Q3.	Needs Attention
	Review to improve the current bookings system	On Track
	Install statistics board (digital) for visibility on callers waiting for service	On Track

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

Service	Action	Status
City Cleansing and Operations	Implement an improved operating model to enable increased efficiencies throughout our Operations	On Track
	Review service delivery methodology for improved efficiency and overall cost reduction	On Track
	Implement the Mobile Operations Management System (MOMS) as designed in 2019-20	On Track
	Continue business model review to drive cultural reform to facilitate organisational change and increased operational service delivery to meet future operational demands e.g. Operations Trainee Program	On Track
Community Safety	Promote us as a leader in zero tolerance of violence against women	On Track
	Deliver the Child Restraint Fitting Program	On Track
	Deliver the Speed Reduction Program	On Track
	Deliver the Learner/Novice Driver Programs	On Track
City Safety	Undertake alarm panel upgrades to our facilities	Completed
Enforcement of Regulations and Animal Control	Implementation of corporate telephone recording for improved customer service. <i>Comment:</i> A trial of this program has commenced in Customer Service	Not on Track
	Actively promote and participate in CAWS cat and dog subsidised de-sexing program	Completed
	Install Dangerous Dog Enclosures at ACF	Completed
Waste and Recycling Management	Construction of Community Recycling Centre (CRC)	On Track
	Investigate a regional procurement for long term processing and disposal of household waste and recyclables_ Project 24 Domestic Waste Contract	On Track
	Investigate feasibility of establishing a local Waste Transfer Station (WTS)	On Track
	Develop a Waste Education Strategy to include the necessary means to reduce contamination levels in recyclables and garden organic streams in the lead up to the next contract in 2024	On Track
	Participate at Community Events that support Council's ongoing community education initiatives in resource recovery and waste management. <i>Comment:</i> Council was unable to undertake the planned activities at schools and public events due to the impact of COVID-19 restrictions. Outreach activity will recommence once pandemic restrictions are lifted.	Not Complete

1.3 Ensure that Campbelltown is an inclusive city

Service	Action	Status
Healthy Lifestyle Services and Promotion	Develop a Healthy Food and Drinks Policy to control and influence increased availability of healthy food options for the community	Completed
	Develop a Healthy Streets Strategy to inform healthy design and planning for the Central Business District (CBD) as part of Reimagining Campbelltown	On Track
	Implement the actions from the Immunisation Review. <i>Comment:</i> This project is currently on hold and will be reviewed in the context of COVID-19.	Not Complete
	Implement the actions from the Learn to Ride review	On Track
Social Planning and Partnerships	Develop a cultural interpretation strategy to address design integration of the cultural diversity of communities' in the public realm. <i>Comment:</i> The Cultural Interpretation Strategy is now being integrated as part of the development of the City Design Framework, a project that will commence this year, but will be substantially completed next year.	On Track
	Develop a social impact framework that identifies key social issues for Campbelltown. <i>Comment:</i> The Social Impact Framework is now being integrated as part of the development of the Resilience Strategy, a project that will commence this year, but will be substantially completed next year.	On Track
	Undertake feasibility assessment into meeting the need for a further domestic violence service	On Track
	Plan for delivery of a district level community centre at East Leppington in accordance with the Community Facilities Strategy	On Track

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

Service	Action	Status
Community Events and Activation	Deliver our Major Events Program. <i>Comment:</i> Our annual events program has been impacted heavily by the impact of COVID-19. We have revised our program and continued to deliver events wherever possible (eg Carols, FEAST), however, there have been some inevitable cancellations including Winterland, New Year's Eve, and major components of the Festival of Fisher's Ghost including the Street Parade, Fun Run, Street Fair and Carnival	Not on Track
	Plan and deliver the first Community event once restrictions are modified or lifted	On Track
	Review the current Event Toolkit to include the redesign of the event guidelines and streamline current approval processes. <i>Comment:</i> This has been paused during COVID-19.	Not Complete
	Deliver the Campbelltown 2020 Program that celebrates the history and future of the city	Completed
	Deliver the Signature Events Program that promotes social cohesion and a sense of community pride	On Track

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

Service	Action	Status
Sporting Grounds and Venues	Amplify the Leumeah Sports and Entertainment Precinct	On Track
	Complete construction (Stage 1) of the Sport and Health Excellence Centre of excellence. <i>Comment:</i> The project plan is being finalised in alignment with the confirmed budget, scope and timeline.	Not Complete
	Implement the recommendations of the Sport and Recreation Strategy (2016-2036) for Sports Field Improvements / Upgrades	On Track
	Deliver an integrated event programs to celebrate the Pacific Island community and the successful hosting of the Pacific Test international rugby league event at Campbelltown Sports Stadium. <i>Comment:</i> The Pacific Test has been Postponed for 2020-21 due to ongoing impacts of COVID-19	Not Complete
	Implementation and preparedness of systems and services agreements to support Macarthur FC’s debut season in the A-League	On Track
Sports and Recreation	Deliver the Cricket High Performance Indoor Facility in partnership with Cricket Australia and Cricket NSW at Raby Sports Complex. <i>Comment:</i> Additional external funding sought in Q3 in order to support the delivery of the project.	Not Complete
Leisure Services	Finalise our Aquatic and Indoor Sports Strategy	On Track
	Develop an action plan, and staged implementation with estimated costings for each stage of the Aquatic and Indoor Sports Strategy	On Track
	Align all Leisure Facility signage with new city branding including external pylon identifier and internal wayfinding	On Track
	Review and grow the Learn to Swim Program	On Track

1.6 Foster a creative community that celebrates arts and culture

Service	Action	Status
Cultural Services	Present a series of projects in partnership with Sydney Festival	On Track
	Present Breaking the Cinnamon Branch 2020 Program	Completed
	Arts Health Project	On Track

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

Service	Action	Status
Place and Projects	Install public art mural on the Silos at Appin Road	On Track
	Deliver large centre space activation initiatives	On Track
	Deliver small centre space activation initiatives	On Track
	Implement the Claymore Collective Impact program	On Track
	Deliver Contemporary Youth Engagement programs	On Track
	Identify properties for creative culture and community purpose through the Platform Program	On Track
	Streamline administration and promotion of suitable sites for operating food markets and mobile food trucks	On Track



Outcome Two: A respected and protected natural environment

2.1 Implement and advocate for initiatives that conserve the city’s natural environment

Service	Action	Status
	Develop a resilience strategy for Campbelltown	On Track
Planning for the Environment	Develop a plan that outlines the emission reduction pathways required for our community to achieve net zero emissions. <i>Comment:</i> We have continued to develop a data platform to visualise our emissions. This data is Stage 1 of the broader project to develop the net zero strategy	Needs Attention
	Identify and implement actions to support climate change adaptation and mitigation opportunities	On Track
	Commence preparation of an Integrated Water Solutions Plan for the City Centre	On Track
	Undertake the initial scoping and planning for the Campbelltown Biodiversity Strategy	On Track
	Finalise Grey Headed Flying Fox Camp Management Plans HFF to provide a framework for ensuring long term flying fox health and reduce impacts to the local communities	On Track
	Delivery of the Koalatown Campaign initiatives including key actions and projects to improve habitat and reduce key threats	On Track
	Implement urban heat findings	On Track
	Review and update our existing Climate Change Risk Assessment	On Track
	Update DCP to align with best practice sustainability and resilience requirements	On Track
	Deliver the Sydney Water Partnership Program	On Track
	Deliver Platypus Study in Georges River and education relating to key impacts including recreational fishing	On Track
	Develop scope and undertake on-ground surveys to inform development of draft plan that prioritises works at key bushland reserves	On Track
	Develop long-term monitoring strategy to monitor koala population, distribution and overall health	On Track
	Revegetation of core koala habitat and koala corridors	Completed
	Restoration of urban koala habitat and significant corridor at Smith's Creek Reserve	Completed
	Develop site management plans for 7 Bushcare volunteer sites within the Campbelltown Local Government Area	On Track
	Develop annual schools environmental education plan including key initiatives highlighted in key plans and projects	On Track

Outcome Three: A thriving, attractive city

3.1 Ensure that service provision supports the community to achieve and meets their needs

Service	Action	Status
Education and Care Services	Complete a Strategic Service Assessment of our centre based education and care service delivery. <i>Comment:</i> This project is currently on hold, and is due to be actioned in Q3 and Q4	Not Complete
	Deliver the Environmental Sustainability Framework within all of Councils Education and Care services	On Track
	Implement new accounting practices for the income received for service delivery	On Track
Libraries and Community Learning	Continue to progress the new Civic Library project	On Track
	Implement the new Library Management System	On Track
	Implement the Campbelltown 2020 Library programs	On Track
	Implement the branch renewal program	On Track
	Deliver the Visitor Information Centre Service Assessment	Completed

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

Service	Action	Status
Information Technology	Implement the Information and Communication Technology (ICT) Infrastructure and Application Program	On Track
	Review and redesign how we operate towards Digital Service Transformation	On Track
	Implement ePlanning Portal Stage 2_Develop mobile inspections for all Planning DA and certificates processes to enable 100% digital. <i>Comment:</i> Dependencies on the vendor and system upgrades have pushed out the project completion date to End of March 2021	Needs Attention
	New Library Management System	On Track
	Develop requirements to select and implement a new contract management software to improve Council's compliance with standard processes and reduce contract risk. <i>Comment:</i> This project will now be included as part of the corporate application review and roadmap to be completed next financial year	Needs Attention
	Develop requirements to select and implement a new survey tool to improve the customer experience and business insights	Completed
	Develop requirements to select and implement a new event ticketing application to improve the customer experience and business insights relating to council events, school holiday programs etc. <i>Comment:</i> This project will be rescheduled to align with the review of the website Content Management System to ensure adequate integration	Needs Attention
	Develop a Geographic Information System (GIS) Strategy and action plan to prioritise program of work	On Track
	Fund digital action plan and other digital connectivity initiative through the Western City Deal	On Track

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

Service	Action	Status
City Marketing and Economy	Implement priority actions from the Economic Development Strategy	On Track
	Deliver the Macarthur Health, Knowledge, and Innovation District	On Track
	Support CSIRO Generation STEM Schools program	On Track
	Coordinate the Micro Business Expo. <i>Comment:</i> This expo will be most beneficial when delivered face-to-face. Due to COVID-19 restrictions the event has been cancelled for 2020-21 and will be reviewed for future year's consideration. All business development workshops are still being made available to the micro-business market	Not Complete
	Coordinate the Women in Business Leadership Program. <i>Comment:</i> This program is most effective when delivered face-to-face. We are working closely with the external program facilitator in an attempt to deliver the workshop before the end 2021, although this is heavily dependent on COVID-19 restrictions	Not Complete



3.4 Public funds and assets are managed strategically, transparently and efficiently

Service	Action	Status
Asset Management	Deliver the annual Asset Renewal Program	On Track
	Utilise smart technologies for asset condition assessments. <i>Comment:</i> A pilot project using drone technology has been used to undertake asset condition assessments of our footpaths.	Completed
	Determine long-term funding requirements to achieve desired service levels and reduce asset renewal backlog	On Track
	Complete technical levels of services for all asset categories in terms of OSI (<i>Overall Service Index</i>)	On Track
	Deliver the Annual Building Renewal Program including works at Rosemeadow Oval, Clark Reserve and Bensley Road	On Track
Strategic Property	Undertake early property investigations in creating CBD Vertical Education Campuses. <i>Comment:</i> Work on this project is currently on hold. Council is currently undertaking a broader project to understand the strategic value of its City Centre land holdings, and this will inform this piece of work	Not on Track
Financial Services	Prepare and plan for our External Financial Audit	On Track
	Review policy and portfolio for long term financial planning. <i>Comment:</i> COVID-19 continues to have an ongoing impact on the economy which has resulted in a direct impact to our interest income and user fees and charges. Historically, the return on our investments, has and continues to outperform the AusBond Bank Bill Index benchmark, however the interest income will not reach our original estimation, due to the historically low interest rates. We have revised our estimates down by \$1.8m through quarterly financial reviews offset primarily by vacancy savings. The impacts will continue to be monitored closely and further adjustments may be required in future quarterly budget reviews however it is anticipated to not be material. We continue to progress our Investment Property Strategy in order to hedge the minimal returns on financial instrument investments.	Not on Track
	Align budget bids and discretionary budget expenditure to strategic priorities through the budget development phase	On Track
	Support further development of financial acumen across Council	On Track
	Review the existing financial management information system	Completed
	Undertake revaluations on our assets	On Track
Property Services	Develop policy and process framework for investment strategy and present for endorsement	Completed
	Develop communications strategy to ensure the organisation has a clear understanding of Property Services' core function	On Track
	Grow rental revenue from the existing property portfolio through new lease negotiations and market rent reviews	On Track
	Secure new revenue opportunities	On Track

3.5 Provide strong governance for all our activities

Service	Action	Status
Corporate Planning	Undertake community engagement activities to review the Community Strategic Plan (CSP)	On Track
	Deliver the Integrated Planning and Reporting Activities including all associated documentation	On Track
	Complete a review of our Key Performance Indicators	On Track
	Implement key internal and external Corporate Planning engagement initiatives	On Track
	Implement the revised strategic process and calendar	On Track
Business Excellence	Commence service delivery assessments using ABEF tool as the precursor to coordinated strategic service review prioritisation program	On Track
	Commence Continuous Improvement Program including rollout process management training and incorporate service assessment data into the service delivery catalogue	On Track
	Expand process mapping with 2nd year trial of ProMapp software and customer journey mapping	On Track
	Increase presence at Minto Works Depot by facilitating workshops with operational staff on basic computer skills, navigating the intranet and internal processes	On Track
Information Management	Implement the Electronic Document and Records Management System (EDRMS)	Completed
Project Management Office	Develop an Enterprise-wide Project Management Methodology and Framework	On Track
	Establish the Project Management Tools to support the delivery of Reimagining Campbelltown	On Track
	Establish and Implement Project Governance Structure	On Track

Service	Action	Status
Governance and Risk	Undertake a major review on Council's Procurement Policy	Completed
	Deliver sustainable sourcing through category management for corporate spend through a number of key improvement initiatives	On Track
	Implement a contracts management system to improve governance, reporting, visibility, accountability, data analytics and performance reporting	On Track
	Conduct an inhouse audit on performance and capabilities of contracts managers	On Track
	Lead resource in developing robust and efficient procurement plans for major projects including Billabong, Centre of Excellence and Project 24	On Track
	Deliver business impact analysis, threat assessment, development of continuity strategy and plan including desktop testing	On Track
	Develop chain of responsibility risk register for heavy vehicles; speed management, drug and alcohol and fatigue management	On Track
	Develop and implement an Asbestos Management Framework	On Track
	Develop a Competency Assessment Framework for high risk tasks	On Track
	Implement a consistent approach in creation, revision and rescindment of Council's corporate documents	Completed
	Implement and maintain a holistic organisation governance and excellence framework	On Track
	Implement a Access to Information Framework which provides Council with a consistent approach to complying with the requirements of the GIPA Act and PPIP Act	On Track
	Develop an Enterprise Risk Management framework	On Track
	Implementation of the new Corporate Document Framework	On Track
	Review of Privacy Management Framework	On Track
	Develop Fraud and Corruption Prevention Framework	On Track
	Undertake preparations for the 2021 Local Government Election	On Track
People and Performance	Deliver the Leadership Development Program to all people leaders within Council	On Track
	Implementation of Model Code including the commencement of drug and alcohol testing	On Track
	Implementation of an Onboarding module to provide a streamlined and self-driving onboarding experience to new employees	Completed
	Develop a Work Placement Program to offer local job seekers from diverse backgrounds including CALD, indigenous and people with disability to participate in work placement to support job readiness	On Track

Outcome Four: A successful city

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

Service	Action	Status
Local Roads	Upgrade of intersections Spitfire Drive and Eagle Vale Drive to traffic signals	On Track
	Deliver Road Renewal program	On Track
	Deliver Footpath Renewal program	On Track
	Deliver Kerb and Gutter Renewal program	On Track
	Deliver road resurfacing part of our Annual Renewal Program	Completed
Traffic and Transport Management	Undertake Campbelltown CBD Traffic Modelling	Completed
	Design for replacement of two bridges at Railway Parade Glenfield and Airds Road Minto	On Track

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

Service	Action	Status
Infrastructure Delivery	Undertake stormwater drainage improvement works at Townson Ave, Minto	Completed
	Design St Helens Park Reserve Car Park. <i>Comment:</i> Design has not progressed further as there are some external influences that need to be addressed (eg adjoining DAs and Open space design the park)	Needs Attention
Stormwater Management	Develop Stormwater Renewal and Maintenance Program	On Track
	Complete detailed drainage system upgrade designs and estimates to support various projects such as the Billabong, Reimagining Campbelltown and Corridor development and as required	On Track
	Undertake flood assessments	On Track
	Undertake renewal work on 50 stormwater pits as per the Stormwater Pit Maintenance program	On Track

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

Service	Action	Status
City Development	Finalise the Local Environmental Plans (LEP) review	On Track
	Review and adoption of the Campbelltown Local Housing Strategy to identify how and where housing targets will be met	On Track
	Progress the Ingleburn Planning Proposal by preparing flooding controls and site specific development control plan	On Track
	Use of full scale Planning Portal for all development applications (DAs submitted electronically)	Completed
	Streamline the planning application process. <i>Comment:</i> The implementation of the Planning Portal has substantially streamlined the planning application process.	On Track
Building Certification		

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

Service	Action	Status
Open Space and Natural Areas	Design and deliver the Campbelltown Billabong; our outdoor swimming facility with associated built facilities and landscape works	On Track
	Transformation of Bow Bowling Creek - Stage 1 including initial feasibility studies and early works project at Leumeah. <i>Comment:</i> Project scoping has not been finalised. This will be addressed in the next quarter with resources allocated to complete the project	Not yet commenced
	Deliver stage 1 of the 5 Million Tree Project	On Track
	Deliver Milton Park / Macquarie Fields Masterplan	On Track
	Redevelopment of Seddon Park sporting fields stage 1	On Track
	Design and delivery of the Glenfield Park Inclusive Playspace including carparking and toilet facilities	On Track
	Design and delivery of Ingleburn Reserve Picnic Area upgrades including track work, signage, carpark works, picnic facilities and planting	On Track
	Design and construction of walking tracks at Keith Longhurst Reserve	On Track
	Delivery of play spaces at Colorado Reserve, Eucalyptus Reserve and Scriven Reserve	On Track

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

Service	Action	Status
City Growth and Strategy	Undertake feasibility investigations for the Queen Street Precinct	On Track
	Develop a Place Based Integrated Transport and Healthy Streets Strategy	On Track
	Develop a City Centre Blue-Green Grid Strategy	On Track
	Implement the 2020 LSPS (Local Strategic Planning Statements)	On Track
Strategic Partnerships	Create the South West Sydney Community and Justice Precinct	On Track
	Coordinate the implementation of Reimagining Campbelltown CBD Masterplan and associated actions	On Track
	Establish an enduring governance structure and group to achieve the actions in the Place Strategy	Completed
	Work in collaboration with the three levels of government to achieve intended outcomes from the Western Sydney City Deal.	On Track
	Work with the eight councils in the Western Parkland Councils alliance to create a successful, liveable, resilient and thriving Western Parkland City	On Track





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