

8.17 Progress Report – January to June 2021

Reporting Officer

Manager Insights and Corporate Strategy
City Growth

Community Strategic Plan

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

Officer's Recommendation

That Council receive and note the 6 monthly progress report, which outlines the progress of principal activities and commitments for the January–June 2021 period.

Purpose

To advise Council of the progress on the principal activities and commitments outlined in the Delivery Program 2017–21/Operational Plan 2020–21 for the January–June 2021 period.

History

Council provides a 6 monthly progress report to meet requirements of the Integrated Planning and Reporting framework and Section 404(5) of the *Local Government Act 1993*. This allows Council, the community, and stakeholders to collectively monitor the delivery of services and principal activities – including projects and initiatives – towards achieving the long-term vision for Campbelltown.

Report

This report is a key piece of reporting and accountability towards the long-term vision for Campbelltown, as documented in our Community Strategic Plan (CSP): *Campbelltown 2027*. *Campbelltown 2027* is structured around four Community Outcomes, each of which has specific goals and strategies:

1. A vibrant, liveable city
2. A respected and protected natural environment
3. A thriving, attractive city
4. A successful city

The CSP is Council's highest level strategy and informs our Delivery Program/Operational Plan. The Delivery Program/Operational Plan – in turn – outlines the Principal Activities that we will undertake as a Council to address *Campbelltown 2027*.

The objective of this report is to provide a summary of progress against these activities over the past 6 months, as well as a status update for every action we have committed to. Further reporting on key highlights along with legislative and statistical information are presented in our annual and end of term reports.

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

Our Progress

This progress report along with the quarterly business review statements, annual, and end of term reports capture our progress against the Delivery Program/Operational Plan. These reports are key points of accountability and transparency, to ensure that our community is informed and can monitor, our progress towards achieving *Campbelltown 2027*.

The contents of this report indicate that we have progressed well against our commitments, with 163 actions completed or on track this year. The COVID-19 pandemic continues to have an influence on the Campbelltown community, and this is reflected in some disruptions to our planned commitments. For example, we were unable to complete 5 actions, and are working towards solutions to deliver 15 other actions.

When reading this report, please note that some actions address multiple strategies/outcomes. In these instances, we report the action against one of the relevant strategies.

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

Action Progress - January to June 2021

The following tables provide a status update for actions listed in the Operational Plan 2020-21 using the definitions below:

- **Completed** – the action has been finalised.
- **On Track** – the action is expected to be substantially completed this year.
- **Needs Attention** – the action requires some further attention to substantially progress this year.
- **Not on Track** – the action is not on track to be completed this year.
- **Not Completed** – the action could not be completed.

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	Comments	Status
Community Engagement	Establishment and roll-out of community engagement platform/software	This roll-out has been completed.	Completed
	Update the Community Engagement Strategy to align with current practices, reporting needs and identification of future opportunities	The strategy was completed and endorsed by Council Executive in May 2021.	Completed
Council Communications	Implementation of a system to maintain catalogue of digital assets, including photos, design elements and videos	The platform is being implemented; this is expected to be completed within the next three months.	On Track
	Develop and implement a Communications Strategy that outlines how we will communicate with the community and staff, including channels, opportunities and priorities	The strategy was completed and endorsed by Council Executive in May 2021.	Completed
Customer Service	Review to improve Council's Customer Request Management (CRM) system	This review has been completed.	Completed
	Develop a 'whole organisational' approach to the customer experience	This action is not on track to be completed in this financial year. We are aiming to complete this work in the next financial year.	Not on Track
	Review to improve the current bookings system	This review has led to the implementation of changes to our bookings systems. These changes have improved operational efficiencies and customer experience.	On Track
	Install statistics board (digital) for visibility on callers waiting for service	This action has been completed.	Completed

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

Service	Action	Comments	Status
City Cleansing	Implement an improved operating model to enable increased efficiencies throughout Council's Operations	This action is on track for completion.	On Track
	Review service delivery methodology for improved efficiency and overall cost reduction	The review of the service delivery methodology is on track.	On Track
	Implement the Mobile Operations Management System (MOMS) as designed in 2019/20	This management system has been successfully implemented.	Completed
	Continue business model review to drive cultural reform to facilitate organisational change and increased operational service delivery to meet future operational demands eg Operations Trainee Program	This business model review is on track.	On Track
Community Safety	Promote Council as a leader in zero tolerance of violence against women	Progress is continuing against this ongoing commitment.	On Track
	Deliver the Child Restraint Fitting Program	This program has been successfully delivered (77 seats checked/installed in the past 6 months).	On Track
	Deliver the Speed Reduction Program	This program has been successfully delivered. Examples include: Participation in the Enhanced Enforcement Campaign during Double Demerit periods; Delivery of the U-Turn the Wheel - School Road Safety Program for Year 11 Students.	On Track

Service	Action	Comments	Status
	Deliver the Learner/Novice Driver Programs	This program has been successfully delivered. Examples include: Learners in Macarthur Booklet updates; Log Book Run event.	On Track
City Safety	Undertake alarm panel upgrades to Council facilities	This action was completed.	Completed
Enforcement of Regulations & Animal Control	Implementation of corporate telephone recording for improved customer service	The foundational work for this action has been completed. We are now investigating the best way to implement these changes.	Needs Attention
	Actively promote and participate in CAWS cat and dog subsidised de-sexing program	This action has been completed.	Completed
	Install Dangerous Dog Enclosures at ACF	This action is on track for completion.	On Track

1.3: Ensure that Campbelltown is an inclusive city

Service	Action	Comments	Status
Healthy Lifestyle Services & Promotion	Develop a Healthy Food and Drinks Policy to control and influence increased availability of healthy food options for the community	This Policy has been developed.	Completed
	Develop a Healthy Streets Strategy to inform healthy design and planning for the Central Business District (CBD) as part of Reimagining Campbelltown	This work has commenced, and is on track.	On Track
	Implement the actions from the Immunisation Review	These actions have been implemented.	Completed
	Implement the actions from the Learn to Ride review	These actions have been implemented.	Completed

Service	Action	Comments	Status
Social Planning & Partnerships	Develop a cultural interpretation strategy to address design integration of the cultural diversity of communities' in the public realm	The Place and Experience Master Plan is the first step in identifying the place-based and cultural values that can be incorporated in the City Centre. It aims to define the essence of Campbelltown and how this is reflected in the built environment.	On track
	Develop a social impact framework that identifies key social issues for Campbelltown	This work has commenced, and the framework is on track for further consultation and refinement in the next financial year.	On Track
	Undertake feasibility assessment into meeting the need for a further domestic violence service	The final report was presented at Council in May.	Completed
	Plan for delivery of a district level community centre at East Leppington in accordance with the Community Facilities Strategy	The Willowdale Community Centre design brief has been drafted.	On Track

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

Service	Action	Comments	Status
Community Events and Activation	Deliver the Campbelltown 2020 Program that celebrates the history and future of the city	This Program was delivered with modifications to the program resulting from COVID-19 restrictions.	Completed
	Deliver the Signature Events Program that promotes social cohesion and a sense of community pride	Unfortunately, Chill Fest winter could not be held due to the COVID-19 Public Health Orders from late June 2021.	Not completed
	Plan and deliver the first Community event once restrictions are modified or lifted	This event was delivered, but subsequent COVID-19 restrictions have disrupted event planning and delivery.	Completed
	Review the current Event Toolkit to include the redesign of the event guidelines and streamline current approval processes	The new Event Toolkit has been drafted.	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	Comments	Status
Leisure Services	Finalise Council's Aquatic and Indoor Sports Strategy	The Aquatic and Indoor Sports Strategy has been completed and endorsed.	Completed
	Action Plan to be developed with a staged, costed implementation plan as per the Aquatic and Indoor Sports Strategy	Site improvement plans have been captured. Site improvements have commenced including large scale landscaping and refresh works at the Gordon Fetterplace Aquatic Centre.	On Track
	Align all Leisure Facility signage with new city branding including external pylon identifier and internal wayfinding	The Leisure Service Signage Strategy has been completed.	Completed
	Review and grow the Learn to Swim Program	This review has been completed. The Program has had an annual increase of 12.3%.	Completed
Sporting Grounds & Venues	Amplify the Leumeah Sports and Entertainment Precinct	This is continuing to be investigated.	On Track
	Complete construction (Stage 1) of the Sport and Health Excellence Centre of excellence	A number of key preparatory activities have been completed, and pragmatic planning is proceeding to realise the project outcomes in light of recent noteworthy stakeholder input and opportunities.	Not on Track
	Implement the recommendations of the Sport & Recreation Strategy (2016-2036) for Sports Field Improvements / Upgrades	Key recommendations regarding irrigation at the Milton Park Softball have been completed. The Oswald Reserve floodlighting project is ongoing.	On track

Service	Action	Comments	Status
	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	This event program was not delivered due to the ongoing impacts of COVID-19.	Not on Track
	Implementation and preparedness of systems and services agreements to support Macarthur FC's debut season in the A-League	The stadium successfully hosted 13 A-League matches between January and June 2021.	Completed
Sports and Recreation	Deliver the Cricket High Performance Indoor Facility in partnership with Cricket Australia & Cricket NSW at Raby Sports Complex	<p>Progress against this commitment has continued. Council received an \$800,000 grant via the NSW Government's Greater Cities Sport Facility Fund. This takes the total of external funding through grants and sport contributions to \$1,500,000.</p> <p>Council has engaged architects to finalise the design and plans for the Centre, with work underway on the DA modification.</p>	On Track

1.6: Foster a creative community that celebrates arts and culture

Service	Action	Comments	Status
Cultural Services	Present a series of projects in partnership with Sydney Festival	Space YZ, an exhibition that celebrated the UWS Art School, Complication of Lyrebirds, a new commission by former Bangarra Dancer, and Rhiannon Newton with her latest commission Explicit Content were presented as a part of Sydney Festival. All were exceptionally well attended and received significant attention.	Completed
	Present Breaking the Cinnamon Branch - 2020 Bicentenary Program	Due to COVID, Breaking the Cinnamon Branch had an online presentation in November 2020 and can be viewed on c-a-c.com.au.	Completed

Service	Action	Comments	Status
	Arts Health Project	Campbelltown Arts Centre and Campbelltown Hospital are in final stages of developing the public artworks and interpretative signage (in consultation with local Elders and community members).	On Track

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

Service	Action	Comments	Status
Place & Projects	Install public art mural on the Silos at Appin Road	Project postponed during COVID-19 recovery period	Not on Track
	Deliver large centre space activation initiatives	The On Q project is scheduled for completion in October 2021. To-date, On Q has delivered over 30 small and large scale events and activities on Queen Street.	On Track
	Deliver small centre space activation initiatives	This program is on hold due to COVID-19.	Not on Track
	Implement the Claymore Collective Impact program	The program is ongoing.	On Track
	Deliver Contemporary Youth Engagement programs	A number of programs are on track to be delivered in the next quarter (eg HACK program).	On Track
	Identify properties for creative culture and community purpose through the Platform Program	This program has been suspended, however the opportunity to use vacant spaces in the City Centre for creative purposes has been trialled in the On Q project.	On Track
	Streamline administration and promotion of suitable sites for operating food markets and mobile food trucks	The project currently has lower priority due to the focus on the Campbelltown City Centre precinct in the On Q project.	On Track

Outcome Two: A respected and protected natural environment

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

2.2: Activate the city's natural bushland and open spaces, fostering enhanced community stewardship of these areas

2.4: Conserve and care for our city's biodiversity

2.5: Plan for and ensure that development in our city is sustainable and resilient

Service	Action	Comments	Status
Planning for the Environment	Develop a resilience strategy for Campbelltown	Development of a Resilient Campbelltown Strategy is nearing completion.	On Track
	Develop a plan that outlines the emission reduction pathways required for Council and the community to achieve net zero emissions	Council has developed a platform to visualise Council's operational emissions. This activity is considered to be Stage 1 of the broader project to develop the net zero strategy.	On Track
	Identify and implement actions to support climate change adaptation and mitigation opportunities	A number of actions have been implemented: eg Council has updated its Climate Change Risk Assessment; our first electric vehicle has been purchased; investigation of Council car parks suitable for electric vehicle charging infrastructure has been undertaken.	On Track
	Commence preparation of an Integrated Water Solutions Plan for the City Centre	This work is progressing through the Integrated Water Solutions Working Group with Sydney Water.	On Track
	Undertake the initial scoping and planning for the Campbelltown Biodiversity Strategy	This scoping and planning work is continuing and is due for completion in the next financial year.	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	The final Grey Headed Flying Fox Camp Management Plans will be presented to Council in August 2021.	On Track
	Delivery of the Koalatown Campaign initiatives including key actions and projects to improve habitat and reduce key threats	The Koalatown Campaign delivered a range of events, programs and on-ground works.	Completed

Service	Action	Comments	Status
	Implement urban heat findings	Council continues to implement the findings of the Benchmarking Heat across Campbelltown study.	On Track
	Review and update Council's existing Climate Change Risk Assessment	Council, in partnership with AECOM, updated its Climate Change Risk Assessment.	Completed
	Update DCP to align with best practice sustainability and resilience requirements	Due to the prioritisation of other projects, this project has been put on hold.	Not Completed
	Deliver the Sydney Water Partnership Program	Council has completed its trial of the Small Business Sustainability Program. This involved engaging with 20 businesses along Queen Street to educate and promote water and energy efficient practices.	On Track
	Deliver Platypus Study in Georges River and education relating to key impacts including recreational fishing	The survey and report have been completed; signage and community education is continuing.	Completed
	Develop scope and undertake on-ground surveys to inform development of draft plan that prioritises works at key bushland reserves	The project scope has been completed. The on-ground surveys will begin in first half of the next financial year.	Needs Attention
	Develop long-term monitoring strategy to monitor koala population, distribution and overall health	This strategy has been developed.	Completed
	Revegetation of core koala habitat and koala corridors	The revegetation of habitats and corridors has been undertaken.	Completed
	Restoration of urban koala habitat and significant corridor at Smith's Creek Reserve	These restorations have been undertaken.	Completed
	Develop site management plans for 7 Bushcare volunteer sites within the Campbelltown Local Government Area	The site management plans have been developed.	Completed

Service	Action	Comments	Status
	Develop annual schools environmental education plan including key initiatives highlighted in key plans and projects	The education plan has been developed.	Completed

2.3: Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life-choices

Service	Action	Comments	Status
Waste & Recycling Management	Construction of Community Recycling Centre (CRC)	The structure is nearing completion. Operations are expected to commence in September 2021.	On Track
	Investigate a regional procurement for long term processing and disposal of household waste and recyclables Project 24 Domestic Waste Contract	This investigation has progressed, and the work is due to go out for tender in the next financial year.	On Track
	Investigate feasibility of establishing a local Waste Transfer Station (WTS)	The commercial feasibility of a local waste transfer station is being explored, and the final report is expected by July 2021.	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	The Waste and Resource Recovery Education Strategy has been adopted by Council. Implementation of this Strategy has commenced.	Completed
	Participate at Community Events that support Council's ongoing community education initiatives in resource recovery and waste management	Due to ongoing COVID-19 pandemic restrictions, community events have been suspended.	Not Completed

Outcome Three: A thriving, attractive city

3.1: Support the resilience, growth and diversity of the local economy

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

3.5: Support for new education opportunities that match workforce skill sets with emerging economic needs underwritten by creative entrepreneurship and innovation capacity within the local community

Service	Action	Comments	Status
City Marketing & Economic Development	Implement priority actions from the Economic Development Strategy	These actions are on track. Examples include: launch of Street Appeal Campbelltown; Southern Strength events; FutureMap manufacturing event; Generation STEM. Some actions are currently on-hold and will be addressed in the next financial year.	On Track
	Support CSIRO Generation STEM Schools program	Ten schools have signed up for the third year of the program in Campbelltown.	On Track
	Coordinate the Micro Business Expo	Due to the impacts of COVID-19 over the previous 12 months, the event was not delivered. Future options are being explored.	Not Completed
	Coordinate the Women in Business Leadership Program	Due to the impacts of COVID-19 over the previous 12 months, the event was not delivered. Future options are being explored.	Not Completed

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

Service	Action	Comments	Status
Education & Care Services	Complete a Strategic Service Assessment of Council's centre based education and care service delivery	This work is on-going. To-date, environmental service improvements as well as marketing were finalised in Q4. Completion of environmental service improvements will continue into 21/22	On Track
	Deliver the Environmental Sustainability Framework within all of Council's Education and Care services	The Sustainability Framework has been established in all of Council's Education and Care services.	On Track

Service	Action	Comments	Status
	Implement new accounting practices for the income received for service delivery	This action has been completed.	Completed
Libraries & Community Learning	Continue to progress the new Civic Library project	The new Library continues to progress through the Queen Street Bankable Feasibility Study and the Community and Justice Precinct.	On Track
	Implement the new Library Management System	The new Library Management System has been procured and will go live in September 2021. Staff training is currently underway.	On Track
	Implement the Campbelltown 2020 Library programs	A number of programs were successfully implemented (eg Campbelltown Youth Literacy Initiative; 'Only in Campbelltown' videos; Digital Storybook Training).	Completed
	Implement the branch renewal program	This program was implemented, and included the installation of acoustic treatment at Ingleburn Library; installation of new computer desks at Glenquarie Library; and installation of new shelving at HJ Daley Library.	Completed
	Deliver the Visitor Information Centre Service Assessment	This assessment was undertaken in 2020.	Completed

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

Service	Action	Comments	Status
Information Technology	Implement the Information and Communication Technology (ICT) Infrastructure and Application Program	This program on track.	On Track
	Review and redesign how we operate towards Digital Service Transformation	This work is ongoing and will continue into the next financial year.	On Track
	Implement ePlanning Portal Stage 2 Develop mobile inspections for all Planning DA & certificates processes to enable 100% digital	Progress against this action has continued; some changes are needed to address issues of alignment DPIE ePlanning portal changes.	Needs Attention

Service	Action	Comments	Status
	New Library Management System	Implementation of this system is on track.	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	Initial investigations and research performed on available solutions completed. System selection and implementation will be informed by the completion of the Operational Procurement Service Review.	Needs Attention
	Develop requirements to select and implement a new survey tool to improve the customer experience and business insights	'Bang the table' has been implemented as a survey platform.	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.	This action is currently on hold.	Needs Attention
	Develop a Geographic Information System (GIS) Strategy and action plan to prioritise program of work	These plans will be delivered next financial year in preparation for the new delivery program	Needs Attention
	Fund digital action plan and other digital connectivity initiative through the Western City Deal	This work is ongoing.	On Track

3.7: Public funds and assets are managed strategically, transparently and efficiently

Service	Action	Comments	Status
Asset Management	Deliver the annual Asset Renewal Program	This is an ongoing action, and remains on track.	On Track
	Utilise smart technologies for asset condition assessments	This action was successfully completed. Footpath inspections are now being undertaken using smart technologies.	On Track

Service	Action	Comments	Status
	Determine long-term funding requirements to achieve desired service levels and reduce asset renewal backlog	This is an ongoing action, and remains on track.	On Track
	Complete technical levels of services for all asset categories in terms of OSI (Overall Service Index)	This is an ongoing action, and remains on track.	On Track
	Deliver the Annual Building Renewal Program including works at Rosemeadow Oval, Clark Reserve and Bensley Road	These actions are on-track (eg Rosemeadow Oval completed; Clark Reserve is 90% complete; Bensley Road is still in design phase; Milton, Seddon Park, and Memorial Park have commenced construction).	On Track
Financial Services	Prepare and plan for Council's External Financial Audit	The financial audit was prepared.	Completed
	Review policy and portfolio for long term financial planning	This review was completed.	Completed
	Align budget bids and discretionary budget expenditure to strategic priorities through the budget development phase	Budget alignment is an ongoing process, and is on track. Integration of discretionary budget expenditure bids with Councils IP&R governance framework has been implemented to ensure strategic alignment.	Completed
	Support further development of financial acumen across Council	Council is continuing to implementing opportunities to support financial acumen within the business.	On Track
	Review the existing financial management information system	This review was completed.	Completed
	Undertake revaluations on Council assets	The revaluations of Council assets (eg Artworks; Land and Buildings; IPPE) have been completed.	Completed

Service	Action	Comments	Status
Strategic Property	Undertake early property investigations in creating CBD Vertical Education Campuses	This project is included as part of the Queen Street and Leumeah bankable Feasibility, which is continuing.	On Track
Property Services	Develop policy and process framework for investment strategy and present to Council for endorsement	The search process for suitable properties has commenced.	On Track
	Develop communications strategy to ensure the organisation has a clear understanding of Property Services' core function	Further action will be undertaken on an as-required basis.	On Track
	Grow rental revenue from the existing property portfolio through new lease negotiations and market rent reviews	While a number of smaller transactions contributed to the end result, the key growth achieved during the financial year arose from the completion of 7 transactions.	On Track
	Secure new revenue opportunities	Agreement on terms for tender of vacant Council land at O'Sullivan Road for short term lease with Blue CHP for Disability Services Show Home.	On Track

3.8: Provide strong governance for all Council activities

Service	Action	Comments	Status
Corporate Planning & Strategy	Undertake community engagement activities to review the Community Strategic Plan (CSP)	The activities are on track, and formal Community Engagement will commence post the local government elections in September 2021.	On Track
	Deliver the Integrated Planning & Reporting Activities including all associated documentation	These activities are on track, with relevant documentation completed on time.	On Track
	Complete a review of Council's Key Performance Indicators	This action is on track as part of the CSP review and drafting of the next Delivery Program.	On Track

Service	Action	Comments	Status
	Implement key internal and external Corporate Planning engagement initiatives	These engagement activities are ongoing and are on track	On Track
	Implement the revised strategic process and calendar	This is an ongoing action that will be addressed further through the CSP review and drafting of the next Delivery Program.	Needs Attention
Business Excellence	Commence service delivery assessments using ABEF tool as the precursor to coordinated strategic service review prioritisation program	Several service delivery assessments have been undertaken.	On Track
	Commence Continuous Improvement Program including rollout process management training and incorporate service assessment data into the service delivery catalogue	Some progress has been made in relation to this action. It is being examined further as part of the drafting of the next Delivery Program.	Needs Attention
	Expand process mapping with 2nd year trial of ProMapp software and customer journey mapping	ProMapp continues to be used, and its role will be further examined with the development of the next Delivery Program.	Needs Attention
	Increase presence at Minto Works Depot by facilitating workshops with operational staff on basic computer skills, navigating the intranet and internal processes	These specific actions have been completed.	Completed
Project Management Office	Develop an Enterprise-wide Project Management Methodology and Framework	The methodology and framework are continuing to be developed and implemented.	On Track

Service	Action	Comments	Status
	Establish the Project Management Tools to support the delivery of Reimagining Campbelltown	Reimagining Campbelltown has been supported through the establishment of a formal Governance Group, and a range of project management resources and tools.	On Track
	Establish and Implement Project Governance Structure	The City Growth Portfolio Steering Group has been established and meets monthly. This Group is testing and trialing the model before its broader rollout.	On Track
Governance & Risk Management	Undertake a major review on Council's Procurement Policy	This policy review has been completed.	Completed
	Deliver sustainable sourcing through category management for corporate spend through a number of key improvement initiatives	The improvement initiatives have been implemented.	Completed
	Implement a contracts management system to improve governance, reporting, visibility, accountability, data analytics and performance reporting	This work is continuing.	On Track
	Conduct an in-house audit on performance and capabilities of contracts managers	This audit has been completed.	Completed
	Lead resource in developing robust and efficient procurement plans for major projects including Billabong, Centre of Excellence and Project 24	These plans have been developed.	Completed

Service	Action	Comments	Status
	Deliver business impact analysis, threat assessment, development of continuity strategy and plan including desktop testing	Work is still required to complete the Business Continuity framework in the next financial year. Individual section business continuity plans have been well tested.	On Track
	Develop chain of responsibility risk register for heavy vehicles; speed management, drug & alcohol and fatigue management	This work is ongoing, and has included staff training, staff testing, and Chain of Responsibility Training for senior staff.	On Track
	Develop and implement a Asbestos Management Framework	Council's Asbestos Management Policy was adopted in May 2021.	Completed
	Develop a Competency Assessment Framework for high risk tasks	A draft Competency Assessment procedure has been developed and is on track for implementation.	On Track
	Implement a consistent approach in creation, revision and rescindment of Council's corporate documents	An approach has been implement, and good progress has been made on this ongoing work.	Completed
	Implement and maintain a holistic organisation governance and excellence framework	Progress is continuing against this ongoing work.	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	This framework has been implemented.	Completed
	Develop an Enterprise Risk Management framework	Progress is continuing against this ongoing work. The Enterprise Risk Management Strategy and is currently under review.	On Track

Service	Action	Comments	Status
	Implementation of the new Corporate Document Framework	This framework has been implemented.	Completed
	Review of Privacy Management Framework	These reviews are occurring on an as-needs basis. Further work will be undertaken to develop a robust Privacy Framework including training and development of staff later in the calendar year.	Not Completed
	Develop Fraud and Corruption Prevention Framework	Significant work has been undertaken in the past quarter to strengthen Council's Internal Reporting (Public Interest Disclosure) Framework.	On Track
	Undertake preparations for the 2020-2021 Local Government Election	Council has continued to work with the NSWEC to finalise lease arrangements for the Election Returning Office and pre-poll venues. Work has continued on the Councillor induction program for the new term.	On Track
Information Management	Implement the Electronic Document and Records Management System (EDRMS)	The IRIS system has been implemented and ongoing improvement activities will continue.	On Track
People & Performance	Deliver the Leadership Development Program to all people leaders within Council	The 6 modules have been offered to all leaders.	Completed
	Implementation of Model Code including the commencement of drug and alcohol testing	The Model Code was implemented.	Completed
	Implementation of an Onboarding module to provide a streamlined and self-driving onboarding experience to new employees	The Onboarding module was implemented.	Completed

Service	Action	Comments	Status
	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	The Work Placement Program was developed.	Completed

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	Comments	Status
Local Roads	Upgrade of intersections Spitfire Dr and Eagle Vale Dr to traffic signals	New contract awarded. Works over authority assets are approved and underway.	On Track
	Deliver Road Renewal program	This ongoing action is on track.	On Track
	Deliver Footpath Renewal program	This ongoing action is on track.	On Track
	Deliver Kerb & Gutter Renewal program	This ongoing action is on track.	On Track
	Deliver road resurfacing part of Council's Annual Renewal Program	This ongoing action is on track.	On Track
Traffic & Transport Management	Undertake Campbelltown CBD Traffic Modelling	This ongoing action is on track.	On Track
	Design for replacement of two bridges at Railway Parade Glenfield and Airds Road Minto	These designs have been completed.	Completed

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

Service	Action	Comments	Status
Infrastructure Delivery	Undertake stormwater drainage improvement works at Townson Ave, Minto	These improvement works have been completed.	Completed
	Design St Helens Park Reserve Car Park	This design work has been completed.	Completed
Stormwater Management	Develop Stormwater Renewal and Maintenance Program	This ongoing action is on track.	On Track
	Complete detailed drainage system upgrade designs and estimates to support various Council projects such as the Billabong, Reimagining Campbelltown and Corridor development and as required	This work is being undertaken as required.	On Track
	Undertake flood assessments	This work is being undertaken as required.	On Track
	Undertake renewal work on 50 stormwaters pits as per the Stormwater Pit Maintenance program	This ongoing action is on track.	On Track

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

Service	Action	Comments	Status
Building Certification	Streamline the planning application process	The streamline of the application process is continuing and is on track.	On Track
City Development	Finalise the Local Environmental Plans (LEP) review	The review has been completed.	Completed
	Review and adoption of the Campbelltown Local Housing Strategy to identify how and where housing targets will be met*	Approval from the Department of Planning, Industry and Environment has now been received for the Campbelltown Local Housing Strategy.	On Track
	Progress the Ingleburn Planning Proposal by preparing flooding controls and site specific development control plan	Required studies are underway. An initial draft development control plan has been prepared and will be presented to Council for consideration prior to being placed on public exhibition once relevant studies received. A new Gateway Determination is required. This is an ongoing project over multiple years.	On Track
	Use of full scale Planning Portal for all development applications (DA's submitted electronically)	This planning portal has been implemented.	Completed

* This also addresses 1.8: Enable a range of housing choices to support different lifestyles

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

Service	Action	Comments	Status
Open Space & Natural Areas	Design and deliver the Campbelltown Billabong; our outdoor swimming facility with associated built facilities and landscape works	This project is continuing in accordance with the project plan.	On Track
	Transformation of Bow Bowing Creek Stage 1 including initial feasibility studies and early works project at Leumeah	This project is being discussed and considered further.	Needs Attention
	Deliver stage 1 of the 5 Million Tree Project	This action is on track.	On Track
	Deliver Milton Park / Macquarie Fields Masterplan	Completion of the play space construction by the end of July with an opening planned for August.	On Track
	Redevelopment of Seddon Park sporting fields stage 1	Construction works commenced on site at the beginning of July. Practical Completion is expected by December 2021.	On Track
	Design and delivery of the Glenfield Park Inclusive Playspace including carparking and toilet facilities	This project is complete. The Playspace was opened by the Mayor on the 24th April	Completed
	Design and delivery of Ingleburn Reserve Picnic Area upgrades including track work, signage, carpark works, picnic facilities and planting	Design of the upgrades has commenced.	On Track
	Design and construction of walking tracks at Keith Longhurst Reserve	The designs are nearing completion and the project will be carried over into the next financial year.	On Track

Service	Action	Comments	Status
	Delivery of play spaces at Colorado Reserve, Eucalyptus Reserve and Scriven Reserve	Design plans have been tendered and a contract awarded. Construction will be carried over to next year.	On Track

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

4.6: Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres

Service	Action	Comments	Status
City Growth & Strategy	Undertake feasibility investigations for the Queen Street Precinct	Project progressing in accordance with program.	On Track
	Develop a Place Based Integrated Transport and Healthy Streets Strategy	Continuing to work collaboratively with Transport for NSW, South West Sydney Local Area Health District, WSP (the consultant) and key stakeholders to deliver what is now called the Place Based Transport Strategy (PBTS).	On Track
	Develop a City Centre Blue-Green Grid Strategy	This action has been integrated into the broader City Centre Design Framework.	On Track
	Implement the 2020 LSPS (Local Strategic Planning Statements)	Responsibilities for delivering actions linked to each of the 16 LSPS Priorities have been assigned.	On Track
	Coordinate the implementation of Reimagining Campbelltown CBD Masterplan and associated actions	An internal Governance Group has been established with relevant project and business leads. Reporting on key projects within the program established through critical projects list.	On Track
	Deliver the Macarthur Health, Knowledge, and Innovation District	Council is a member of the Campbelltown Health and Education Precinct (CHEP) Partnership with a number of other key agencies and organisations. The Partnership has established a number of cross-agency working groups to collaborate to deliver health, education and city economy objectives.	On Track

Service	Action	Comments	Status
Strategic Partnerships	Create the South West Sydney Community and Justice Precinct	Council's contribution to the Strategic Business Case has been undertaken.	On Track
	Establish an enduring governance structure and group to achieve the actions in the Place Strategy	This governance group has been established and meets quarterly.	Completed
	Work in collaboration with the three levels of government to achieve intended outcomes from the Western Sydney City Deal.	Blueprint and Economic Development Strategy have been shared for comment. Progressing collaboratively with the Western Parkland Councils.	On Track
	Work with the eight councils in the Western Parkland Councils alliance to create a successful, liveable, resilient and thriving Western Parkland City.	The Western Parkland Councils continue to progress initiatives under the regional alliance.	On Track

Attachments

Nil