

8.14 Operational Plan 2021-22: 6 month progress report

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 note the Operational Plan 2021-22 6-month progress report.

Purpose

To provide Council with a progress report against actions in the Operational Plan for the period January 2022 to June 2022.

History

A 6 monthly progress report is prepared as per the requirements of the Integrated Planning and Reporting framework, and Section 404(5) of the *Local Government Act 1993*. The progress reports allow Council, the community, and stakeholders to collectively monitor the delivery of projects, programs, and initiatives outlined in the Delivery Program and Operational Plan.

Report

The Operational Plan 2021-22 outlines the projects, programs, and initiatives Council committed to undertake in 2021-22 to address Campbelltown 2027: Community Strategic Plan. This report provides a summary of progress against these actions for the period January 2022 to June 2022.

Future progress reports will be against the new suite of IP&R documents (Campbelltown 2032) adopted by Council in June 2022.

6-month Progress Update

This report shows the status of all 174 actions in the Operational Plan 2021-22, with a brief commentary on progress. The progress update is shown in a series of tables under each of the 4 Community Outcomes from Campbelltown 2027. Throughout this report, the following status definitions are used:

- **Completed** – indicates that the action has been completed.
- **On Track** – refers to ongoing (year-on-year) or multi-year actions that are progressing as planned.
- **Not on Track/Needs Attention** – indicates that the action did not progress as planned, and requires some further attention in the next financial year.
- **On Hold** – indicates that the action was placed on hold due to external challenges, further decision making and/ or review of resource allocation.
- **Not Completed** – the action was not completed.

Summary of Progress

During the past 6-months, Council has progressed well against these actions (see table below), with the majority of actions (90%) either completed or on track. One action has been flagged as 'needing attention' and 17 actions have been placed 'On Hold'.

Q4 Progress Summary	Completed	On Track	Needs Attention	On Hold	Not Completed
	73 (42.0%)	83 (47.7%)	1 (0.6%)	17 (9.8%)	0 (0%)

Note: Actions that are ongoing (year-on-year) or are phased over multiple years have been reported as 'on track' rather than 'completed'.

Outcome 1: A vibrant, liveable city

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

1.1.1: Seek opportunities to actively engage with our community and ensure they know their input is valued

Section	Action	Comments	Status
Office of the General Manager	Develop, roll out and promote internal process and governance for Community Engagement	Continuing to engage with the community on a range of critical strategies, plans and projects. Continuing to centralise community engagement to ensure a consistent approach and centralisation of insights using Bang the Table (Over to you online platform). A Community Engagement Strategy is currently in development to be adopted by Council by December 2022.	On Track

1.1.2: Promote Campbelltown and share information that our community and customers need to live well in our city

Section	Action	Comments	Status
Office of the General Manager	Develop a city-wide Signage Action Plan	The draft Plan has been updated and on track to be presented to the Executive Group.	On Track
Office of the General Manager	Complete an upgrade of Council website	Vendor has been engaged and a project manager has been appointed. The project is anticipated to be completed by December 2022.	On Track
Office of the General Manager	Implement the Communications and Community Engagement Action Plan	Continuing to deliver the actions from the plan.	On Track

1.1.3: Provide a single point of contact for our customers for general enquiries, service requests and payments

Section	Action	Comments	Status
Corporate Support & Systems	Deliver high quality face-to-face, over the phone and online customer service	<p>The customer service team continues to deliver high quality customer service. During this quarter, the team lodged circa 9500 customer requests, managed 22,550 phone calls and 2266 front counter interactions.</p> <p>This quarter continued to have a focus on training with approximately 450 hours dedicated to training as a result of internal movements.</p> <p>Customer service front counter operating hours were changed in order to:</p> <ul style="list-style-type: none"> • Make best use of our resources • Provide choice in how customers interact with Council • Increase resilience and independence of our community <p>This change was successfully implemented and aligns to the reduction of customer visits (face to face) with the growing demand of online services. This has reduced operating costs within customer service team allowing for more efficient resourcing to be allocated to service management.</p>	On Track

Section	Action	Comments	Status
Corporate Support & Systems	Develop the Customer Experience Roadmap 2022-25	Project is underway and is presently defining the vision and discovery of insights to help us understand the customer journey to identify opportunities for improvement. Project will carry over into the next financial year as planned.	On Track

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

1.2.1: Maintain the cleanliness of our city streets by removal of litter and graffiti, and street sweeping

Section	Action	Comments	Status
Operations	Review and implement the street sweeping program to increase efficiencies	Early starts working well. Will introducing more early starts from July/August 2022.	Completed
Operations	Increase collection of loose litter through efficiencies gained from the smart bin replacement program	Smart bins implemented providing increased loose litter control.	Completed
Operations	Implement a new procedure to respond to and manage illegal waste	Grant funding transferred to City Standards and Compliance for action. Talis Consultants have been engaged to undertake development of Illegal Waste Strategy including the initial waste audit with a draft report expected to be completed by early October 2022	On Track
Operations	Use new mobile technology to reduce graffiti removal response times and improve data intelligence	Technology (CCS) implemented and working very well.	Completed
Operations	Commence street smart bin replacement program	All smart bins installed and operating.	Completed

1.2.2: Design and implement road and community safety programs to create places where people feel safe, are likely to stay, and want to return to

Section	Action	Comments	Status
Community Life	Deliver community safety programs and awareness campaigns	Program has been refocused on enhancing passive surveillance, including additional creative lighting delivered as part of Wander OnQ. Further lighting program included in Arts OnQ in June, with proactive Community Safety event planned for Claymore postponed to August due to unavailability of key partners, including NSW Police.	On Track

Section	Action	Comments	Status
Community Life	Deliver Child Car Seat Restraint Fitting Program	Program delivered successfully through 2 fitting days in April and June.	On Track
Community Life	Deliver road safety initiatives including the Learner Driver Program and the Speed Reduction Program	Extensive program delivered including the Novice Driver program, and the Speed program in High Schools. Council worked closely with Camden Council and NSW Police to deliver these programs. The most recent 'Log Book Run' was a great success with over 40 participants traveling through the region supervised by Council and Police.	On Track

1.2.3: Ensure the responsible maintenance of all Council bush and fire trails

Section	Action	Comments	Status
Infrastructure	Complete maintenance and treatments as per program	Completed as required.	Completed
Infrastructure	Review, plan and undertake hazard reduction burning	Will be completed following rain delays.	On Track
Infrastructure	Inspect, identify and undertake preventative/remedial works on fire trails	Inspections are ongoing and works are being planned. Some delays due to rain.	On Track

1.2.4: Manage Council's building assets including building maintenance, city safety (security) and cleaning

Section	Action	Comments	Status
Infrastructure	Maintain all Council buildings for their use by the community	Building program 98% complete.	On Track
Infrastructure	Improve community booking system for community halls and tennis courts	Software compatibility issues still to be rectified.	On Hold
Infrastructure	Manage the use of Council halls	Managed and maintained as required.	Completed
Infrastructure	Ensure that Council Assets have the appropriate security systems including: <ul style="list-style-type: none"> increasing the number of encrypted wireless links upgrade to the CCTV at Greg Percival library and community centre migrate security access control software from end of life, to current technology 	<ul style="list-style-type: none"> Encrypted wireless links progressing as planned. Migration of sites to current access control technology progressing and on track. 	On Track
Infrastructure	Ensure that all Council Assets are appropriately cleaned	Ongoing and on track.	On Track

1.2.5: Act in the interests of the broader community to encourage compliance with relevant laws, policy and adopted standards, aimed at environmental health and safety of our community

Section	Action	Comments	Status
City Standards, Compliance & Waste	Investigate and appropriately action complaints relating to noise nuisance and unhealthy premises	All complaints have commenced action within the prescribed time frames. Completing investigations or implementing actions vary due to nature of complaint and/or engagement with respective parties involved.	On Track
City Standards, Compliance & Waste	Conduct regular inspections of the following premises: <ul style="list-style-type: none"> • food premises; • hair, beauty and skin penetration; • onsite waste water management systems; • commercial and public swimming pools; • boarding houses; • sex service industry. 	1180 proactive inspections of food businesses, primarily of Childcare Centres & high risk food businesses were undertaken for the 2021/22. Public health inspections eg: beauty, skin penetration (tattoos, waxing, piercings, and nail salons) were affected during the first two quarters of the financial year due to COVID.	On Track

1.2.6: Ensure an environmentally safe and sustainable city through a compliance program

Section	Action	Comments	Status
City Standards, Compliance & Waste	Respond to development and environmental complaints for tree removal, land clearing, landfill, pollution incidents, and unauthorised land use	343 Investigations of complaints regarding tree removal, land clearing, landfill, pollution incidents, and unauthorised land use undertaken during Qtr4. Get the Site Right Operation with NSW Environment Protection Authority and Department of Fair Trading audited 71 building sites over a 5 day period – all sites non-compliant for a number of pollution and development consent matters. The week long Program resulted in 11 formal Warnings and 96 offences being identified which required further follow up.	On Track
City Standards, Compliance & Waste	Deliver Pool Safety inspection programs	339 pool inspections were completed in 2021/22.	On Track

1.2.7: Conduct ranger services to ensure an environmentally safe and sustainable city

Section	Action	Comments	Status
City Standards, Compliance & Waste	Respond to complaints and patrol LGA for illegal parking, abandoned vehicles, overgrown premises, littering and stormwater pollution	Activity has increased during the last quarter, as COVID restrictions have eased. However parking availability (in CBD and commuter carparks) higher than normal – this has led to fewer parking fines being issued. The School Safety Program has resumed. Quarter 4 has seen 3717 customer request come, with a total of 12,687 for 2021/22.	On Track

1.2.8: Provide a temporary home for lost cats and dogs at our Campbelltown Animal Care Facility

Section	Action	Comments	Status
City Standards, Compliance & Waste	Actively promote and participate in the cat and dog subsidised de-sexing programs	The Companion Animal Subsidised Desexing Program has delivered good outcomes by reducing unwanted cat & dog litters and lessening the urge for these animals to roam or improve behaviour. The National Desexing Network (NDN) Program remains suspended due to the withdrawal of local vets from the NDN Program.	On Track
City Standards, Compliance & Waste	Ensure the health and wellbeing of cats and dogs kept within the Animal Care Facility prior to returning to their owner, rehoming or sale (rescue groups).	The care and maintenance of our animals remains our highest priority, with animal impound numbers decreasing by 14% compared to the previous financial year. End of year figures for 2021/22 Adopted: Dogs - 173, Cats - 296. Released to Rescued: Dogs - 134, Cats - 400. Total Rehomed: Dogs - 307 & Cats - 696.	On Track

1.2.9: Construct and maintain Council owned infrastructure

Section	Action	Comments	Status
Infrastructure	Maintain our road, bridge and stormwater infrastructure	90% complete. The remaining projects will be completed in the first quarter of 2022/23. Delays have been a result of heavy rainfall and COVID.	On Track

Section	Action	Comments	Status
Operations	Construct and maintain our infrastructure such as road network, footpaths, stormwater drains, fencing, bus shelters, seats, fire trails, play grounds and associated open space	Construction program on track	Completed

1.3: Ensure that Campbelltown is an inclusive city

1.3.1: Foster partnerships that deliver healthy and inclusive outcomes for our diverse community

Section	Action	Comments	Status
Community Life	Implement the Campbelltown Healthy Food and Drinks Policy focusing on internal meetings and functions, owned facilities and both internal and external events	Staff resource currently being finalised. Program will be reviewed to assess priority and any maintenance of ongoing program to embed in Council.	On Hold
Community Life	Support the Campbelltown Domestic Violence Committee to increase membership and awareness of support services for our diverse community	Campbelltown Council continues to support and convene the monthly Campbelltown Domestic Violence Committee.	On Track
Community Life	Review and implement the Disability Inclusion Action Plan	The revised Disability Inclusion Action Plan 22-26 is in draft format and is currently being finalised. The final draft is expected to be ready by 8 August. Council is continuing to include inclusion and access into Council business, activities and planning. A quiet session for people with disability was held at Chill Fest 2022 on Saturday 12 July.	On Track
Community Life	Develop a Social and Health Impact Assessment process for Development Applications	A review of current resource is underway to determine how best to deliver this program.	On Hold
Community Life	Deliver and review the Youth Engagement program 'Hack Collective' to engage our young people	Program has been on hold due to Health restrictions and lack of access to school. Grant unsuccessfully. Review has begun to ascertain if program is achievable in current circumstances.	On Hold
Community Life	Work with developer to design a community centre at Willowdale as part of the Voluntary Planning Agreement	Internal working group is established, still awaiting DA to be lodged by applicant.	On Track

Section	Action	Comments	Status
Community Businesses	Deliver the Immunisation Clinic	Childhood Immunisation clinic continued to be offered in both Ingleburn and Campbelltown during Q4. Wet weather and nurse availability saw a few clinics cancelled but there was minimal impact of this overall. Q4 has an increase in previous quarter results likely due to families feeling more confident coming out into public spaces post COVID restrictions.	Completed

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

1.4.1: Support and deliver festivals and events that celebrate our diverse community and unique creativity

Section	Action	Comments	Status
Community Life	Increase non-Council funding for community festivals and events through Campbelltown GrantsHub	The Events Team are actively seeking grant opportunities for all events. Awaiting the re-release of the Multicultural NSW Grant for FEAST 2022.	On Track
Community Life	Deliver calendar of key signature events including large scale celebrations, culturally specific events and inclusive activations.	During this quarter the Events team delivered a successful NAIDOC Week event. Over 400 people attended the community connection day at Campbelltown Arts Centre despite the heavy rain on the day. A range of local stallholders and agencies hosted stalls at the event generating positive feedback from the community. Chill Fest at Koshigaya Park planning took place during this period and bump in commenced late June for a 1 July opening.	On Track
Community Life	Promote the Event Toolkit and Event Application Checklist to support community groups organising events	The toolkit has been drafted. Website pages have been drafted. Awaiting final approval before launching.	On Track
Community Life	Deliver the Connected Community Fund Programs to support diverse community programs and events	These programs have been delivered.	Completed

1.4.2: Deliver events that promote civic pride and celebrate our city's achievements

Section	Action	Comments	Status
Office of the General Manager	Deliver calendar of civic events including citizenship ceremonies and recognition programs	Civic events and citizenship ceremonies have returned and are back to full scale, following some minor adjustments due to COVID. Seven events have been held during this reporting period.	On Track

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

1.5.1: Increase use of Council's leisure services at Eagle Vale, Macquarie Fields, and Gordon Fetterplace and plan for future needs

Section	Action	Comments	Status
Community Businesses	Deliver training and recruitment initiatives to support the Learn to Swim Program	Two traineeships completed.	Completed
Community Businesses	Implement the Aquatic and Indoor Sports Strategy	The Aquatic and Indoor Sports Strategy was completed in Q2	Completed
Community Businesses	Enhance the customer experience for centre based sporting and aquatic events and carnivals	This was completed in Q3	Completed
Community Businesses	Enhance the customer experience by undertaking a customer facing system upgrade (CRM/POS)	Customer facing system upgrade completed.	Completed

1.5.2: Coordinate the City's sports fields and support local sports clubs in increasing participation

Section	Action	Comments	Status
Community Life	Develop the Lynwood Park Masterplan	Work to resume Q1 2022/23 following WestInvest process with Macarthur Football Association	On Hold
Community Life	Commence delivery of the Sports fields Upgrades Program	Floodlighting program not yet completed due to wet weather throughout Q4, Works at Bradbury Oval and Milton Park expected to be completed in July 2022. Works to Campbelltown Showground and Koorunga Reserve expected to be completed Q1 2022/23 when field conditions permit access by heavy equipment.	On Track

Section	Action	Comments	Status
Community Life	Promote grant funding opportunities for facility and equipment upgrades to local sports clubs	Working with clubs to progress 14 WestInvest submissions, Promotion of Community Building partnerships grants relating to facility improvements. Assisted clubs and associations deliver Little League Nationals (Baseball) and NSW Combined High Schools Championships (Softball) at Milton Park in Q4. Assisted clubs in completing and obtaining consent for club events throughout the quarter	On Track
Community Life	Investigate funding opportunities to deliver a Cricket High Performance Indoor Centre	This action has been completed.	Completed
Community Life	Develop a Tennis Strategy for the city	This has been placed on hold to allow Council time to gather more robust participation data to inform the recommendations.	On Hold

1.5.3: Promote and develop our current venues for sport and major events

Section	Action	Comments	Status
Project Director	Complete construction (Stage 1) of the Sport and Health Excellence Centre	A report is planned for August Council meeting regarding the location of this facility. Council will also be seeking additional funding for the project through the NSW Governments WestInvest program.	On Hold
Community Businesses	Increase activation of Campbelltown Sports Stadium	During Q4, Campbelltown Sports Stadium has been able to showcase the facilities to the community. The sporting landscape has been brought back to life with the continuation of the A-League season followed by the commencement of the NRL season and school carnivals to the Athletics Centre has provided over 53,000 visitors to the stadium in the last quarter.	On Track
Community Businesses	Deliver the Pacific Test Program	2022 Pacific Test took place on Saturday, 25th June 2022.	Completed
Project Director	Investigate Campbelltown Sports Stadium upgrade opportunities	The Stadium has had grant submissions for upgrades for both the Centre of Excellence and a new eastern grandstand through the WestInvest project.	On Track

Section	Action	Comments	Status
Community Life	Support Macarthur Football Club in delivering community programs that encourage healthy and active lifestyles	Macarthur Football Club has now concluded their 2021/2022 A-League Season and the stadium was able to support and deliver programs through various activations at their home games including junior games at half time which help to promote healthy and active lifestyles.	On Track

1.6: Foster a creative community that celebrates arts and culture

1.6.1: Manage Campbelltown Arts Centre as the South West Sydney regions major cultural services provider and venue

Section	Action	Comments	Status
Creative Life	Explore opportunities to expand Campbelltown Arts Centre facility	Creative Capital funding outcome still pending - Create Infrastructure NSW. Currently developing a Business Case for WestInvest to expand the Arts Centre including additional theatre, galleries, artists' studios, larger hospitality spaces and community spaces.	On Track
Creative Life	Promote the hiring of the Arts Centre for functions, corporate events and activities	The Arts Centre facility has been hired for various events and functions. The Performance Studio repairs were completed end of June 2022. Facility promoted widely to community and corporate groups who have been utilising the space for various community events and private functions.	Completed

1.6.2: Deliver a range of artistic programs and activities to promote cultural awareness and appreciation

Section	Action	Comments	Status
Creative Life	Deliver an artistic program that develops and presents new work that engages diverse audiences and responds to local interest including Sydney Festival	Campbelltown Arts Centre presented various artistic projects complimented by public programming. Some of these included: <ul style="list-style-type: none"> • Macarthur Ceramics Group: Dust to Table • Yirran Miigaydhu: Weaving our Ways to Country, a presentation of newly created works by Yirran Miigaydhu - Aboriginal Women's Weaving Group • Maryanne Wick: A Sense of Place and Time featured paintings and drawings created by local artist Maryanne Wick during her time 	Completed

Section	Action	Comments	Status
		<p>living in Spain from 2017-2019.</p> <ul style="list-style-type: none"> • The Conscious Music Project led by L-Fresh the Lion continued to develop new work with Conscious Artists including Saif, P.Smid, Clarissa Mei, Givitimy. The artists are releasing new tracks and performing at a range of events. • Public Art Projects - 3 new works have been commissioned and installed in Queen Street, Carberry Lane and Dumaresq St. The artists commissioned include acclaimed contemporary Aboriginal artists Jason Wing and Danielle Mate, and Lao-Australian artists Savanhday Vongpoothorn. 	
Creative Life	Establish and maintain relationships with arts and non-arts organisations (e.g. Campbelltown Hospital)	Preview of public artworks held in June. Ongoing collaboration with the Hospital on public art strategy. Facilitating the engagement of local artists and Elders is ongoing.	On Track
Creative Life	Deliver artistic and cultural programs with Aboriginal and Torres Strait Islander artists and communities	Wiritjiribin Girls Dance group weekly workshops and a number of public performances at events in the Macarthur area. Yirran Miigaydhu weaving workshops led by Yui/Dharawal artist and master weaver Aunty Phyllis Stewart culminating in an extraordinary exhibition launched 9 April. The exhibition, Weaving our Ways to Country or Yirran Miigaydhu Biyangalaygu Ngurayu in Dharawal language, is the second presentation of newly created works by Yirran Miigaydhu - Aboriginal Women's Weaving Group at Campbelltown Arts Centre since 2019.	Completed

Creative Life	Manage the ongoing provision, sustainability and growth of the Little Orange Studio	Little Orange Studio program continues to run twice weekly - series of studio sessions delivered face to face with artists supporting them to create new work and develop their practice. The Artists have performed and presented as part of the Sundown (After Dark) sessions at the Arts Centre throughout May and June 2022. They are all working towards a major exhibition due to open in August 2022.	On Track
Creative Life	Deliver an annual program of education, community engagement and creative learning activities and collaborations that engages our diverse community	<p>The Arts Centre has facilitated multiple creative learning and education programs that engaged diverse groups including children and families, emerging artists, educational groups, Aboriginal communities, arts educators and local residents. Some programs included art-making workshops, artist talks on site and a series of events and activities presented digitally.</p> <p>Artist Exchange Autumn Makers Markets was held successfully showcasing over 15 local makers. A series of after-hours events were held through May and June, Sundown Sessions which attracted over 1500 locals who engaged with the exhibitions, artists talks, and a range of art making activities. Burra Bamal: In-School Dance Workshops were held successfully in local schools for Years 7-12 Aboriginal and Torres Strait Islander students, presented in partnership with NAISDA.</p>	Completed

Creative Life	Promote Campbelltown as a film friendly City and support the development of local screen based practitioners and projects	The Film and TV Skills program in collaboration with AFTRS has been delivered. Approximately 25 participants were engaged in practical workshops, industry talks, studio tours and networking events in May and June 2022. New options to fund a series of workshops that will continue to offer skills development and industry engagement opportunities for local emerging screen practitioners are being explored. The Council Film Policy review will be undertaken late 2022. The Arts Centre and Events Team will host a number of public film events with funding received from Screen NSW for Film Festivals. Locations will include: Leumeah Commuter Carpark, Arts Centre and Forum Q.	On Track
Creative Life	Develop a cultural strategy that encourages the local community to engage in arts culture across the region	Community engagement strategy completed. Engaged an artist to facilitate workshops with stakeholders.	On Track

1.7: Promote the City's history, with strong respect for our Aboriginal and Torres Strait Islander history

1.7.1: Foster partnerships that celebrate our city's history and promotes reconciliation with our First Nations communities

Section	Action	Comments	Status
Community Life	Review and deliver actions from the Reconciliation Action Plan	Council continues to work closely with and support our Aboriginal and Torres Strait Islander communities with projects. We have involved the community in events and activations, planning, and supported groups such as Wiritjiribin Dance Group. The new Reconciliation Action Plan is due to be drafted and will commence in the next quarter.	On Track
Community Life	Implement the Aboriginal Interpretation Strategy 'Our Voice Our Place' to ensure an Aboriginal perspective across council facilities and the public domain	Continuing to include Dharawal language and perspectives across Council Projects. Inclusion of Aboriginal cultural representation in Council's plans. Examples: Billabong Parklands, Reimagining Campbelltown, Scenic Hills Green Grid and Bow Bowling Creek Scoping Project.	On Track

1.8: Enable a range of housing choices to support different lifestyles

1.8.1: Guide future land use planning rules and encourage sustainable and responsible development that increases the liveability of the Campbelltown local government area

Section	Action	Comments	Status
Urban Centres and Urban Release & Engagement	Review and manage planning controls responding to legislative and policy changes as required	Revised Local Housing Strategy approval received. Report on Local Housing Strategy implementation plan submitted to Council. Report on proposed affordable housing strategy and affordable rental housing contributions scheme supported by Council - procurement process has commenced. Employment zones reform package now on exhibition. Planning Proposal to simplify planning rules for signage finalised. Planning Proposal for reclassification of Campbelltown Stadium forwarded for finalisation. Menangle Park and Mt Gilead Planning Proposal finalised.	On Track

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

1.9.1: Design and deliver community led programs, places and spaces

Section	Action	Comments	Status
Community Life	Deliver the 'On Q' program of initiatives to encourage our community to visit the Campbelltown City Centre by creating engaging spaces (Reimagining Priority Project 3)	Over 16,000 people have attended the series of events run by the Place Team as part of the NSW Government fund Festival of Place and CBD Revitalisation programs. This has included the monthly Handmade and Homegrown Markets and Arts OnQ. It also included Wander OnQ held in April that on its own attracted over 5,000 people. Further funding has been attracted allowing the Markets to continue till September.	On Track
Community Life	Deliver Small Centre Space Activation initiatives	NSW Government funded Festival of Place 'Sweet Street' event in May attracted over 2000 people. Feedback from businesses and community was excellent.	On Track

Section	Action	Comments	Status
Community Life	Work with key support services to meet the needs and aspirations of our Claymore community	The Collective Impact Coordinator has been working closely with all services and schools. The NSW Government funded program is supporting the delivery of the Collective programs and ensures coordinated and focused programs. This has included community activations and a recent Youth Employment training program that enjoyed excellent cross agency collaboration.	On Track
Community Life	Create event ready sites to encourage new Night Market and Food Market activations across our city	This action was completed.	Completed

Outcome 2: A respected and protected natural environment

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

2.1.1: Plan and deliver programs that protect the threatened and unique plants, animals and places in Campbelltown

Section	Action	Comments	Status
Open Space	Implement Campbelltown Comprehensive Koala Plan of Management included key actions relating to habitat conservation and enhancement, education, monitoring and key threats such as vehicle strikes and dog attacks	<p>During 2021/22, Council delivered a range of projects and programs and key actions as part of the CKPoM and Koalatown. These actions included:</p> <ul style="list-style-type: none"> • Installation of 8 information signs about responsible dog ownership at local dog parks and key bushland reserves • bus shelter wraps installed at 7 locations throughout LGA • on ground habitat restoration works across 30ha of land and facilitated our annual Wild Koala Day tree planting in May. <p>We have continued to support private land conservation through Land for Wildlife/ Koalatown Properties with three properties engaged, and have targeted vehicle strikes through the use of the Variable Message Sign at hot spots. The final touches are being put on the long term monitoring strategy and our education programs including Koalatown Certified Schools engaged 3,907 residents and we also</p>	Completed

Section	Action	Comments	Status
		delivered a Eucalyptus identification course for wildlife care organisations across Macarthur in partnership with the NSW Government.	
Open Space	Deliver Stage 6 Smiths Creek Reserve Koala Habitat Restoration	<p>Project completed in May 2022 with restoration works completed across 7.16ha of Core koala habitat.</p> <p>The community engagement component of the project included:</p> <p>7 x Bushcare working bees with average 6.5 attendees</p> <p>2 x Bush Explorers events:</p> <ul style="list-style-type: none"> • 'Bugs of the Bush' - 7/4/21 - Bendall Reserve - 11 attendees • 'Bushtucker walk' - 13/2/22 - Bendall Reserve - 14 attendees <p>7 x local school environmental activities</p> <ul style="list-style-type: none"> • Clontarf Academy (Airds High School) - 12/08/2021 - 16 x 13-18 year olds • Clontarf Academy (Airds High School) - 29/09/2021 - 12 x 13-18 year olds • Insect Investigations - On Q - 14/09/2021 - 65x 5-10 years • Koalatown & Koalarama - On Q - 15/09/2021 - 120 x 5-10 years • Leaping Learners - Smiths Creek - 26/10/2021 - 15 x Early Learning • John Therry HS - Online - Koalatown - 27/10/2021 - 270 x Stage 5 • Broughton Anglican - Online - Koalatown - 20/05/2022 - 165 x Stage 5 <p>Council has also been successful in obtaining funding for stage 7 of the project.</p>	Completed

Open Space	Implement Grey Headed Flying Fox Camp Management Plans for Campbelltown and Macquarie Fields. Key actions include investigating methods to assist residents, developing plans to improve habitat and educating the community	First round of residential assistance program has been 50% completed with 20 residents participating to purchase a range of products and services to better coexist with GHFF. Site Restoration Plans are nearing completion with early works to begin onsite at Macquarie Fields in mid-late July to improve habitat and amenity of the creek line. Council has also submitted in grant to assist with funding Site Restoration works which we expect we will hear back in the next week. Plans are also underway to deliver a sprinkler system to assist residents by providing a buffer between GHFF and residents without removing vegetation.	Completed
Open Space	Commence Noorumba Reserve biobanking project works including fencing, weed control, rubbish removal and revegetation	All year 1 works completed in late 2021; year two works underway and scheduled to be completed in October 2022. Additional works including fire trail upgrades, erosion control to be completed to ensure protection and enhance of Noorumba Reserve under the biobank agreement.	Completed
Open Space	Deliver 12 month long baseline LGA wide biodiversity study to inform draft Natural Areas Prioritisation Plan. Plan to be finalised in 2022/23	Project in the later stages of scoping and testing within Assets management system underway. Further scoping of on ground assessments to be undertaken following testing with assets with project being rolled over due to its complexity.	On Hold

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

2.2.1: Engage and educate our local community through programs that encourage stewardship of our environment

Section	Action	Comments	Status
Open Space	Deliver engaging community events such as Wild Koala Day, Clean Up Australia Day and National Tree Day	Annual National Tree Day event could not be completed due to COVID restrictions; Clean Up Australia Day postponed due to poor weather. Wild Koala Day was held at Worrell Park, Ruse on Sunday 1 May 2022. On the day 95 residents took part in the event and planted 1,000 trees, shrubs and ground layer plants to expand on Critically Endangered Shale Sandstone Transition Forest and Core Koala Habitat that exists at the site.	Completed
Open Space	Deliver a range of guided walks to activate bushland reserves across the Campbelltown LGA	Program halted during Q2 due to COVID restrictions, and recommenced in February. The program saw 334 residents engaged over a 5 month period with a range of programs focused around our natural environment, waterways and flora/fauna. The program also included the launch of the 'It's Our Backyard' campaign including information for our CALD communities to encourage outdoor recreation and activation of our parks and bushland reserves. The program will continue into 2022/23.	Completed
Open Space	Deliver Land for Wildlife conservation program promoting conservation of bushland and koala habitat on private property	Program was impacted by COVID restrictions and did not start until Q3. During 2021/22, Council added 3 properties to its conservation program with a total of 4 properties now onboard with 12.35ha of bushland now being managed under the conservation program. Further promotion and a landholder event is planned for early in the new financial year.	Completed
Open Space	Update and implement the Annual Schools Environmental Education Plan	Council delivered the annual schools environmental education plan and this year in took the lead and restarted the SEED Network in partnership with Wollondilly and Camden Council's and Macarthur Environmental Education Centers.	Completed

Section	Action	Comments	Status
		The program held 2 meetings and engaged over 121 school teachers across the region to improve STEAM outcomes in environment, sustainability and waste. Further workshops are planned each term throughout 2021/22 and teachers have reported back with very positive feedback.	
Open Space	Engage our community in volunteering opportunities to further protect and enhance our environment through initiatives such as the Bushcare Program	The Bushcare program was heavily affected by COVID restrictions and poor weather. However volunteers still managed to contribute 516 hours to the program across 7 work locations. Works included tree planting, rubbish removal, environmental monitoring and citizen science and weed control to improve our bushland and waterways.	Completed

2.2.2: Implement initiatives that will activate and promote use of our natural areas

Section	Action	Comments	Status
Open Space	Implement the Review of Bushwalking Tracks and Associated Facilities Report, specifically reserve upgrades at key locations including Keith Longhurst Reserve, Kentlyn and Ingleburn Reserve, Ingleburn	Trail works completed at Keith Longhurst Reserve in late 2021 with works also completed at Ingleburn Reserve. The only outstanding component is signage which is designed and to be installed soon. Council has been successful in obtaining funding to deliver trail upgrade works at Nepean River Reserve and Smiths Creek Reserve under this program/strategy.	Completed

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

2.3.1: Deliver a reliable and cost-effective waste and recycling service to our community

Section	Action	Comments	Status
City Standards, Compliance & Waste	Manage the ongoing efficient operations of the Community Recycling Centre and the Effluent Disposal Facility	Community Recycling Centre formally opened by NSW Environmental Protection Authority on 22/3/22. The Centre has been well received by members of the community and surrounding LGA's. The following are some key updates: <ul style="list-style-type: none"> • X-rays and mobile phones added to drop off recycling and recovery options. 	On Track

Section	Action	Comments	Status
		<ul style="list-style-type: none"> Centre advertised through Macarthur Advertiser (newspaper), socials, VMO screens at petrol stations, and also shopping centres throughout the LGA. On-site open day held on 9/4/2022 with approx. 200 cars come through the centre. This day included the "silver bullet" on site with people accessing general waste information at the same time and giveaways to assist with waste reduction and separation. 8260 kgs have been collected since opening late March 2022. 	

2.3.2: Provide our community with the knowledge and skills to maximise resource recovery and recycling

Section	Action	Comments	Status
City Standards, Compliance & Waste	Implement actions from council's adopted Waste Education Strategy including: Council Waste and Recycling App	<p>1286 new downloads of the Waste App between April 1 and June 30. 8472 downloads of the App since its introduction.</p> <p>The flyer for the App was handed out during the Community Recycling Centre open day on 9/4/2022; also distributed by Resource Recovery Engagement Officers during bin inspections.</p> <p>The behaviour change research is progressing with strategies being developed to trial following the completion of the bin inspections, community surveys and focus groups throughout the LGA. An implementation plan for the draft strategies is being developed in partnership with consultant EnviroCom and the Communications team. Pilot program is expected to commence August 2022</p>	On Track

2.3.3: Manage opportunities for a cost effective, long term contract for domestic resource recovery and waste disposal

Section	Action	Comments	Status
City Standards, Compliance & Waste	Manage the long term regional contract for domestic resource recovery and waste disposal (known as Project 24)	<p>Tenders advertised on 31 August 2021. An online forum closed 29 March 2022. The closing date for tenders was extended from 5 April 2022 to 3 May as a result of representations by a potential tenderer.</p> <p>A total of 36 companies downloaded the tender documents and 4 companies submitted proposals to service either some or all waste streams.</p> <p>Evaluation of tenders is currently being finalised and reporting to Council will follow.</p>	On Track

2.3.4: Prepare for, and respond to, the effects of our changing climate

Section	Action	Comments	Status
City Growth Directorate	Implement priority actions that respond to Council's Climate Change Risk Assessment	Council has updated its Climate Change Risk Assessment, and incorporated priority actions into the Resilience Hazard Assessment.	Completed
City Growth Directorate	Develop and commence implementation of actions to transition our operations to net zero emissions	<ul style="list-style-type: none"> • Council's sustainability performance dashboard continues to integrate information on electricity, gas, waste, paper and vehicle fleet emissions. • A greenhouse gas dashboard has been developed. • A review of the data in the sustainability performance dashboard is currently underway, and will inform potential pathways to transition to net zero. It is anticipated that this will be completed by July 2022. 	On Track

2.4: Conserve and care for our city's biodiversity

2.4.1: Protect our city's unique biodiversity through a targeted program of priority weed and pest animal species

Section	Action	Comments	Status
Open Space	Develop draft Local Priority Weed and Pest Animal Management Plans for the Campbelltown LGA	Project rolled over due to impacts of COVID-19 on other legislative responsibilities of the position and position being vacant for a significant period of the year whilst being recruited. Staff require significant training and understanding to be able to develop these strategies, these will be delivered in the new financial year.	On Hold

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

2.5.1: Promote precious resource efficiencies

Section	Action	Comments	Status
City Growth Directorate	Engage local businesses to identify water efficiency opportunities through the Sydney Water Partnership Program	The partnership has been finalised.	Completed
City Growth Directorate	Investigate integrated water solutions for the city centre	<ul style="list-style-type: none"> An internal working party is currently reviewing a number of potential projects for transforming Bow Bowing Creek. A report has been prepared recommending the preparation of a Master Plan. 	On Track
City Growth Directorate	Develop a guideline for residential energy sharing schemes under the 'Creating a Spark' grant	This guideline has been developed	Completed

2.5.2: Strengthen our resilience as we adapt to shocks and stressors

Section	Action	Comments	Status
City Growth Directorate	Strengthen our resilience as we adapt to shocks and stressors including: <ul style="list-style-type: none"> - Develop a Resilience Plan that identifies priority shocks and stresses - Participate in the Resilient Sydney Network - Undertake key actions outlined 	<ul style="list-style-type: none"> A Resilience Hazard Assessment was finalised identifying our shocks, stresses and resilience hazards. A Communications Strategy has been developed and commenced implementation. An internal working party has been created to assist in disseminating the information and embedding resilience. 	On Track

Section	Action	Comments	Status
		<ul style="list-style-type: none"> Resilience has been incorporated into Council's Delivery Program and is one of two overarching strategies. Key priority actions have commenced, including a partnership project with the City of Sydney and Resilience NSW to embed resilience into our Asset Management Plan. A resourcing and financial strategy is currently being developed to guide the implementation of the actions in the Resilience Hazard Assessment. 	

Outcome 3: A thriving, attractive city

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

3.1.1: Manage and implement the Economic Development Strategy to create a local environment that facilitates and drives greater economic growth

Section	Action	Comments	Status
Economic and Investment Growth	Investigate resourcing strategies to deliver priority actions from the Economic Development Strategy	<ul style="list-style-type: none"> Submission of Council response to WPC draft Blueprint and ED Roadmap. Successful delivery of strategic matching event with WSBC in June. Currently developing an investment attraction strategy to target sectors we want to attract to Campbelltown, as well as a framework to concierge investment leads internally and marketing tools. Completed the Campbelltown Spaces feasibility which recommends putting creative industries into vacant shopfronts to increase main street foot traffic and diversify the retail offering. Continuing to work with Planning and Compliance on DA updates/requests from businesses and outdoor dining. Continuing to build relationships within industry and make connections with relevant 	On Track

Section	Action	Comments	Status
		<p>stakeholder groups to help them grow.</p> <ul style="list-style-type: none"> Continuing partnerships with stakeholders which can directly benefit industry, including with government and education/training providers to address current and future gaps and challenges. 	

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

3.2.1: Provide a caring, nurturing educational environment enabling our children to prosper

Section	Action	Comments	Status
Community Businesses	Provide high quality education and care services that meet the needs of our future generation	Overall utilisation across all services has increased across the financial year. Services continue to provide educational programs offering the best outcomes for children in their early learning and the most critical stage of their development.	Completed
Community Businesses	Implement improvements that make it easier for families to access our services	Parent Handbook content is complete and ready for sharing with families. E-form strategy is complete and next steps identified for future projects.	Completed
Community Businesses	Improve our education and care facilitates to reflect our quality of care standards	The Staff Induction process has been live for Q4 and is being utilised by all new starters within Education and Care Services. The Staff Induction process supports all new educators with information and tools they need to understand roles and responsibilities. The new starter and their Nominated Supervisor have the opportunity to come together within the first month and discuss all aspects of the Staff Induction process providing the new starter with the opportunity to ask questions and extend on their knowledge from what they have already learnt through this process. All new starters and existing employees have the opportunity to provide ideas, suggestions and feedback on the Staff Induction process.	Completed

3.2.2: Deliver Bicycle Education programs to increase awareness and participation in cycling

Section	Action	Comments	Status
Community Businesses	Deliver educational programs and facility based experiences	The Bicycle Education Centre continued to operate for all educational programs, open days and private hire. The wet weather impacted some of these, with rescheduling occurring where required.	Completed

3.2.3: Provide an outstanding customer experience with our libraries through innovative technologies

Section	Action	Comments	Status
Community Learning and Library Services	Implement a new Library Management System to improve community access to library resources	The system has been implemented.	Completed

3.2.4: Provide library spaces that encourage our community to connect, create and learn

Section	Action	Comments	Status
Community Learning and Library Services	Deliver the branch renewal program to support increased utilisation by our diverse community	Eagle Vale Inclusive Space will be launched in July. Eagle Vale Library has installed a sensory wall in the Children's space, purchased games and technologies for people with vision impairment, and increased accessibility to our collections and resources. Ingleburn Library has converted a meeting room into a sound studio to enable recording of podcasts and other small creative projects. Glenquarie and HJ Daley Libraries have purchased new furniture to refresh their existing spaces.	Completed
Community Learning and Library Services	Investigate new Civic Library development opportunities	Work has commenced on the South West Sydney Community and Justice Precinct MasterPlan, which includes the new Library. This is due for completion in October.	Completed

3.2.5: Deliver a range of lifelong learning programs and library resources

Section	Action	Comments	Status
Community Learning and Library Services	Deliver a range of library programs and resources including: - Early literacy - Information talks - Youth activities - Author talks - School holiday activities	Library programs have continued in Q4 and highlights include: <ul style="list-style-type: none"> • School Holiday activities held at all libraries, with planned activities as well as drop in craft sessions. • Fiction and non-fiction writing workshops continued both online and in person. • Therapy dog visits at all branches to help students de-stress. • Early literacy programs continued to be a success with families staying longer due to the stay and play initiatives the library has implemented. • Social groups such as scrabble club, Sit n' Chat, Sewing Club and the Board games group continue to be a place where people can connect. • Chess club at Eagle Vale Library restarted. • Nostalgia and Nibbles provided an opportunity for people to come together and reminisce old locations and stories. • Comic Book Day was hugely successful with over 1500 people attending a variety of comic themed activities at the library. 	Completed

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

3.3.1: Manage IT solutions to provide an improved customer experience

Section	Action	Comments	Status
Corporate Support & Systems	Implement IT solutions to enhance customer experience	Online booking system for sport grounds completed. Continual improvement of Campbelltown City Services online request platform to enhance the customer experience. Review of Visitor Management and Council Inbox procedures and systems completed. Projects underway to implement a new visitor management system and council inbox email automation tool.	Completed

Section	Action	Comments	Status
		<p>The visitor management solution will make the sign-in process seamless by offering a digital sign-in and the capability to allow customers and visitors to digitally book their anticipated visit to Council enhancing the customer experience.</p> <p>A visitor management system will allow corporate visitors to always be attended to promptly without the requirement to speak to a customer service representative at the front counter. Digital sign in will allow corporate visitors to be notified of their visitors arrival automatically.</p>	
Corporate Support & Systems	Develop the Digital Services Plan 2022-25	Initial plan completed. Outcomes of the Customer Experience strategy will also inform this plan.	Completed

3.3.2: Manage IT infrastructure, systems, solutions and support to the organisation

Section	Action	Comments	Status
Corporate Support & Systems	Implement the ICT Infrastructure and Application Program including cyber security, core network refresh, and telephony refresh	Enterprise Telephony project has commenced and is currently in the design phase.	On Track
Corporate Support & Systems	Develop the ICT Infrastructure and Application Plan 2022-25	Ongoing - Year 1 plan completed. Awaiting the outcome of other corporate projects i.e. The Community Justice Precinct to help inform future planning.	Completed

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

3.4.1: Develop programs, projects and activities which provide learning and development opportunities and support for local businesses

Section	Action	Comments	Status
Economic and Investment Growth	Deliver projects to support local business including: - Street Appeal, Campbelltown and Ingleburn - promotion of outdoor dining opportunities - Southern Strength Campbelltown chapter meetings - FutureMap and UTS collaboration for local manufacturers	<ul style="list-style-type: none"> Delivered shopfront revitalisation grants to businesses in Campbelltown and Ingleburn as part of Street Appeal. The grants were applied for and distributed during this period, with project acquittals due later this year. A number included outdoor dining infrastructure. Held successful Southern Strength event in Campbelltown in May. Continue planning for Spark Festival in October, a business event aimed at existing small businesses, online businesses, entrepreneurs and those in the early stages of business (newly formed or recently formed) to help them get started or grow their business. Supported a Western Sydney Business Connection Meet the Buyer strategic matching event in Campbelltown in June, where local businesses met with Tier 1 and Tier 2 suppliers. Investigating opportunities to link local industry and NETM with FutureMap to understand how to support local manufacturers to move into the advanced manufacturing space with customised actions. 	On Track

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

3.5.1: Develop programs, projects and activities which provide learning and development opportunities for Campbelltown

Section	Action	Comments	Status
Economic and Investment Growth	Deliver projects to support local business including: - CSIRO Generation STEM program (year three)	<ul style="list-style-type: none"> Continue to provide online learning opportunities for local businesses through Business Connect. 	On Track

Section	Action	Comments	Status
	- WSBC interactive STEM initiative	<ul style="list-style-type: none"> • Held first roundtable in May with industry representatives and local businesses to discuss skill gap challenges and how the New Education and Training Model (NETM) could support our businesses with solutions into the future. • Supported local businesses to hold events as part of the Festival of Place funding. • Completed the feasibility study for Campbelltown Spaces which recommends filling vacant shopfronts with creative industries to increase foot traffic and diversify existing retail offering. • Continue to engage with local industry and encourage their participation as mentors in Generation STEM. • Continue to promote and support grant funded opportunities for local businesses, especially around alfresco dining. 	

3.6: Develop tourism opportunities and promote Campbelltown as a destination

3.6.1: Proactively market and position Campbelltown as a city 'where opportunity comes to life' and a great place to live, work, learn, invest and visit

Section	Action	Comments	Status
Economic and Investment Growth	Develop a city marketing strategy and action plan to promote the city for investment attraction using the brand identity	<ul style="list-style-type: none"> • The city centre narrative and key messaging has been used for WestInvest grant funding applications, website updates and promotion of activities in the Queen Street Precinct. • Continue working with the CHEP working group on how to progress and update the CHEP website. • Work is underway on the development of an investment attraction strategy and action plan, which will provide us direction on how to target the industries we want to attract to Campbelltown, as well as a process for how to manage investment leads. 	On Track

3.6.2: Promote Campbelltown to locals and visitors

Section	Action	Comments	Status
Community Learning and Library Services	Provide information services to locals and tourists visiting Campbelltown	The Visitor Information Centre has continued to support Group Tours and Investigative Ghost Tours in Campbelltown and Camden.	Completed

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

3.7.1: Provide the framework and support in the efficient and effective financial management of Council

Section	Action	Comments	Status
Corporate Services & Governance	Prepare and plan for Council's external financial audit FY22	Planning and preparation complete for FY22 Audit.	Completed
Corporate Services & Governance	Conduct asset valuations for Roads, Stormwater, Other Structures, Community Land (Valuer General), Land Under Roads (Valuer General), Land Improvements	Completed as part of EOY Audit preparation.	Completed
Corporate Services & Governance	Review the Long Term Financial Plan as part of the Community Strategic Plan review	This Plan has been reviewed.	Completed

3.7.2: Deliver whole of life management of Council Assets including but not limited to asset inspections (both existing and new), data collection, life cycle financial and maintenance modeling, program development and delivery

Section	Action	Comments	Status
Infrastructure	Ensure that all Council Assets are appropriately electronically identified with the required asset information	This action has been completed.	Completed
Infrastructure	Ensure that Asset renewal programs are developed on time and in accordance with the Asset Management Strategy	95% complete, pending consultant report.	On Track
Infrastructure	Ensure that all assets, new and existing, are appropriately inspected at the required frequency	This action has been completed.	Completed
Infrastructure	Review and develop the Asset Management Policy, Strategy and Plans in line with the new Delivery Program 2022-25 and Resourcing Strategy	This action has been completed.	Completed

3.7.3: Manage Council's land portfolio to align with the current and future needs of our community

Section	Action	Comments	Status
Economic and Investment Growth	Investigate revitalisation activities for the Queen Street Precinct	Several activation programs have been implemented in the 21/22 year. Property analysis is ongoing. Further works to be completed in 22/23.	On Track
Economic and Investment Growth	Undertake quarterly review of the Land Register of all council owned land	Review of land register completed.	Completed

3.7.4: Deliver sustainable income streams for Council and maximise efficiency and usage of its property portfolio

Section	Action	Comments	Status
Property	Commence implementation of the Commercial Property Strategy	This action was completed in Q3	Completed

3.7.5: Manage the good working order of Council's plant and fleet

Section	Action	Comments	Status
Operations	Improve efficiency of council plant and fleet through introduction of new technology	Project complete, electronic timesheets implemented.	Completed

3.8: Provide strong governance for all Council activities

3.8.1: Support good decision making through the administration of council's governance framework

Section	Action	Comments	Status
Corporate Services & Governance	Prepare and support 2021 Local Government Elections	This action has been completed.	Completed
Corporate Services & Governance	Implement the new Corporate Document Framework to improve governance and efficiency in managing council's diverse corporate documents	This action has been completed.	Completed
Corporate Services & Governance	Implement Fraud and Corruption Control plan actions	Fraud and Corruption prevention action is an ongoing and iterative process across the organisation. In Q4, Council has adopted a new Code of Conduct and Administrative Procedures based on the Model Code issued by the Office of Local Government and appointed a new panel of conduct reviewers to deal with complaints. Code of Conduct refresher training content has been	Completed

Section	Action	Comments	Status
		reviewed and will be rolled out to the organisation in the next financial year. Organisational commitment and training to promote the Code of Conduct has an explicit corruption prevention focus by dealing with topics such as conflicts of interest and the appropriate use of Council resources and information.	
Corporate Services & Governance	Review Access to Information and Privacy Management Framework	<p>In terms of the progress of the Access to Info and Privacy Management Review, the priority was to update the corporate documents with a particular focus on aligning our forms with our legislative obligations and service delivery expectations. This has been completed.</p> <p>Our next step is to review the Access to Info and the Privacy Management Policies. We're just waiting on the Personal Information Protection Amendment Bill to be passed as this would see significant changes in the management of personal information with the introduction of the Mandatory Notification of Data Breaches scheme.</p>	Completed

3.8.2: Ensures council is adequately protected through the identification and mitigation of business risk

Section	Action	Comments	Status
Corporate Services & Governance	Deliver business impact analysis, threat assessment, development of continuity strategy and plan including desktop testing	Recruitment finalised for Risk Management Officer, action will be progressed Q1 2022/23	On Track
Corporate Services & Governance	Implement the Enterprise Risk Management Framework and System	Council's Corporate Reporting PULSE is now being utilised by the Projects section for all major construction projects. The system is now evolving to be used for the Project Delivery Team across all construction based projects.	Completed

3.8.3: Manage the delivery of well-governed, transparent and accountable centralised procurement and contract service

Section	Action	Comments	Status
Corporate Services & Governance	Complete Procurement Operational Service Review	This review has been completed.	Completed

3.8.4: Manage and enhance strong organisational planning processes and corporate reporting towards the long-term vision for Campbelltown

Section	Action	Comments	Status
Insights & Corporate Strategy	Deliver review of Community Strategic Plan, Delivery Program and associated documents	The full suite of new Integrated Planning and Reporting documents were endorsed/adopted by Council in their extraordinary meeting on 28 June 2022.	Completed

3.8.5: Deliver continuous improvement initiatives to enhance service delivery and internal operations

Section	Action	Comments	Status
Insights & Corporate Strategy	Undertake organisational improvement initiatives, including process mapping, service assessments and reviews	The Sport Grounds and Venues review was initially planned for completion in Q4. While progress has been made, it has not yet been completed and will continue into 2022/23.	Not on Track / Needs Attention

3.8.6: Improve Council's approach to data utilisation and evidence-based decision making

Section	Action	Comments	Status
Insights & Corporate Strategy	Develop a Data and Insights Enabling Plan to foster evidence based decision making	This is an ongoing action. Key actions include: <ul style="list-style-type: none"> • Development of performance indicator framework as part of the new IP&R suite • Establishment of a Research and Data Steering Group • Development of a suite of corporate dashboards, integrating a range of internal and external datasets. 	On Track
Insights & Corporate Strategy	Provide data and analytic support to key Council projects to foster evidence based decision making	This is an ongoing action. Analytic support has continued to be provided for a range of projects, including: <ul style="list-style-type: none"> • Travel survey • WestInvest grant applications 	On Track

3.8.7: Manage Council's Records and Information

Section	Action	Comments	Status
Corporate Support & Systems	Provide quality information management records and archival services	<ul style="list-style-type: none"> • IRIS transition Plan completed • Positive uptake in IRIS (reflected in the 34.1% increase in records registered by non-records staff). • Documents registered by everyone in Council has increased, where records registered by the records team has decreased. This coincides with the completion of the IRIS transition plan and system adoption. • Improved process for the 	On Track

Section	Action	Comments	Status
		<p>management of Legal Documents implemented in IRIS.</p> <ul style="list-style-type: none"> IRIS Champions pilot program commenced. Implementation of InMailX to provide effective correspondence management for shared mailboxes. <p>Performance Metrics</p> <ul style="list-style-type: none"> 579 SD+ requests received by R&IM in Q4 with 96% of requests resolved. GIS - 106 SD+ requests received by GIS in Q4 with 91% of requests resolved. 	
Corporate Support & Systems	Develop the Digital Information Management Roadmap 2022-25	Roadmap developed for 2023/24. This will be enhanced as further engagement is conducted with the business.	Completed

3.8.8: Manage all people centric services to the organisation ensuring capacity to deliver council services and progression of Council's long term strategic plan

Section	Action	Comments	Status
People & Performance	Review recruitment processes to attract and retain a diverse and qualified workforce	Despite growth and competition in candidate market, have consistently filled roles as per agreed strategy.	Completed
People & Performance	Promote employment opportunities for young people and people with disabilities through Council's Work Placement Program	Continued hosting of work experience and commenced promotion of opportunities through additional local providers.	Completed
People & Performance	Promote a safe and healthy workplace through initiatives including mental health awareness, timely support to injured workers and staff involvement in safety risk identification and mitigation	54% reduction in workers comp claims. 75% reduction in lost time injuries. SIRA audit result (this month) 92.7%.	Completed
People & Performance	Engage and develop talent to ensure continuity of service delivery	Culture & Connection program launched to support staff engagement. Learning program delivered as committed.	Completed
People & Performance	Continue to build the capacity and resilience of our leaders to respond to day to day operational needs and future growth	Leadership Development: Leading the Possibilities, Leadership Lab and monthly meetings. Increase in staff sentiment regarding support from leaders.	Completed

Section	Action	Comments	Status
People & Performance	Develop the Workforce Management Plan 2022-25	Workforce Management Plan published along with IPR suite of documents.	Completed

3.8.9: Develop and maintain a consistent approach to project management with engagement across the organisation

Section	Action	Comments	Status
City Growth	Develop and commence implementation of an enterprise-wide project management methodology and framework including project governance	Project Management Office has been working on the Corporate Project Management Framework, and updating project management tools/templates for the organisation. Council's intranet has been update with project management guidelines, processes, and templates.	On Track
City Growth	Engage and partner with business units to provide support in project management	The Project Management Office is continuing to work across the organisation to support and partner business units in project management.	On Track

Outcome 4: 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

4.1.1: Deliver End to End Project Management of all Council construction projects

Section	Action	Comments	Status
Infrastructure	Deliver construction programs to time, budget and scope ensuring risks are appropriately managed including: - Major Works Program - Minor Works Program - New Footpaths Program - Pedestrian Access and Mobility Plan (PAMPS) Program - Baulks Program - Bus Shelters Program	Wet weather and COVID 19 have caused delays. The programmed works have been carried over to the next financial year and anticipated to be completed by September 2022.	On Track

Project Delivery (Capital Works)	<p>Deliver construction projects to time, budget and scope ensuring risks are appropriately managed including:</p> <ul style="list-style-type: none"> - Bridge Design - Raby Road Upgrade - Jackson Park - fencing renewal - Passfield Park - construction - Harvey Brown Reserve - exercise equipment renewal - Campbelltown Golf Club - bridge replacement - Campbelltown Golf Club - groundsman shed renewal - Seddon Park - new amenities building construction - Denham Road - rehabilitation - Therry Road - rehabilitation - Queen Street - resurfacing - Hurley Street - resurfacing - Billabong Parklands 	<ul style="list-style-type: none"> • Raby Road Upgrade - Stage 3 underway. Sub-grade issues identified and being resolved. Utilities encountered onsite, and resulting designs submitted to authorities. Authority approvals to proceed received. Works continue. • Jackson Park - fencing renewal - Works not yet commenced. Opposing requirements of community stakeholders being resolved. Site work commencement pushed to 22/23. • Passfield Park - construction - Design complete. Procurement phase initiated. • Harvey Brown Reserve - exercise equipment renewal - Equipment delivered. Contractor to complete this/next quarter. • Campbelltown Golf Club - groundsman shed renewal - Procurement of D&C contractor continuing. May need to go back out to market with revised construction methodology in order achieve budget. • Seddon Park - new amenities building construction - Construction 75% complete. Works continue. • Denham Road - rehabilitation - Delayed due to weather. Completed this quarter. • Campbelltown Golf Club - bridge replacement - Completed Q2. • Bridge Design - Completed Q2. • Therry Road - rehabilitation - Completed Q2. • Queen Street - resurfacing - Completed Q2. • Hurley Street - resurfacing - Completed Q2. 	On Track
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4.1.2: Responsible for Councils DA assessments (engineering), traffic management strategies and operational obligations and engineering designs for all infrastructure assets

Section	Action	Comments	Status
Urban Release & Engagement	Co-develop an end to end process map for DA assessments to meet Council targets for assessment	Process mapping of DA and Post Consent Certificates completed.	Completed

Section	Action	Comments	Status
Infrastructure	Respond to all traffic inquiries within agreed timeframes	This ongoing action is on track.	On Track
Infrastructure	Lead the development of the engineering specifications for Council	On hold due to recruitment delays	On Hold

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

4.2.1: Develop the engineering strategy and specifications for Councils transport and stormwater assets

Section	Action	Comments	Status
Infrastructure	Develop a traffic model for the reimagine corridor	Traffic modeller position appointed and scheduled to commence 3 August 2022	On Hold
Infrastructure	Develop internal and external LGA transport connectivity strategies	Traffic modeller position appointed and scheduled to commence 3 August 2022	On Hold
Infrastructure	Develop a flood model for reimagine corridor	Existing flood model fit for purpose and complete. Changes can be made in response to any future Reimagine requirements. Recent modelling has been undertaken to include the Fisher's Ghost Creek culverts at the Billabong	Completed
Infrastructure	Assess and provide solutions for flood affected properties	This is an ongoing activity, undertaken on a continuous basis.	On Track

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

4.3.1: Ensure buildings are constructed in a sound manner consistent with legislative and other requirements

Section	Action	Comments	Status
Urban Centres and Urban Release & Engagement	Provide building and certification services including occupation certificates	Building certification and compliance services provided during period to assess post consent certificates and address compliance matters. Advertising campaign for Council's certification services commenced.	On Track
Urban Release & Engagement	Use voluntary planning agreements to provide innovative planning outcomes	Actions in current quarter include finalising VPA policy and completion of internal consultation. New VPA offer as part of Class 1 DA appeal and commencement of VPA negotiation for Dahua Menangle Park Planning Proposal.	On Track

4.3.2: Guide future land use planning rules and encourage sustainable and responsible development that increases the liveability of the Campbelltown local government area

Section	Action	Comments	Status
Urban Centres and Urban Release & Engagement	Assess and determine development applications against Campbelltown's planning instruments	Development Applications during the full period have been assessed and determined in accordance with the requirements of the relevant environmental planning instruments.	On Track
Urban Centres and Urban Release & Engagement	Progress the Ingleburn Planning Proposal by preparing flooding controls and site specific development control plan	The Ingleburn Planning Proposal has been progressed largely in accordance with the program for this financial year. Some minor adjustment to timings for the last item to be completed before submission for Gateway Determination being the traffic and parking study which was completed in August.	On Track

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

4.4.1: Provide strategic open space and natural area planning, design and input into the delivery of open space and natural area projects and to review open space and natural area maintenance regimes and service level agreements

Section	Action	Comments	Status
Open Space	Deliver the Prentice Park playspace upgrade at Kearns	Project deferred to 2022/23	On Hold
Open Space	Deliver the Sauvignon Reserve playspace at Eschol Park	Project deferred to 2022/23	On Hold
Open Space	Deliver the Clematis Reserve playspace at Macquarie Fields	Project deferred to 2022/23	On Hold

Section	Action	Comments	Status
Open Space	Deliver redevelopments at Seddon Park, Ingleburn Reserve Picnic Area and Keith Longhurst Reserve	<ul style="list-style-type: none"> Seddon & Kennett Park – Sports field complete – in maintenance period. Amenities 75% complete. Footpath connections 80% complete. Projects deferred to 2022/23 – landscape works and cricket nets and playspace & youth space construction. Ingleburn Reserve – Mountain bike trail to be completed end of July. Park furniture installation currently being implemented. Projects deferred to 2022/23 – car park upgrade, accessible pathways and viewing deck. Keith Longhurst Reserve – Walking trail upgrades complete. Deferred to 2022/23 – car park upgrade and signage. 	On Track

4.4.2: Maintain our urban landscapes including parks, reserves and tree management

Section	Action	Comments	Status
Operations	Commence development of service levels for open space assets	Stage 1 of Service levels review and complete. This program will roll over to next financial year	Completed
Operations	Increase efficiencies of public and private tree management through the introduction of mobile technology	Tree requests now managed using mobile technology	Completed

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

4.5.1: Lead and provide guidance on city positioning, shaping, high level strategic land use planning, design and strategic connectivity for our city

Section	Action	Comments	Status
Economic and Investment Growth	Deliver a Place Based Transport Strategy for the Campbelltown Local Government Area by working collaboratively with TfNSW and SWLHD	The Place Based Transport Strategy was completed in final draft form in October 2021. TfNSW are seeking internal approvals and anticipate the PBTS being forwarded to the Minister's Office in August 2022 (Q1 22/23) for consideration and approval/endorsement. Council has no control over this external delay or influence to change TfNSW's planned approach.	On Hold

Economic and Investment Growth	Commence development of a City Centre Design Framework, comprising a Public Domain Plan and Design Guidelines	City Centre Design Framework is progressing well. Stage 1 on track for completion with milestones & dates being met. Project scope extended to include 3D Model for the City Centre - kick-off meeting 16 June. Stage 1 expected completion - late September 2022, with final approval October 2022. PDP Stages 2 & 3 approved earlier. RFT preparation for Stage 2 commenced.	On Track
Economic and Investment Growth	Review the Local Strategic Planning Statement (LSPS) in line with the Community Strategic Plan (CSP) and core enabling strategies	The Greater Cities Commission have advised to wait for the District Plan review to be undertaken prior to reviewing the Campbelltown LSPS to ensure alignment.	On Hold
Economic and Investment Growth	Continue to work collaboratively with TfNSW and Sydney Metro to secure connections of Council's transport system within the LGA to the Aerotropolis, WSA and other key strategic locations within the Western Parkland City.	Council is continuing to work collaboratively with TfNSW and Sydney Metro. A recent meeting (26 May) focused on securing Rapid Bus connection to Western Sydney Airport by its opening in 2026 and further meetings are being scheduled. No further updates are available on the proposed Metro Rail Link(s) to the Aerotropolis/WSA. The importance of securing transport connections to Bradfield (the Aerotropolis) and WSA for the local community and economy has been raised with the Greater Cities Commission in workshops to inform review of the Greater Sydney Region Plan and the Western Parkland City District Plan.	On Track

4.5.2: Collaborate and pursue opportunities for Campbelltown

Section	Action	Comments	Status
General Manager	Continue to pursue relevant opportunities under the Western Sydney City Deal including North/South Rail (incl. South West Rail Link extension), Rapid Bus connections, and infrastructure planning to support growth, Smart Cities initiatives and strategic land use planning	City Deal commitments continuing. Commonwealth Government re-settling post-election, including swearing in of new portfolio Minister and Secretary. NSW Budget commitment to a business case for the South West Rail Link extension was encouraging.	On Track

Section	Action	Comments	Status
General Manager	Continue to collaborate with the NSW and Commonwealth government agencies to pursue the South West Sydney Community and Justice Precinct to catalyse economic development, enhance place outcomes and provide more efficient and effective community services in the City Centre	Community engagement underway to inform the Community and Justice Precinct Master Plan, in collaboration with the Commonwealth and NSW government agencies.	On Track
General Manager	Continue to collaborate with the other seven councils in the Western Parkland City: Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly to deliver regional outcomes	Continuing collaboration through the Western Parkland Councils' alliance.	On Track

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

4.6.1: Coordinate the implementation of Reimagining Campbelltown City Centre Master Plan and associated actions

Section	Action	Comments	Status
City Growth	Scope the program of works to enable delivery of the five council-led priority projects identified in Reimagining Campbelltown City Centre Masterplan (Billabong, Revitalise Queen St, Leumeah Live, Civic Library, Bow Bowling Creek)	Reimagining Campbelltown City Centre Master plan identifies a number of long-term initiatives for Council and the community. Of the 5 priority actions within the 2021-2022 Operational Plan, the Revitalise Queen Street and Bow Bowling Creek programs are progressing well. The Library project is progressing through WestInvest and the Community and Justice Precinct Project, which is also progressing well. Whilst the development of the Leumeah Masterplan is on hold, significant focus has been placed on attracting funding through WestInvest, particularly for the Stadium. A resourcing plan is required to progress the preparation of the Leumeah Masterplan, and this action will continue in the 2022-2023 Operational Plan	On Track

Section	Action	Comments	Status
City Growth	Coordinate an enduring governance group to achieve the actions in the Campbelltown-Macarthur Place Strategy	Collaboration Area Steering Group maintaining high level of engagement with partners.	On Track
City Growth	Work with the Campbelltown Health and Education Partnership to support the growth of the Macarthur Health, Knowledge, and Innovation District	Ongoing work to support health, education, and marketing working groups is progressing well. Scoping of CHEP connectivity, wayfinding and identity program has delivered strong business case and good design directions to improve active transport and amenity in the precinct.	On Track
City Growth	Coordinate the implementation of Reimagining Campbelltown City Centre Master Plan and associated actions	Scoping of programs is ongoing. The Revitalise Queen Street and Bow Bowing Creek programs are progressing well. The Library project is progressing through WestInvest and the Community and Justice Precinct Project, which is also progressing well. Whilst the development of the Leumeah Masterplan is on hold, significant focus has been placed on attracting funding through WestInvest, particularly for the Stadium. A resourcing plan is required to progress the preparation of the Leumeah Masterplan, and this action will continue in the 2022-2023 Operational Plan.	On Track

Attachments

Nil