

## 8.11 Council 6-month Progress Report

### Reporting Officer

Manager Insights and Corporate Strategy  
City Futures

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.1.2 Ensure the community is continuously informed about current and future issues affecting Campbelltown and key delivery partners

### Delivery Program

Principal Activity
5.2.1.1 Lead and improve corporate planning for a sustainable future

### Officer's Recommendation

That Council note the 6-month report outlining Council's progress against the Delivery Program 2022-2026 and Operational Plan 2022-2023 for the July 2022 to December 2022 period.

### Purpose

To provide Council with a 6-month report on progress against the Delivery Program 2022-2026 and Operational Plan 2022-23, for the period July 2022 to December 2022.

### Report

The Delivery Program 2022-2026 and Operational Plan 2022-23 is Council's plan to address the community's vision for Campbelltown, as outlined in Campbelltown 2032 (Community Strategic Plan). Campbelltown 2032 is structured around 5 Community Outcomes, each of which has specific focus areas and strategies:

- Outcome 1 - Community and Belonging
- Outcome 2 - Places For People
- Outcome 3 - Enriched Natural Environment
- Outcome 4 - Economic Prosperity
- Outcome 5 - Strong Leadership

Council provides 6-month reports to the Council outlining progress against the Delivery Program and Operational Plan, as per the Integrated Planning and Reporting framework, and Section 404(5) of the *Local Government Act 1993*. These reports ensure the Council, community, and stakeholders can monitor Council's progress.

The full set of our Corporate Planning and Reporting documents can be found on Council's website:

<https://www.campbelltown.nsw.gov.au/Council-and-Councillors/Corporate-Planning-and-Strategy>

### Summary of Progress

The Delivery Program 2022-26 includes 6 Major Projects and Initiatives and 52 Principal Activities, which outline Council's high level commitments during this elected term.

The Operational Plan 2022-23 includes 206 actions to be undertaken under these Principal Activities.

Between July 2022 and December 2022, Council progressed well against these Operational Plan actions, with 84 per cent 'Complete' or 'On Track' for completion as of December 2022. A summary of progress against these actions is provided in the Table below.

<b>6 Month Progress Summary</b>			
<b>Status</b>	<b>Description</b>	<b>Number of Actions</b>	<b>% of Actions</b>
<b>Completed</b>	2022-23 Deliverables have been completed	13	6%
<b>On Track</b>	2022-23 Deliverables are progressing as planned	160	78%
<b>Needs Attention</b>	2022-23 Deliverables are not progressing as planned, and require support	20	10%
<b>Off Track</b>	2022-23 Deliverables unlikely to be completed as planned during this financial year	4	2%
<b>On Hold/Cancelled</b>	Work on the action has been suspended or cancelled for 2022-23	9	4%

Further detail on progress against the Operational Plan actions is shown below, according to each of the five CSP Outcomes. Across all Outcomes, the majority of actions are 'completed' or are 'on track'.

<b>6 Month Progress Summary</b>					
<b>Status</b>	<b>Outcome 1 Community &amp; Belonging</b>	<b>Outcome 2 Places for People</b>	<b>Outcome 3 Enhanced Natural Env.</b>	<b>Outcome 4 Economic Prosperity</b>	<b>Outcome 5 Strong Leadership</b>
<b>Completed</b>	2 (5%)	1 (2%)	4 (11%)	1 (4%)	5 (10%)
<b>On Track</b>	25 (62%)	42 (79%)	33 (87%)	19 (70%)	41 (85%)
<b>Needs Attention</b>	5 (12%)	8 (15%)	0 (0%)	5 (19%)	2 (4%)
<b>On Hold Cancelled</b>	8 (20%)	0 (0%)	1 (3%)	0 (0%)	0 (0%)
<b>Off Track</b>	0 (0%)	2 (4%)	0 (0%)	2 (7%)	0 (0%)

The Table below provides a summary of Council's year-to-date expenditure against the original and forecast budget.

	<b>Original Budget (\$ '000)</b>	<b>Forecast Budget (\$ '000)</b>	<b>Jul - Dec 2022 YTD Actual (\$ '000)</b>	<b>Variance (\$ '000)</b>	<b>YTD % Var</b>
<b>Outcome 1 Community and Belonging</b>	28,896	32,059	14,650	17,408	54%
<b>Outcome 2 Places For People</b>	88,329	124,224	40,584	83,639	67%
<b>Outcome 3 Enriched Natural Environment</b>	31,580	35,598	12,730	22,868	64%
<b>Outcome 4 Economic Prosperity</b>	30,865	34,951	5,905	29,046	83%
<b>Outcome 5 Strong Leadership</b>	71,898	89,067	26,361	62,706	70%

## **Progress Highlights: Major Projects and Initiatives**

Progress highlights against our 6 Major Projects and Initiatives between July 2022 and December 2022 are summarised below.

### **1. City-wide upgrades**

- Council continues to deliver the Capital Works program to provide new and renewed roads, bridges, bus shelters, paths, and cycleways for Campbelltown.
- The upgrades to Marsden Park, a major project for Campbelltown, are progressing well and are on track.

### **2. New Regional Facilities**

- Billabong Parklands: the construction of aquatic features is progressing well.
- Sports and Health Centre of Excellence: Council resolved to relocate the centre to Campbelltown Sports Stadium. Submissions for additional funding have been made.
- Raby Indoor Sports: Facility design complete and construction tender is currently in the market.
- Ingleburn Reserve: Onsite investigations and Stage 2 concept plan completed and further detailed design underway.

### **3. Major Community and Cultural Events**

Council delivered the following major community and cultural events during this period:

- NAIDOC Week activities
- Chill Fest Winter Festival at Koshigaya Park
- FEAST multicultural festival at Minto
- Revamped Fisher's Ghost Festival
- International Day of People with Disability acknowledged via release of DIAP 2022-2026
- Christmas Carols, Rocking around Campbelltown, Santa Convoy and New Year's Eve events

### **4. South West Sydney Community and Justice Precinct**

Council is continuing to collaborate with other government agencies on this project, led by the Western Parkland City Authority. Community consultation was held in June 2022, and findings have been reported to Council.

### **5. Revitalisation of our City Centre**

During this period, a number of initiatives to activate Queen Street were undertaken:

- Public art projects in collaboration with local business and property owners including 'Breathing Life'
- Handmade and Homegrown Markets with a market operator now appointed to continue the program
- Spice It Up culture and cuisine event

### **6. Enhancing waterways and green spaces**

A number of initiatives were successfully delivered during this period to enhance natural waterways and green spaces in Campbelltown.

- The Bushcare Volunteer Program delivered 52 bushcare sessions, 16 bush explorers session, and 4 tree planting events.
- Ongoing water quality program and priority weed works.
- Grant application for Stage 2 scoping of Bow Bowling Creek was not successful. Could will explore alternate opportunities to foster an enriched natural environment.

### Detailed 6-month Progress Update

This remainder of this report provides progress information on each of the 206 Operational Plan Actions.

The progress update is shown in a series of tables under each of the 5 Community Outcomes from Campbelltown 2032. A status update is provided for all actions, with commentary added for those actions reported as 'Needs Attention', 'Off Track', 'On hold/cancelled', and 'completed'. Throughout this report, the following status definition are used:

Progress Status	Description
<b>Completed</b>	2022-23 Deliverables have been completed
<b>On Track</b>	2022-23 Deliverables are progressing as planned
<b>Needs Attention</b>	2022-23 Deliverables are not progressing as planned, and require support
<b>Off Track</b>	2022-23 Deliverables unlikely to be completed as planned during this financial year
<b>On Hold/Cancelled</b>	Work on the action has been suspended or cancelled for 2022-23

### OUTCOME 1 – COMMUNITY AND BELONGING

#### CSP Strategy 1.1.1 Provide initiatives that foster a proud, inclusive, and connected community for all

<b>Principal Activity 1</b>		
<b>Deliver initiatives that encourage social inclusion, community connections and celebrate our cultural diversity</b>		
Operational Plan Action	Progress Summary	Responsibility
Provide a variety of events and programs for all ages that support creativity, learning and connection	<b>On Track</b>	Learning & Library Services
Deliver and review a number of programs such as Youth Week, International Women’s Day, Seniors Week and International Day of People with Disability	<b>On Track</b>	Community Life
Deliver pathway programs for young people and the whole community such as Youth Hacks, Sunset Sounds and Place programs such as ‘On Q’	<b>Needs Attention</b> Commenced Youth Strategy review. Consultations to commence with young people and youth services.	

Deliver a multidisciplinary artistic program that develops and presents new work that engages diverse communities	<b>On Track</b>	Creative Life
Deliver an annual program of education, community engagement and creative learning activities and collaborations that engages our diverse community and is led by artists	<b>On Track</b>	
Develop and launch Public Arts Policy	<b>Needs Attention</b> Policy draft prepared. Contributed to the development of a Mural Artwork Procedure application.	

<b>Principal Activity 2</b>		
<b>Create and maintain partnerships that promote inclusion, pride, trust and shared values in the community</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Draft and deliver the Disability Inclusion Action Plan 2022-26	<b>On Track</b>	Community Life

<b>Principal Activity 3</b>		
<b>Lead digital inclusion initiatives that support disadvantaged and vulnerable community members</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop community programming which utilises the Creative Studio at HJ Daley Library	<b>On Track</b>	Learning & Library Services
Integrate Science Technology Engineering and Mathematics into regular Children and Youth programming	<b>On Track</b>	
Promote mobile app for Library Management System	<b>On Hold</b> This action continues to be part of the relocation of HJ Daley Library project.	

**CSP Strategy 1.1.2 Provide a diverse range of cultural and creative activities and events, for all interests and people**

<b>Principal Activity 4</b>		
<b>Deliver a wide range of events and opportunities for people to come together</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver the annual civic events program	<b>On Track</b>	Communications

Deliver Council’s annual calendar of events including a variety of community and cultural events and activations	<b>On Track</b>	Community Life
Establish an event feedback method that can consistently measure and benchmark community sentiment	<b>Needs Attention</b> Delays due to resourcing challenges. Will commence in Q3.	

**CSP Strategy 1.2.1 Provide accessible services and support pathways for all ages, needs and abilities**

<b>Principal Activity 5</b>		
<b>Deliver, and advocate for, essential community services</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver core library services	<b>On Track</b>	Learning & Library Services
Progress outcomes of Reimagining Campbelltown and the Community and Justice Precinct (SWSCJP) masterplan to provide a city centre library	<b>On Track</b>	
Provide high quality education and care services that meet the needs of our future generation	<b>On Track</b>	Education and Care Services
Implement improvements that make it easier for families to access our education and care services	<b>Needs Attention</b> Minor delays, but action is progressing.	
Improve the aesthetics of our education and care facilities to reflect our quality of care standards	<b>On Track</b>	

<b>Principal Activity 6</b>		
<b>Build the capacity and sustainability of the local community services sector</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver and review the Collective Impact program in Claymore	<b>On Track</b>	Community Life
Deliver the Event Toolkit and Event Application Checklist to support community groups organising events	<b>On Track</b>	

<b>Principal Activity 7</b>		
<b>Build the capacity and capability of volunteers across the community</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop a baseline understanding of the workforce, capability and skill volunteers contribute to local community outcomes	<b>On Hold/Cancelled</b> Paused in Q2 due to resourcing challenges.	Community Life
Deliver Council's Bushcare Volunteer Program and extension programs including annual calendar events to build environmental knowledge and capability within the community	<b>On Track</b>	Natural Areas
Deliver, promote and participate in citizen science programs focused on key flora and fauna species such as the Gang Gang cockatoo, koala and platypus that are found within Campbelltown	<b>On Track</b>	

**CSP Strategy 1.2.2 Improve well-being and quality of life**

<b>Principal Activity 8</b>		
<b>Deliver and promote services and programs that keep our community safe and healthy</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Incorporate Healthy Cities principles into Place Programs such as 'On Q'	<b>Needs Attention</b> Where possible healthy options are provided, with Handmade and Homegrown Markets including locally sourced produce	Community Life
Support the delivery of priority actions of the Western Sydney Health Alliance	<b>On Track</b>	
Deliver a responsive Community Safety Program	<b>On Hold/Cancelled</b> Paused due to resourcing challenges	
Establish a method to capture and monitor local crime rates	<b>On Hold/Cancelled</b> Paused due to resourcing challenges	
Deliver the Private Health Study	<b>On Track</b>	City Strategy
Deliver an education program on food safety requirements to residents and home based food businesses	<b>On Track</b>	City Standards, Compliance & Waste
Update Council's website to ensure the Home-Based Skin Penetration/Beauty/Hairdresser legal requirements are clear for the community to understand	<b>Completed</b> Action complete, regular updates will be made if/when required	
Deliver Food Safety Bundle Kits to food security groups to assist with COVID Recovery	<b>On Hold/Cancelled</b> On hold, in response to easing of COVID pandemic.	



**CSP Strategy 1.2.3 Promote and support a safe community****Principal Activity 9****Lead partnerships and alliances that drive community safety**

<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver a Council specific Domestic and Family Violence Strategy	<b>On Track</b>	Community Life
Deliver Learner Driver and Child Safety Program	<b>On Track</b>	
Develop a method to capture road safety data	<b>On Hold/Cancelled</b> Paused due to resourcing challenges.	

**CSP Strategy 1.3.1 Acknowledge and protect our local cultural heritage****Principal Activity 10****Promote and respect our City's history and rich cultural heritage (including Aboriginal and Torres Strait Islander culture and history)**

<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop a podcast highlighting the local people and interesting places in Campbelltown	<b>Completed</b> Podcast launched in November, positive response (130 downloads)	Learning & Library Services
Coordinate Historical Group Tours of Campbelltown through the Visitor Information Centre	<b>On Track</b>	
Oversee implementation of 'Our Voice Our Place' Aboriginal Interpretation Strategy across Council	<b>On Hold/Cancelled</b> Paused due to resourcing challenges.	Community Life
Deliver artistic and cultural programs with Aboriginal and Torres Strait Islander artists and communities	<b>On Track</b>	Creative Life

**CSP Strategy 1.3.2 Respect and support our local Aboriginal history, wisdom and peoples****Principal Activity 11****Build and maintain strong and deep relationships with Aboriginal and Torres Strait Islander communities**

<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Draft and deliver the Reconciliation Action Plan 2022-24	<b>On Hold/Cancelled</b> Paused in Q2 due to resourcing challenges.	Community Life
Deliver an annual calendar of community events to acknowledge dates of significance for Aboriginal and Torres Strait Islander communities	<b>On Track</b>	

**OUTCOME 2 - PLACES FOR PEOPLE**

**CSP Strategy 2.1.1 Provide public places and facilities that are accessible, safe, shaded and attractive**

<b>Principal Activity 12</b>		
<b>Create and maintain public places that are clean and safe</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver city cleansing services to control litter, waste and minimise illegal dumping	<b>On Track</b>	Operations

<b>Principal Activity 13</b>		
<b>Provide a range of regional facilities that promote community connection</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver the annual calendar of events for Campbelltown Sports Stadium	<b>On Track</b>	Community Business
Investigate and implement new business strategy to amplify the sports and entertainment precinct at Leumeah	<b>Needs Attention</b> Awaiting external grant announcement (WestInvest).	
Facilitate Little Orange - weekly supported studio program for artists living with a disability	<b>On Track</b>	Creative Life
Profile Campbelltown Arts Centre as a space for hire for all types of functions including corporate, community events	<b>On Track</b>	
Promote local artists and artisans through the Artist Exchange retail store to increase income generating opportunities for local artists	<b>On Track</b>	
Campbelltown Billabong Parklands	<b>On Track</b>	City Projects
Campbelltown Sports and Health Centre of Excellence	<b>Needs Attention</b> Awaiting external grant announcement (WestInvest). Investigation into design and scope aligned with the available budget has also commenced.	

<b>Principal Activity 14</b>		
<b>Deliver effective land use planning to ensure community needs are met</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Advocate for Council's strategic positioning and requirements for key connections and infrastructure to support growth and revitalisation	<b>On Track</b>	City Marketing & Economy
Implement the Campbelltown Local Strategic Planning Statement	<b>On Track</b>	City Strategy
Assess Planning Proposal Requests and progress supported proposals through the Planning Proposal process	<b>On Track</b>	Urban Centres
Assess Development Applications in accordance with legislative requirements and prepare reports for local and regional planning panels	<b>On Track</b>	Urban Release and Engagement
Undertake engineering assessments for development applications and post consent certificates	<b>Needs Attention</b> Delays due to resourcing challenges.	

**CSP Strategy 2.1.2 Provide public places and facilities that encourage leisure, recreation, and physical activity**

<b>Principal Activity 15</b>		
<b>Maintain and create multi-use, attractive, safe and well shaded open spaces that set our city apart from others</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver Stage 2 upgrades at Ingleburn Reserve including carpark refurbishment and all accessible pathways to encourage leisure recreation and physical activity	<b>Off Track</b> Project underway, but some delays	Natural Areas
Deliver signage, access and trail upgrades at Smiths Creek Reserve to encourage leisure, recreation and physical activity	<b>On Track</b>	
Design and deliver a range of quality and inclusive local and neighbourhood playspace upgrades at 7 key reserves to encourage physical activity and support the needs of the Campbelltown community	<b>On Track</b>	Open Space
Design and deliver a quality and inclusive district playspace upgrade at Marsden Park to provide recreation for the community within a high profile, highly utilised parkland	<b>Needs Attention</b> Delays during Q1 and Q2, but action is progressing.	
Develop Plans of Management for Community and Crown Land	<b>On Track</b>	

<b>Principal Activity 16</b>		
<b>Provide leading sports and leisure facilities</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Implement actions from the Campbelltown Aquatic and Indoor Sports Strategy - Future Planning	<b>On Track</b>	Community Business
Implement actions from the Campbelltown Aquatic and Indoor Sports Strategy - Improvement of service delivery and site conditions	<b>On Track</b>	
Raby Indoor Sports Centre	<b>On Track</b>	City Projects
Partner with local sporting clubs to deliver grant-funded upgrades at sporting facilities	<b>On Track</b>	Community Life
Establish a process to monitor grant conversion rates	<b>On Track</b>	
Deliver a sports field improvement program	<b>On Track</b>	
Audit sport and recreation fields and amenities	<b>On Track</b>	
Develop feedback register	<b>On Track</b>	

<b>Principal Activity 17</b>		
<b>Advocate for, and lead, improved integrated transport networks that connect Campbelltown to Greater Sydney and beyond</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Connect Campbelltown to the Western Sydney International Airport by 2026	<b>On Track</b>	Strategic Partnerships
Connect Campbelltown to Bradfield, the Western Sydney Airport, the Western Parkland City and beyond	<b>On Track</b>	
Review of high-level government transport strategies and policies	<b>On Track</b>	City Strategy

<b>Principal Activity 18</b>		
<b>Maintain and enhance roads and road-related infrastructure</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver road maintenance program as designed	<b>On Track</b>	Operations
Deliver bus shelters program	<b>Needs Attention</b> Some delays in program delivery	
Deliver bridge maintenance program	<b>On Track</b>	Infrastructure
Deliver footpath renewal program	<b>On Track</b>	
Deliver kerb and gutter renewal program	<b>On Track</b>	

Deliver streetlighting upgrades	<b>Needs Attention</b> Delayed due to some internal resourcing challenges	
Raby Road Upgrades	<b>Completed</b> Project completed; traffic signals commissioned by TfNSW on 22 December 2022. Some variations to pavement design.	

<b>Principal Activity 19</b>		
<b>Ensure infrastructure, including roads, cycle-ways, walking tracks and canopy cover, creates streets for people and promotes connectivity</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Promote active transport to assist in achieving mode shift	<b>On Track</b>	City Strategy Infrastructure
Improve the local active transport network	<b>Off Track</b> Internal decision to not progress further with the Active Transport and Mobility Strategy at this stage.	
Deliver pavement construction and maintenance	<b>Needs Attention</b> Program at moderate risk due to availability of external contractors.	Operations
Deliver the tree planting program	<b>On Track</b>	

**CSP Strategy 2.2.2 Improve transport options and networks so that Campbelltown is an accessible and connected city for all**

<b>Principal Activity 20</b>		
<b>Implement strategies to improve knowledge of parking availability</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Design Farrow Road commuter carpark	<b>On Track</b>	Infrastructure
Car park renewal program	<b>On Track</b>	
Review car parking trends and availability across Campbelltown City Centre	<b>On Track</b>	City Strategy Reimagining Campbelltown

<b>Principal Activity 21</b>		
<b>Implement strategies to improve vehicle movement, connectivity and access around the City</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Investigate initiatives to improve Kerbside Management in the Campbelltown CBD	<b>On Track</b>	City Strategy Infrastructure
Develop a traffic model for the whole LGA at a suitable scale which allows an informed decision basis for changes to the road network and surrounding environment	<b>On Track</b>	Infrastructure
Update Campbelltown Local Infrastructure Plan 2018 to reflect identified traffic management improvements	<b>On Track</b>	Urban Release and Engagement

<b>Principal Activity 22</b>		
<b>Advocate for improved digital connectivity in Campbelltown</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
No Operational Plan Actions for this Principal Activity		

**CSP Strategy 2.3.1 Ensure all people in Campbelltown have access to safe, secure, and affordable housing**

<b>Principal Activity 23</b>		
<b>Protect the City’s heritage through sound planning decisions</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Provide Heritage Advisory service	<b>Needs Attention</b> Delays due to resourcing challenges	Urban Centres
Provide Heritage Grants Program	<b>On Track</b>	
Refer rezoning and Development Applications related to State Listed Heritage Items to Heritage NSW	<b>On Track</b>	
Refer significant heritage related applications to the Design Excellence Panel	<b>On Track</b>	Urban Release and Engagement

<b>Principal Activity 24</b>		
<b>Lead and build partnerships to achieve diverse and affordable housing options</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Implement the Local Housing Strategy related actions listed in the Local Strategic Planning Statement	<b>On Track</b>	Urban Centres

Review Council's policy position on Affordable Rental Housing	<b>On Track</b>	
Actively work with NSW Land and Housing Corporation to advance the urban renewal of Airds and Claymore to provide a suitable mix of private and public social housing	<b>On Track</b>	Urban Release & Engagement

**OUTCOME 3 - ENRICHED NATURAL ENVIRONMENT**

**CSP Strategy 3.1.1 Protect, rehabilitate, and promote our natural areas, waterways and biodiversity**

<b>Principal Activity 25</b>		
<b>Manage and enhance the cleanliness, health, and biodiversity of our creeks, catchments, and waterways</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Progress Bow Bowling Creek transformation scoping project stage 2	<b>On Hold/ Cancelled</b> External grant application was unsuccessful, and project has been placed on hold.	Reimagining Campbelltown Open Space Infrastructure
Collaborate with Sydney Water and the Georges Riverkeeper to investigate swimmability in the Georges and Nepean Rivers	<b>On Track</b>	Natural Areas
Continue to participate in development of the Georges River Coastal and Catchment Management Program with key internal and external stakeholders	<b>On Track</b>	
Investigate innovative solutions and undertake riparian health and water quality monitoring at key locations throughout Campbelltown	<b>On Track</b>	
Complete the annual aquatic weed survey and treatment program within the Georges and Nepean River catchments	<b>On Track</b>	
Deliver Collector Road and drainage design for Menangle Park Township	<b>On Track</b>	Infrastructure
Deliver Stormwater Levy Program	<b>On Track</b>	

<b>Principal Activity 26</b>		
<b>Lead initiatives that rehabilitate and protect biodiversity, including threatened flora, fauna and ecological communities</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop a project plan to plan to deliver a Campbelltown Biodiversity Strategy that sets clear objectives and goals for the management of Campbelltown's environment	<b>On Track</b>	Natural Areas

Deliver key actions from within the management plans for threatened flora species, koalas and grey-headed flying fox	<b>On Track</b>	
Implement Priority Weed and Pest Animal Plans including delivering the NSW Weed Action Program and collaborate with key stakeholders to implement actions that protect the community and environment	<b>On Track</b>	
Develop and deliver a range of programs to protect and enhance biodiversity including bush regeneration, environmental assessment and threatened species conservation	<b>On Track</b>	
Manage Biodiversity Stewardship Agreements on Council land within Campbelltown	<b>On Track</b>	
Continue to develop Natural Assets Management Plans to incorporate into Council's Asset Management System	<b>On Track</b>	

**CSP Strategy 3.1.2 Ensure urban development is considerate of the natural environment**

**Principal Activity 27**

**Lead best practice environmental and design standards in new and existing developments, public space and infrastructure design**

<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Apply Building Sustainability Index (BASIX) to all applicable developments	<b>On Track</b>	Urban Centres
Provide feedback on changes to state policy relating to environmental standards	<b>On Track</b>	Urban Release and Engagement
Ensure that development applications comply with the requirements of environmental legislation	<b>On Track</b>	
Participate in Gilead Stage 2 Technical Assurance Panel	<b>Completed</b>	
Assess submissions and make post exhibition amendments to Gilead Stage 2 Strategic Biodiversity Certification Application in accordance with final advice from NSW Chief Scientist and Engineer	<b>On Track</b>	

**CSP Strategy 3.2.1 Efficiently manage and conserve our natural resources including energy and water**

**Principal Activity 28**

**Lead water efficiency, the uptake of renewable energy and the transition to a low carbon, net zero future**

<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Implement Council's Transition to Net Zero Plan	<b>On Track</b>	Sustainability & Resilience



Explore opportunities to fund Council's Transition to Net Zero Plan	<b>On Track</b>	
Finalise and embed the Creating a Spark grant	<b>Completed</b> Launched the Creating a Spark guideline. A workshop with internal staff will be provided within the coming quarter to identify stewards for implementation.	
Review Council's fleet with the aim of transitioning to hybrid and electric vehicles	<b>On Track</b>	

### 3.2.2 Improve environmentally sustainable practices in our community

<b>Principal Activity 29</b>		
<b>Actively educate the community in sustainable practices to protect and improve our natural environment</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Improve community preparedness through the use of the Red Cross Get Prepared App	<b>Completed</b>	Sustainability & Resilience
Promote community sustainability performance and report on progress	<b>On Track</b>	
Celebrate and share our First Nations people, practices and wisdom, and seek their guidance on ways we can protect/recreate our environment and mitigate the effects of our changing climate	<b>On Track</b>	
Deliver education programs targeted at key species including platypus, koala and grey headed flying fox to community and schools	<b>On Track</b>	Natural Areas
Deliver the annual Schools Environmental Education Plan to engage school students in sustainable practices	<b>On Track</b>	
Deliver and facilitate a range of early childhood workshops and information to engage young children in sustainable practices	<b>On Track</b>	
Deliver the annual Threatened Species Art Competition and Macarthur Nature Photography Competition to promote conservation of threatened species and engage the community in nature based learning	<b>Completed</b> Threatened Species Art and Writing Competition and Macarthur Nature Photography Competition completed with 4906 entries received.	

**CSP Strategy 3.2.3 Improve waste management and recycling practices**

<b>Principal Activity 30</b>		
<b>Deliver an effective resource recovery and waste management service</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Finalise regional waste processing and disposal arrangements (Project 24) for commencement 1 July 2024	<b>On Track</b>	City Standards & Compliance

**CSP Strategy 3.3.1 Prepare for and lessen the impacts of climate change and extreme weather events**

<b>Principal Activity 31</b>		
<b>Lead partnerships and actions to effectively manage and respond to natural hazards and emergencies</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Create a network map of the services that support our community to better understand roles, connection points and leverage synergies	<b>On Track</b>	Sustainability & Resilience

<b>Principal Activity 32</b>		
<b>Prepare for, and manage the impacts of, climate change (including urban heat)</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Embed resilience into Council's Assets Management planning	<b>On Track</b>	Sustainability & Resilience
Develop a standard operating procedure that details Council's response requirements to each shock event.	<b>On Track</b>	
Embed resilience planning into Council-led developments and refurbishments	<b>On Track</b>	
Implement the Increasing Resilience to Climate Change grant	<b>On Track</b>	
Develop an Urban Greening/Urban Forest Plan collaborating with key internal stakeholders that sets clear canopy targets and objectives to conserve and enhance tree canopy in the LGA	<b>On Track</b>	Natural Areas
Deliver tree planting projects in strategic locations to increase public amenity and urban cooling including Council's - Request a Tree and Greening Our City grant program	<b>On Track</b>	Open Space
Deliver a strategic program to increase provision of shade structures at play spaces and parks to increase visitation and to mitigate the impacts of urban heat	<b>On Track</b>	

**OUTCOME 4 - ECONOMIC PROSPERITY**

**CSP Strategy 4.1.1 Provide high quality local job opportunities for all residents**

<b>Principal Activity 33</b>		
<b>Attract new businesses to Campbelltown to create a range of jobs for our community</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Positively shift perceptions of the Campbelltown City Centre so it is recognised as a place to do business and invest	<b>On Track</b>	City Marketing & Economy
Activate vacant spaces in the Campbelltown City Centre to increase the diversity of available products and services	<b>Needs Attention</b> Awaiting internal funding decision (due early in Q3)	

<b>Principal Activity 34</b>		
<b>Work with education providers to ensure high-quality, accessible training and education options</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Attract interest from the university sector to establish a CBD campus in the Campbelltown CBD	<b>On Track</b> A market sounding was undertaken early this year (June 2022). Following the completion of the Community and Justice Precinct Business Case in April/May, it is proposed that formal market interest will be sought.	Economic and Investment Growth
Deliver the Generation STEM (Science Technology Engineering and Mathematics) program	<b>On Track</b>	City Marketing & Economy

**CSP Strategy 4.2.1 Support the growth, productivity and diversity of the local economy**

<b>Principal Activity 35</b>		
<b>Develop a range of partnerships to strengthen opportunities for the local economy</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Lead partnerships with State Government, Commonwealth Government and/or private sector participants to attract investment in the Community and Justice Precinct	<b>On Track</b> Progressing according to joint venture plan with WPCA. Some delays due to an agreed pause following advice from DCJ that an investment decision would be delayed until 2023	Economic and Investment Growth

Continue to grow industry connections through the delivery of Southern Strength events in Campbelltown	<b>On Track</b>	City Marketing & Economy
Partner with Western Sydney University Enterprise XChange to grow local industry/education partnerships	<b>Off Track</b> Enterprise XChange (Western Sydney University) is not proceeding as planned. Other opportunities with WSU are being investigated.	
Continue to highlight opportunities for local industry to participate in the circular economy	<b>Off Track</b> Awaiting external resourcing.	

**Principal Activity 36**

**Strengthen Campbelltown’s position as a regional hub**

Operational Plan Action	Progress Summary	Responsibility
Advocate for Council’s strategic positioning in the review of the Greater Sydney Region Plan and the District Plan for the Western Parkland City	<b>On Track</b>	City Marketing & Economy
Active participation with the Western Parkland City (WPC) councils on economic development initiatives that broadly benefit the region	<b>On Track</b>	

**CSP Strategy 4.2.2 Attract investment to the area**

**Principal Activity 37**

**Promote the City as a prime investment opportunity**

Operational Plan Action	Progress Summary	Responsibility
Implement strategies to improve the perception of the Campbelltown city centre	<b>Needs Attention</b> This action has been expanded to explore opportunities across the LGA.	City Marketing & Economy
Work with real estate agents to encourage their landowners to become ambassadors for the city	<b>Needs Attention</b> Action has interdependences with other actions that have experienced minor delays.	

**CSP Strategy 4.2.3 Provide support for local businesses**

<b>Principal Activity 38</b>		
<b>Provide programs that support local start-ups, small and medium businesses</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Provide learning and development opportunities to local businesses which help them grow their business	<b>Completed</b> Spark Festival, three Small Business Month and Transformational Journey events held in November 2022.	City Marketing & Economy
Provide shopfront revitalisation grants to local businesses through Street Appeal program	<b>On Track</b>	

**CSP Strategy 4.3.1 Activate a unique and lively city as a destination for business, social, event and leisure activities**

<b>Principal Activity 39</b>		
<b>Revitalise and Re-imagine town centres for our community, visitors and businesses (Including Leumeah, Campbelltown–Macarthur CBD and Ingleburn)</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver the 'On Q' Queen Street activation program	<b>On Track</b>	Community Life
Deliver Place Programs in Leumeah, Ingleburn and other key centres	<b>Needs Attention</b> Limited resources have meant the programs have focused on Campbelltown City Centre	
Lead the cross-functional program to revitalise Queen Street	<b>Needs Attention</b> Program under review due to successful WestInvest funding	City Strategy
Develop and launch Cultural Strategy	<b>On Track</b>	Creative Life
Deliver public art plan and creative activities that contribute to the revitalisation of Campbelltown City Centre	<b>On Track</b>	
Develop a 3D Digital Model of the City Centre	<b>On Track</b>	Economic and Investment Growth
Develop a comprehensive Design Framework for the City Centre Campbelltown, Leumeah and Macarthur centres	<b>On Track</b>	
Progress the Ingleburn CBD Planning Proposal	<b>On Track</b>	Urban Centres
Implement the Glenfield to Macarthur Urban Renewal Corridor Strategy	<b>On Track</b>	
Ensure development applications comply with Council's engineering guidelines, voluntary planning agreements and associated conditions of consent	<b>On Track</b>	Urban Release and Engagement

Administer Council's local infrastructure contributions plan to support delivery of Reimagining Campbelltown works	<b>On Track</b>	
--------------------------------------------------------------------------------------------------------------------	-----------------	--

**CSP Strategy 4.3.2 Enhance the reputation and tell the stories of Campbelltown**

<b>Principal Activity 40</b>		
<b>Promote a strong City identity to attract investment, visitation and build community pride</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Implement Signage Guidelines	<b>On Track</b>	Communications
Participate in marketing opportunities to promote Campbelltown as a destination	<b>On Track</b>	Learning & Library Services

**OUTCOME 5 - STRONG LEADERSHIP**

**CSP Strategy 5.1.1 Increase opportunities for the community to engage and collaborate with Council**

<b>Principal Activity 41</b>		
<b>Implement a holistic community engagement approach</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop a Community Engagement Strategy to guide meaningful community consultation activities	<b>Completed</b> Strategy endorsed at the December Council Meeting, and currently being implemented.	Communications

<b>Principal Activity 42</b>		
<b>Provide high quality customer and digital services for a Smarter City</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Deliver digital improvements	<b>On Track</b>	Corporate Support Systems
Deliver customer service process standardisation	<b>On Track</b>	
Complete digitisation of records	<b>On Track</b>	
Migrate Council to cloud-only to enable business flexibility	<b>On Track</b>	
Deliver a refresh of Council's Information Technology hardware	<b>On Track</b>	

**CSP Strategy 5.1.2 Ensure the community is continuously informed about current and future issues affecting Campbelltown and key delivery partners**

<b>Principal Activity 43</b>		
<b>Communicate in a diverse, open and inclusive way that informs and engages our communities to build confidence and trust</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
No Operational Plan Actions for this Principal Activity		

**CSP Strategy 5.2.1 Provide proactive and collaborative leadership on issues that are important to Campbelltown now and into the future**

<b>Principal Activity 44</b>		
<b>Lead and improve corporate planning for a sustainable future</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop and implement the Community Survey	<b>Completed</b> Community Survey Report finalised and presented at December Council meeting. Report and accompanying data dashboards being disseminated across the organisation.	Insights and Corporate Strategy
Develop the 2023-24 Operational Plan	<b>On Track</b>	
Refine and deliver the suite of corporate planning reports	<b>On Track</b>	
Develop and manage corporate progress indicator dashboards	<b>On Track</b>	
Strengthen integration of the Resourcing Strategy with the Delivery Program and Operational Plan	<b>On Track</b>	

<b>Principal Activity 45</b>		
<b>Collaborate for change and seek opportunities to own our future</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Coordinate Campbelltown Collaboration Area Steering Group and associated working groups	<b>Needs Attention</b> New District Commissioner commenced late 2022	Reimagining Campbelltown
Collaborate with the Campbelltown Health and Education Partnership to support the growth of the Macarthur Health, Knowledge, and Innovation District	<b>On Track</b>	

<b>Principal Activity 46</b>		
<b>Ensure Council has the right people, skills, leadership and culture to deliver our commitments</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop and implement Indigenous Recruitment Strategy to increase representation	<b>Needs Attention</b> Delays due to resourcing challenges	People & Performance
Roll out Corporate Values program and deliver associated staff training	<b>Completed</b> Program designed and rolled out with 343 staff completed as at end of Q2. Positive staff feedback received.	
Review payroll/rostering platforms	<b>On Track</b>	
Support positive staff engagement through formal and informal reward and recognition	<b>On Track</b>	

<b>Principal Activity 47</b>		
<b>Build a Resilient City and community</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop a work program and resourcing strategy to guide the implementation of the Resilience Hazard Assessment	<b>On Track</b>	Sustainability & Resilience
Develop an online platform to facilitate the sharing of information/promotion of services that provide support for shock and stresses	<b>On Track</b>	
Facilitate the creation of neighbourhood-based resilience champions/groups to lead and embed resilience programs and actions	<b>On Track</b>	

**CSP Strategy 5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently.**

<b>Principal Activity 48</b>		
<b>Conduct Council business in an open, transparent and accountable manner</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Implement a registered user portal within Pathway for customer account access	<b>On Track</b>	Corporate Services & Governance
Complete modelling of rating structures to support Community Strategic Plan and infrastructure to support a growing city	<b>On Track</b>	
Procure and implement Sourcing and Contract Management System	<b>On Track</b>	
Implement the recommendations of the Procurement Service Review	<b>On Track</b>	



<b>Principal Activity 49</b>		
<b>Continuously improve Council’s service delivery, service performance and project management</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop, review and implement Corporate Project Management & Governance Framework	<b>Completed</b> The Corporate Project Management has been updated and published on the Project Management Office page on the intranet.	City Projects
Investigate digital automation for project management processes and documents	<b>On Track</b>	
Develop and deliver project management training program	<b>On Track</b>	
Coordinate identified Service Reviews	<b>On Track</b>	Insights & Corporate Strategy
Integrate levels of service information into corporate progress indicator dashboards	<b>On Track</b>	
Update progress reporting of continuous improvement actions	<b>On Track</b>	
Refine suite of tools and resources to support continuous improvement	<b>On Track</b>	

<b>Principal Activity 50</b>		
<b>Provide adequate and effective Risk Management and assurance processes</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Develop and perform reviews approved in the annual audit plan	<b>On Track</b>	Internal Auditor
Develop and complete Audit, Risk and Improvement Committee Annual Effectiveness Survey	<b>Completed</b> The annual survey has been completed	
Review and implement risk management framework that is consistent with the Australian standards	<b>On Track</b>	Corporate Services and Governance
Implement Work Health and Safety Strategic objectives	<b>On Track</b>	
Develop and implement Chain of Responsibility five year plan	<b>On Track</b>	

<b>Principal Activity 51</b>		
<b>Deliver financial sustainability through short, medium and long-term financial planning</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Review and assess Council’s land register and develop strategies for key identified sites	<b>On Track</b>	Strategic Property

Develop Land disposal policy	<b>On Track</b>	Property Services
Develop Land Acquisition policy	<b>On Track</b>	
Implement the Commercial Property Strategy and identify prime investment opportunities	<b>On Track</b>	
Implement initiatives on Council's land holdings and properties to maximise returns	<b>On Track</b>	

<b>Principal Activity 52</b>		
<b>Ensure assets, infrastructure and property are well managed and incorporate design excellence</b>		
<b>Operational Plan Action</b>	<b>Progress Summary</b>	<b>Responsibility</b>
Provide commercial advice on key Council led developments	<b>On Track</b>	Property Services
Lead a strategic review of Council's land holdings to create investment opportunities for Council	<b>On Track</b>	Strategic Property
Commence development of the Urban Development and Renewal Strategy	<b>On Track</b>	
Deliver Asset Renewal Program as designed	<b>On Track</b>	Operations
Develop and fine-tune Assetic Predictor for all valued assets.	<b>On Track</b>	Infrastructure
Upgrade Conquest to Cloud based System with mapping and mobile functionality	<b>On Track</b>	
Deliver the building and facilities renewal program	<b>On Track</b>	

## Attachments

Nil