

2019

EXTRAORDINARY MEETING

CAMPBELLTOWN CITY COUNCIL



25 June

COMMON ABBREVIATIONS

AEP	Annual Exceedence Probability
AHD	Australian Height Datum
BASIX	Building Sustainability Index Scheme
BC	Building Certificate
BCA	Building Code of Australia
BPB	Buildings Professionals Board
CLEP	Campbelltown Local Environmental Plan
CBD	Central Business District
CPTED	Crime Prevention Through Environmental Design
CSG	Coal Seam Gas
DA	Development Application
DCP	Development Control Plan
DDA	<i>Disability Discrimination Act 1992</i>
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
EPA Act	<i>Environmental Planning and Assessment Act 1979</i>
EPA	Environmental Protection Authority
EPI	Environmental Planning Instrument
FPL	Flood Planning Level
FFTF	Fit for the Future
FSR	Floor Space Ratio
GRCCC	Georges River Combined Councils Committee
GSC	Greater Sydney Commission
HIS	Heritage Impact Statement
IDO	Interim Development Order
IPR	Integrated Planning and Reporting
KPoM	Koala Plan of Management
LEC	Land and Environment Court
LEC Act	<i>Land and Environment Court Act 1979</i>
LEP	Local Environmental Plan
LEP 2002	Local Environmental Plan 2002
LGA	Local Government Area
LG Act	<i>Local Government Act 1993</i>
LPP	Local Planning Panel
LTFP	Long Term Financial Plan
MSB	Mine Subsidence Board
NGAA	National Growth Areas Alliance
NOPO	Notice of Proposed Order
NSWH	NSW Housing
OEH	Office and Environment and Heritage
OLG	Office of Local Government, Department of Premier and Cabinet
OSD	On-Site Detention
OWMS	Onsite Wastewater Management System
PCA	Principal Certifying Authority
PoM	Plan of Management
POEO Act	<i>Protection of the Environment Operations Act 1997</i>
PMF	Probable Maximum Flood
PN	Penalty Notice
PP	Planning Proposal
PPR	Planning Proposal Request
REF	Review of Environmental Factors
REP	Regional Environment Plan
RFS	NSW Rural Fire Service
RL	Reduced Levels
RMS	Roads and Maritime Services (incorporating previous Roads and Traffic Authority)
SEE	Statement of Environmental Effects
SEPP	State Environmental Planning Policy
SREP	Sydney Regional Environmental Plan
SSD	State Significant Development
STP	Sewerage Treatment Plant
SWCPP	Sydney Western City Planning Panel (Regional Planning Panel)
TCP	Traffic Control Plan
TMP	Traffic Management Plan
TNSW	Transport for NSW
VMP	Vegetation Management Plan
VPA	Voluntary Planning Agreement
SECTION 149 CERTIFICATE - Certificate as to zoning and planning restrictions on properties	
SECTION 603 CERTIFICATE - Certificate as to Rates and Charges outstanding on a property	
SECTION 73 CERTIFICATE - Certificate from Sydney Water regarding Subdivision	



18 June 2019

You are hereby notified that the next Extraordinary Council Meeting will be held at the Civic Centre, Campbelltown on Tuesday 25 June 2019 at 6.30pm.

Lindy Deitz
General Manager

Agenda Summary

Extraordinary Council Meeting to be held on Tuesday 25 June 2019 at 6.30pm

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1. ACKNOWLEDGEMENT OF LAND

I'll acknowledge the Dharawal people whose ongoing connection and traditions have nurtured and continue to nurture this land.

I pay my respects and acknowledge the wisdom of the Elders – past, present and emerging and acknowledge all Aboriginal people here tonight.

2. APOLOGIES

3. DECLARATIONS OF INTEREST

Pecuniary Interests

Non Pecuniary – Significant Interests

Non Pecuniary – Less than Significant Interests

Other Disclosures

4. REPORTS FROM OFFICERS

4.1 Delivery Program 2017-2021 and Operational Plan 2019-2020 (including the Budget, Fees and Charges) and Corporate Planning Documents

Reporting Officer

Coordinator Corporate Planning and Strategy
City Growth

Community Strategic Plan

Objective	Strategy
3 Outcome Three: A Thriving, Attractive City	3.7 - Public funds and assets are managed strategically, transparently and efficiently

Officer's Recommendation

That Council adopt the following corporate documents and make the 2019-2020 rates and charges contained herein:

1. The Delivery Program 2017-2021 and Operational Plan 2019-2020 incorporating the Budget and Revenue Pricing Policy reflecting the rating structure outlined below:

a. Ordinary Rate

- i. That the Ordinary Rate of 0.3474 cents in the dollar with a minimum of \$723.99 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as RESIDENTIAL in accordance with Section 516 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named **RESIDENTIAL**.

- ii. That the Ordinary Rate of 0.2801 cents in the dollar with a minimum of \$723.99 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as FARMLAND in accordance with Section 515 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named **FARMLAND**.

- iii. That the Ordinary Rate of 0.873 cents in the dollar with a minimum of \$723.99 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as BUSINESS in accordance with Section 518 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named **BUSINESS**.

- iv. That the Ordinary Rate of 1.0569 cents in the dollar with a minimum of \$723.99 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named **MINING**.

b. Special Rate

That the Special Rate of 0.0315 cents in the dollar with a minimum of \$2 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named **SPECIAL RATE - INFRASTRUCTURE**.

c. Domestic Waste Management Service

- i. That a Domestic Waste Management Charge be made for the provision of domestic waste, recycling and organic waste removal services for each parcel of occupied land for which the service is available in the amount of \$353.03 per annum representing a weekly amount of \$6.79 in accordance with Section 496 of the *Local Government Act 1993* for the year 2019-2020.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named **DOMESTIC WASTE MANAGEMENT (WRG)**.

- ii. That a Domestic Waste Management Charge be made for the provision of domestic waste and recycling waste removal services for which the service is available in the amount of \$293.52 per annum representing a weekly amount of \$5.64 in accordance with Section 496 of the *Local Government Act 1993* for the year 2019-2020.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named **DOMESTIC WASTE MANAGEMENT (WR)**.

- iii. That the Domestic Waste Management Availability Charge be made for the availability of the service to vacant land in the amount of \$58.02 per annum representing a weekly amount of \$1.12 in accordance with Section 496 of the *Local Government Act 1993* for the year 2019-2020.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named **DOMESTIC WASTE MANAGEMENT AVAILABILITY**.

- iv. That all other Domestic and Commercial Waste Management Charges be made and adopted in accordance with the 2019-2020 Fees and Charges.

d. Stormwater Management Service

That in accordance with Section 496A of the *Local Government Act 1993*, Council make an annual charge for stormwater management services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land, land owned by the Crown (this includes Housing NSW).

For the 2019-2020 year, the following charges be made in respect of land to which the charge applies:

- \$25 per urban Residential rateable parcel
- \$12.50 per Residential (strata) rateable unit
- \$25 per 700sqm or part thereof for non-vacant Business land, capped to a maximum of \$1000
- \$25 per 700sqm or part thereof of surface land area for strata Business unit (proportioned to each lot based on unit entitlement) not less than \$5 or greater than \$1000.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named **STORMWATER MANAGEMENT CHARGE**.

2. The 2019-2020 Fees and Charges.
3. The Community Strategic Plan – Campbelltown 2027.
4. The 2019-2029 Long-Term Financial Plan.
5. The 2019-2023 Workforce Management Plan.
6. The 2019-2029 Asset Management Strategy.
7. The 2019-2029 Asset Management Plans.

Purpose

To seek Council's endorsement of key Corporate Planning documents and their financial and operational conditions to be implemented as of 1 July 2019.

To inform Council of any submissions received during the public exhibition period of the draft Delivery Program 2017-2021 and Operational Plan 2019-2020 (including the Budget, Fees and Charges) and any edits to these documents resulting from these submissions.

History

Council at its meeting held 30 April 2019, approved the public exhibition of the draft Delivery Program 2017-2021 and Operational Plan 2019-2020 (including the Budget, Fees and Charges)

Council is required to adopt the annual Operational Plan incorporating the Budget, Fees and Charges and Revenue Pricing Policy prior to 30 June each year. This requirement is in accordance with the *Local Government Act 1993*.

The Integrated Planning and Reporting Framework for NSW requires councils to prepare a Resourcing Strategy to support these documents, consisting of a Workforce Management Plan, Long Term Financial Plan, Asset Management Strategy and Asset Management Plans. Council reviews components of its Resourcing Strategy when required to ensure adherence to the Integrated Planning requirements and integration with Council's Corporate Planning documents. Council is also in the process of improving its Corporate Planning Framework including the layout, structure and design of key documents.

Report

Council at its meeting held 30 April 2019, resolved to place the draft Delivery Program 2017-2021 and Operational Plan 2019-2020 (including the Budget, Fees and Charges) on public exhibition, in accordance with the *Local Government Act 1993*.

Draft Delivery Program 2017-2021 and Operational Plan 2019-2020 (including the Budget, Fees and Charges)

Public Exhibition and Document Amendments

The documents were placed on public exhibition for the required 28 days from 1 May to 29 May 2019. The documents and exhibition were promoted to local stakeholders in the following ways:

- all documents were made available to the community via soft copies on Council's website and hard copies at Council's administration building and branch libraries
- social media posts
- advertisements in Council's Public Notice in the Macarthur Chronicle and Macarthur Advertiser
- internal promotion and workshop for staff feedback.

Council received seven external submissions on the documents during the public exhibition period. A full copy of submissions received, Council's response and any resulting edits are attached to this report. All submitters also receive a formal response from Council.

Six external submissions centred on Council's Animal Care Facility and suggestions to help improve operations, specifically to maintain and improve animal rehoming and adoption rates. These submissions have resulted in no recommended adjustment to the documents.

One external submission received requested financial support to improve academic, mental health and wellbeing outcomes for children with emotional problems and disruptive behaviour disorders through school-based Parent-Child Interaction Therapy (PCIT). This submission has been noted by Council and discussions have begun with the relevant parties. There is no proposed adjustment to the plan at this time.

Council is also recommending a small number of administrative changes and amendments.

Recommended amendments to the documents are summarised below:

Delivery program 2017-2021 and Operational Plan 2019-2020:

Recommended Amendment	Source(s)
Minor wording changes to improve grammar, readability and better reflect Council's initiatives and strategy.	Administrative changes.
<p>Penalty interest on overdue land rates and charges:</p> <p>Land rates and charges are billed annually and payable quarterly. If an instalment is not paid on the relevant due date, penalty interest charges must be applied. Council has in place policies to help ratepayers meet their obligations including hardship provisions that allow for penalty interest to be waived. The rate at which penalty interest is to be applied is determined each year by the Minister for Local Government, the rate for 2019-2020 remains unchanged at 7.5%. Advice regarding the approved penalty interest rate was released after the Operational Plan had been placed in front of Council. It is recommended that the penalty interest rate for unpaid rates and charges set in accordance with the amount determined by the Minister for Local Government remain unchanged at 7.5%. This will be added to the document.</p>	Minister for Local Government.

Fees and Charges 2019-2020:

Recommended Amendment	Source(s)
<p>Certificates under Section 603 of the <i>Local Government Act, 1993</i>:</p> <p>Council issues a certificate upon payment of the prescribed fee as to unpaid rates, charges and fees payable as a debt secured on land. The fee is determined each year by the Office of Local Government (OLG). The advice from OLG to increase the fee from \$80 to \$85 was received after the Operational Plan had been placed in front of Council. It is recommended that the fees and charges be amended to reflect the increased fee of \$85.</p>	NSW Office of Local Government mandatory fee changes.
<p>Playing field hire – other miscellaneous fees:</p> <p>A change in the hire of sporting fields hire policy resulted in this new fee for the hire of canteen facilities. This fee had been reported as 'Full cost recovery + GST' however should have been included as \$250 per season.</p> <p>It is recommended that the fees and charges be amended to reflect the change from 'Full cost recovery + GST' to \$250 per season for canteen facilities on sporting fields.</p>	Administrative changes.

Recommended Amendment	Source(s)
<p>Campbelltown Sports Stadium – test and tag equipment:</p> <p>Changes in contractual arrangements along with the introduction of the testing and tagging of equipment in-house have resulted in the recent need to add new fees. Costs associated with the need to undertake some testing and tagging of equipment for some third party hirers at the stadium will be recovered by this new fee. It is recommended that a new fee be added to the schedule of fees and charges as follows:</p> <p>Test and tag equipment Less than or equal to 5 units - each - Economic Cost - Y - New Fee - \$40.00 Greater than 5 units - each - Economic Cost - Y - New Fee - \$35.00</p>	Administrative changes.

Rating structure (Revenue Pricing Policy)

The Draft Operational Plan and Draft Fees and Charges have been compiled based on productivity factors, efficiency savings, the influence of the Independent Pricing and Regulatory Tribunal (IPART) Local Government Cost Index (LGCI) and limit on increases to land rates.

In September 2018, IPART announced the percentage variation for land rates would be 2.7 percent. IPART determines the rate peg by measuring changes in the LGCI, which includes changes in the average costs faced by councils, and consideration of a factor to reflect improvements in productivity.

The LGCI in the year to June 2018 was 2.7 percent. According to IPART, this reflects increases in labour and energy costs and higher construction costs for roads, drains, footpaths, kerbing and bridges.

In calculating the 2019-2020 fees and charges, references are made to the LGCI as they affect the service level and costs in providing services to the community.

In adopting the Operational Plan, the *Local Government Act 1993* requires Council to formally make, by resolution, the rates and charges for the period 1 July 2019 to 30 June 2020. This requirement exists to give legal form to the rating structure, rates and annual charges in addition to the summary information provided in the Operational Plan.

The Campbelltown Local Government Area is traditionally re-valued by the Office of the Valuer General every three years with the valuations used in the calculation and distribution of annual rate levies. The values have been determined as at 1 July 2016 and form the basis for the proposed 2019-2020 financial year rating structure.

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- iv. That the Ordinary Rate of 1.0569 cents in the dollar with a minimum of \$723.99 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named **MINING**.

b. Special Rates

That the Special Rate of 0.0315 cents in the dollar with a minimum of \$2 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2019-2020.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named **SPECIAL RATE - INFRASTRUCTURE**.

Council's General Income Variation has increased by 2.7 percent as approved by the IPART under delegation by the Minister for Local Government. The Operational Plan incorporating the budget has been prepared on the basis of a 2.7 percent increase in the general rate income for 2019-2020 providing a total rate yield of \$92,982,376.

The table and details below show the rating structure based on the rateable properties applicable to the 2019-2020 year.

Rate Type	Category	Ad Valorem Amount (¢ in \$)	Minimum Rate \$	Rate Yield \$
Ordinary	Residential	0.3474	723.99	66,201,621
Ordinary	Farmland	0.2801	723.99	598,032
Ordinary	Business	0.8730	723.99	19,618,091
Ordinary	Mining	1.0569	723.99	27,902
Special	Infrastructure	0.0315	2.00	6,536,731
			Total	92,982,377

In accordance with Section 514 of the *Local Government Act 1993*, each parcel of land within the City of Campbelltown has been categorised for rating purposes with owners notified via the annual rate notice.

c. Domestic Waste Management Service

Council provides a Domestic Waste Management (DWM) Charge for the provisions of the Domestic Waste Management Service for the period 1 July 2019 to 30 June 2020 as follows:

Waste Management Service	Annual Charge	Weekly
Domestic Waste Management Charge – WRG (3 bin service: waste, recycle + green)	\$353.03	\$6.79
Domestic Waste Management Charge – WR (2 bin service: waste + recycle)*	\$293.52	\$5.64
Domestic Waste Management Charge-Business (waste + recycle)	\$334.10	\$6.43
DWM Availability Charge [#]	\$58.02	\$1.12

[#] Vacant land

* Residential two bin service applies to multi occupancy dwellings where owners share bins as approved by Council.

It is recommended that all other domestic and commercial/business waste charges be adopted in accordance with the 2019-2020 Fees and Charges document.

d. Stormwater Management Service Charge

In accordance with Section 496A of the *Local Government Act 1993*, Council makes an annual charge for Stormwater Management Services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land and land owned by the Crown (this includes Housing NSW). It is recommended for the period 1 July 2019 to 30 June 2020 that the following charges be made in respect of land to which the charge applies:

- \$25 per urban Residential rateable parcel
- \$12.50 per Residential (strata) rateable unit
- \$25 per 700sqm or part thereof for non-vacant Business land, capped to a maximum of \$1000
- \$25 per 700sqm or part thereof of surface land area for strata Business unit (proportioned to each lot based on unit entitlement) not less than \$5 or greater than \$1000.

Stormwater Management Service Program of Works

Council intends to allocate the full amount collected from Stormwater Management charges towards Fishers Ghost Creek Stormwater improvements. Expenditure is expected to meet the revenue target of \$1,450,000 raised from the annual charges made in accordance with the above charging mechanism.

Accrual of Interest on Overdue Rates and Charges

In accordance with Section 566(3) of the *Local Government Act 1993*, the Minister for Local Government has determined that the maximum rate of interest payable on overdue rates and charges for the 2019-2020 rating year will be 7.5 percent. This rate remains unchanged from the current year.

Corporate Planning Documents

Council's Corporate Planning documents have been reformatted and redesigned, to modernise the look and improve readability. Key documents have also been updated and reformatted to improve integration with Council's Corporate Planning Framework and better articulate Council's plans and initiatives.

Community Strategic Plan

The Community Strategic Plan - Campbelltown 2027 sets out the community vision for the future of Campbelltown and the four key Outcomes to help drive towards these aspirations. The plan has been given a new visual design to align with Council's suite of documents and improve readability.

Long Term Financial Plan (LTFP)

The Long Term Financial Plan focuses on Council's long term goal of financial sustainability and delivering quality services and outcomes for the community. It is a decision making tool that addresses areas of impact on Council's ability to fund services and capital works, while living within its means and ensuring financial viability over the next ten year period. The plan is subject to continual review to ensure that changing community expectations are considered. The plan has been significantly updated and reformatted to improve forward planning, scenario modelling and overall integration to Council's Corporate Planning Framework.

Workforce Management Plan

The Workforce Management Plan ensures Council has the right people, skills, leadership and culture to drive effective and efficient delivery of Council's services and projects. The plan has been significantly updated and redesigned to improve forward planning, articulate Council's renewed direction and focus on organisational culture, leadership, engagement and planning as well as improving overall integration to Council's Corporate Planning Framework.

Asset Management Strategy and Plans

The Asset Management Strategy and Plans provide a ten year forecast, detailing Council's approach to the management of community assets in line with appropriate standards and Asset Management Policy. These documents have been written in line with the International

Infrastructure Management Manual and address the areas of levels of service, demand forecast, operations and maintenance, renewals, new works and disposals. The Asset Management Strategy and Plans integrate with the ten year financial forecasts for the management of assets in the Long Term Financial Plan.

Campbelltown City Council's Asset Management Plans are broken up into four separate plans:

1. Buildings and Facilities Asset Management Plan
2. Road Network Asset Management Plan
3. Public Spaces Asset Management Plan
4. Stormwater and Drainage Asset Management Plan

The Strategy and Plans have been updated and reformatted to include up to date information on Council's current asset condition and align to the LTFP.

Attachments

1. External Submissions and Council's Response (contained within this report)
2. Delivery Program 2017-2021 and Operational Plan 2019-2020 - due to size (distributed under separate cover)
3. Fees and Charges 2019-2020 - due to size (distributed under separate cover)
4. Community Strategic Plan - Campbelltown 2027 - due to size (distributed under separate cover)
5. Long Term Financial Plan 2019-2020 - due to size (distributed under separate cover)
6. Workforce Management Plan 2019-2023 - due to size (distributed under separate cover)
7. Asset Management Strategy 2019-2029 - due to size (distributed under separate cover)
8. Asset Management Plans 2019-2029 - due to size (distributed under separate cover)

Attachment 1 – Submissions received during the public exhibition period of the Draft Delivery Program 2017-2021 & Operational Plan 2019-2020 including Budget and Fees & Charges

In total seven submissions were received during the exhibition period. Responses will be provided to all submitters through a formal letter from Council.

Submission	Management Comments	Proposed Edits
<p>Submission 1 (External)</p> <p><u>Submission concerning the Animal Care Facility</u></p> <p>Feels there is too great of a dependency on Community and Rescue Groups to continue to achieve/maintain the current rehoming rates.</p> <p>Recommended initiatives to be undertaken by the Animal Care Facility (ACF) :</p> <ul style="list-style-type: none"> • Implement a volunteer program including tasks such as a foster program, photography, social media updates, feline socialisation program and support the public in the cattery • Extend weekend operational hours • Improved marketing program • Extend the current cattery to provide an isolation area for sick felines and extend holding capacity • Review adoption fees and payments including reduction of adoption fees during peak times, payment plans for release fees to owner, electronic adoption and payments over the phone 	<ul style="list-style-type: none"> • Volunteer programs and support, such as a foster program, social media updating and photography will be considered as part of future operational changes at the ACF. • Extension of operating hours is being considered as part of the current operational changes and hours will increase on a Saturday until 2 pm. Further extension to include Sundays may be considered as part of further operational change into the future. • Council launched its own designated Facebook page on 6 June 2019 to promote animal adoptions and develop facility promotional material (including cat and dog adoption packs) as part of current operational change and marketing initiatives. • Extension of Cattery is proposed for budget consideration 2020/2021 financial year. • Adoption Fees were reviewed and reduced recently. Council proposes to introduce special discount sale events where animals reduced to half price during peak times. As part of the dedicated Facebook page launch, Council halved the price to adopt dogs and cats until Thursday 13 June 2019. 	Nil

<p>Submission 2 (External)</p> <p><u>Submission concerning the Animal Care Facility</u></p> <p>Commended Council on improvements implemented since 2011 and is advocating Council to continue to improve the services at the ACF including the following:</p> <ul style="list-style-type: none"> • Increase operational hours to include Sundays • Implement a foster care program operating from the ACF and supported by Council to minimise reliance on rescue groups • Increase animal advertisements using social media and continue the initiative to use this avenue for advertising animals • Implement a volunteer program including tasks such as socialisation program, exercising and interaction with the animals 	<ul style="list-style-type: none"> • Extension of operating hours is being considered as part of the current operational changes and hours will increase on a Saturday until 2 pm. Further extension to include Sundays may be considered as part of further operational change into the future. • Volunteer programs and support, such as a foster program, social media updating and photography will be considered as part of future operational changes at the ACF. • Council launched its own designated Facebook page on 6 June 2019 to promote animal adoptions and develop facility promotional material (including cat and dog adoption packs) as part of current operational change and marketing initiatives. 	Nil
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<p>Submission 3 (External)</p> <p><u>Submission concerning the Animal Care Facility</u></p> <p>Commented on the over reliance on rescue groups.</p> <p>Recommended the following initiatives:</p> <ul style="list-style-type: none"> • Promote adoptions • Create a dedicated Facebook page for the ACF • Implement a foster care program • Increase operating hours on weekends • Develop closer relationships with rescue groups 	<p>Nil</p> <ul style="list-style-type: none"> • Council launched its own designated Facebook page on 6 June 2019 to promote animal adoptions and develop facility promotional material (including cat and dog adoption packs) as part of current operational change and marketing initiatives. Council will continue its current promotional initiatives, such as web site updates, regular communication through rescue and other animal welfare networks • Volunteer programs and support, such as a foster program, social media updating and photography will be considered as part of future operational changes at the ACF. • Extension of operating hours is being considered as part of the current operational changes and hours will increase on a Saturday until 2 pm. Further extension to include Sundays may be considered as part of further operational change into the future. • Council has a designated animal rehoming officer who works closely with rescue groups. This position has recently become vacant and we are currently recruiting for a suitable replacement who will require excellent customer relations, networking and marketing skills. Council has a heavy reliance on rescue groups and therefore the need to maintain effective relations is a very high priority. 	<p>Nil</p>
<p>Submission 4 (External)</p> <p>Request support from Council to help children across Campbelltown area to improve academic, mental health and wellbeing outcomes through school based Parent-Child Interaction Therapy (PCIT). The group is seeking \$65,000 in funding.</p>	<p>Nil</p> <ul style="list-style-type: none"> • This submission has been noted by Council and discussions have begun with the relevant parties. 	<p>Nil</p>

<p>Submission 5 (External)</p> <p><u>Submission concerning the Animal Care Facility</u></p> <p>Commented that the plan does not appear to include any substantive improvements to the animal care facility and an improvement to the accommodation and processing of cats and dogs is needed.</p> <p>Recommended the following initiatives:</p> <ul style="list-style-type: none"> • Isolation area to home new cats prior to being vet checked and then transferred into the cattery • Customer training for staff to help encourage adoptions. • Improve regularity of vet checks for animals • Volunteer program to improve resourcing 	<ul style="list-style-type: none"> • Extension of Cattery proposed for budget consideration 2020/2021 financial year. • Council is currently in the process of reviewing operational and workforce changes at the ACF. Part of this work includes appointing two part time customer service specialists and three additional part time animal attendants to improve customer service experience and provide additional opportunity to improve adoption rates. • Vet checks are routinely undertaken upon animals entering the ACF and at exit (adoption). In addition staff are implementing routine animal health checks for signs of disease or ill animal health once animals enter the ACF. • Volunteer programs and support, such as a foster program, social media updating and photography will be considered as part of future operational changes at the ACF. 	Nil
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<p>Submission 6 (External)</p> <p><u>Submission concerning the Animal Care Facility</u></p> <p>Acknowledged improvements made in recent years to ACF and requested funding and planning to be a high priority for Council.</p> <p>Recommended the following initiatives:</p> <ul style="list-style-type: none"> • Consistent improvements to ACF including more ACF staff and public education campaigns regarding responsible pet ownership including desexing, microchipping, registering, vaccinating (including FIV), ways to keep cats indoors 24/7 or at least during the night, emphasis on educational values and mental health values of owning of pets • Improve marketing of subsidized desexing programs and photos of impounded animals • Reduce reliance on community and rescue groups 	<p>Nil</p> <ul style="list-style-type: none"> • Council is currently in the process of reviewing operational and workforce changes at the ACF. Part of this work includes appointing two part time customer service specialists and three additional part time animal attendants to improve customer service experience and provide additional opportunity to improve adoption rates. • Council launched its own designated Facebook page on 6 June 2019 to promote animal adoptions and develop facility promotional material (including cat and dog adoption packs) as part of current operational change and marketing initiatives. Council will continue its current promotional initiatives, such as web site updates, regular communication through rescue and other animal welfare networks. • It is intended that the above initiatives will result in improved adoption rates and reduce reliance on rescue groups into the future.
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<p>Submission 7 (External)</p> <p><u>Submission concerning the Animal Care Facility</u></p> <p>Requesting information on Council's plans to improve the Animal Care Facility Operations.</p> <p>Recommended the following initiatives:</p> <ul style="list-style-type: none"> • Advise of Council's plans to improve marketing and advertising of animals in need of adoption. This could include active use of social media, advertisements in local papers, community notice boards as well as at Council facilities, sports grounds and shopping centres • Consider volunteering as a solution for animal socialisation • Advise of Council's plan to use the ACF Facebook page to promote and reach its audience. 	<ul style="list-style-type: none"> • Council has a designated animal rehoming officer who works actively to promote animals available for adoption. This position has recently become vacant and we are currently recruiting for a suitable replacement who will require excellent customer relations, networking and marketing skills. • Volunteer programs and support, such as a foster program, social media updating and photography will be considered as part of future operational changes at the ACF. • Council is currently in the process of reviewing operational and workforce changes at the ACF. Part of this work includes appointing two part time customer service specialists and three additional part time animal attendants to improve customer service experience and provide additional opportunity to improve adoption rates. • Council launched its own designated Facebook page on 6 June 2019 to promote animal adoptions and develop facility promotional material (including cat and dog adoption packs) as part of current operational change and marketing initiatives. Council will continue its current promotional initiatives, such as web site updates, regular communication through rescue and other animal welfare networks. 	Nil
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Subject: Draft Delivery Program 2017-2021 and Operational Plan for 2019-20
Date: Thursday, 23 May 2019 2:34:18 PM

Sent from my iPhone

To Whom It May Concern

I am eagerly hoping for these initiatives outlined below to be included and funded in the 19-20 operating plan as I believe council are relying too heavily on groups such as Urban Cat Alliance to achieve the current kill rate of 3.8%

Urban Cat Alliance have been rescuing kittens & cats from Campbelltown pound for over a year. In that time we have rescued over 25 cats & kittens. Some have been from urgent lists, others have been sick & underaged kittens, sick adults & adults with ringworm. Many of these were in a terrible condition or were extremely shy & their rescue has been at an enormous expense to our rescue organisation.

During that time we have worked closely with the Community Helping Campbelltown Pound Page. Having seen first hand the fantastic work they do I decided to become an admin on the page earlier in the year.

Rescue work is extremely emotionally & financially draining. For those of us who work closely with pounds such as Campbelltown this only adds to the enormous stress we are under on a daily basis. It is incredibly distressing for rescuers to constantly see cats & kittens in desperate need. When we see urgent lists released we all take a deep breath & try to muster up the energy to help. We reach out to foster carers, try to work out if we can physically & financially afford to take yet another cat in to foster care.

Typically Urban Cat Alliance have around 60 in care at anyone time. We are run on a shoestring budget with a very small team of dedicated volunteers who live & breath rescue work, often at the expense of their own family time, careers, finances & even health. We do this because we hate to see the suffering that cats & kittens experience in this city.

When we see the urgent cats at Campbelltown pound we will do anything to help but sadly often we can't. This is extremely distressing to us as by saying no we maybe consigning a healthy cat or kitten to a death sentence. But we can't perform miracles & money & space is always at a premium.

From my personal experience working with other pounds I do feel that more could be done by the ACF staff to both promote adoptions & work closely with rescues, thus easing the enormous pressure that is on the CHCPC Page volunteers. These initiatives could include a Facebook page run by the ACF. From the perspective of a rescue organisation I believe that social media is the main platform for securing adoptions. A foster care programme would ease the pressure on rescues, especially when underaged kittens are involved.

Personally, I live in [REDACTED] & am often in a position to take bottle fed or sick kittens. However finding transport to the [REDACTED] can be problematic at short notice. One of the other pounds we work closely with has a network of volunteers who will transport & will always find someone to help. In the case of Campbelltown ACF it is up to the rescue

to secure transport, again often difficult as most of us also have full time jobs.

Longer opening hours, especially at the weekends would make a huge difference. We find that the majority of adopters prefer to visit cats & kittens for adoption at the weekend.

I also feel that ACF staff should look to develop closer relationships with rescues. Despite having rescued numerous cats & kittens from the pound & being an admin on the CHCPC page I still find that whenever I call I am treated as though whoever I speak to has no idea who I am. This was never the case with the previous Rehoming Officer who always recognised my number when I called.

Whilst I am always happy to assist in the rescue of any cat or kitten in urgent need it is often at great personal expense. Many times there has been an urgent need on a Saturday & I've been trying to find foster carers, organise the necessary paperwork & transport with a [12pm](#) deadline whilst at work with clients. This can be hugely stressful, the risk being in an urgent case that if I fail to secure the rescue in time the cat or kitten in question will become more sick over the weekend or even in extreme cases may not survive.

I hope this gives you some insight into the extreme stress rescues are under. If we didn't need to rescue from pounds we would have more resources to rescue cats & kittens at risk on the street

I am very much hoping you will consider including & funding these initiatives in the 19-20 operating plan as currently council are relying too heavily on rescue & community groups to achieve the current kill rate of 3.8%

Regards

[Redacted]

[Redacted]

Urban Cat Alliance

Facebook: <https://www.facebook.com/urbancatalliance/>

Petrescue: <https://www.petrescue.com.au/groups/11285>

Sent from my iPhone

Submission for draft delivery program 2017-2021 and operational plan

Comments on animal care facility – cat housing

Suggestions for operational and facility improvements.

Submitted by:

[REDACTED]
[REDACTED]
[REDACTED]

I have had some exposure to the pound over the last 16 months or so through assisting various rescue groups with transport of cats and kittens. The following are my thoughts on some possibilities that would assist in rehoming and rescue work plus provide a better facility for the animals and also help council have a better facility with more community involvement.

My suggestions are:

1. Isolation area
2. Customer training for staff
3. Regular vet checks
4. Limited volunteer program

Isolation area.

At present, new cats coming into the ACF are housed in one of the existing cubicles. In times when the pound is near capacity they will be placed in with other new cats. This situation is undesirable from an animal welfare point of view but also because it runs the risk of illness being transmitted to cats already in the facility. This would increase the workload of staff and restrict the re-homing options temporarily. To improve operations, a separate isolation facility would be desirable. A number of separate cubicles would keep new cats away from the general population until vet checks have been done and they have been conformed to be in good health.

Customer training for staff

Aside from taking care of the animals, one of the roles of the staff should be assisting with and encouraging adoptions. Engaging with visitors and spending time with them to find out what they are interested in should be an important task and will ensure that the adoptions are beneficial to the families and the cats. Staff who are comfortable in the role will be keen to promote the animals in their care and try to get them a home. While this part of the job may be natural to some, others are lacking in the ability to deal effectively with potential customers. There are a number of training companies who can run courses in dealing with customers and customer service.

Regular vet checks.

At present, vet checks are done when a cat enters the pound and on an irregular basis after that. While animals will be taken to the vet in an emergency, this has not always been done in a timely manner. A program of regular vet checks would reduce the likelihood of emergencies occurring and also reduce the risk of any outbreaks occurring in the pound.

Volunteer program.

One of the issues that the pound has is the number of cats that are shy or not well socialised. Some members of the pound staff make great efforts to socialise cats but this is difficult for them to fit in with normal activities. A volunteer program would be a great benefit to assist with this. Obviously, this would need to be done in a controlled manner and people would need to be correctly inducted into the facility but community volunteers would be a great help in handling cats and kittens and ensuring they are socialised which would greatly increase chances of adoption.

While there are many things that could be done to assist with animal rehoming, I have limited myself to several practical options which I feel would make a difference to the pound. If I was to prioritise, I would choose the isolation area and a volunteer program as the two that would have the biggest impact.




20 May 2019

Phu Nguyen
Director City Governance
Campbelltown City Council

RE: Request for Support: Improving academic, mental health and wellbeing outcomes for children with emotional problems and disruptive behaviour disorders through school-based Parent-Child Interaction Therapy (PCIT)

Dear Mr. Nguyen and Councillors,

We are a network of public schools and preschool from Campbelltown and Liverpool area 


 that came together to establish the world's first school-based clinic to provide **Parent-Child Interaction Therapy (PCIT)**, one of the **most effective programs for managing emotional, oppositional and defiant behaviour in young children**.

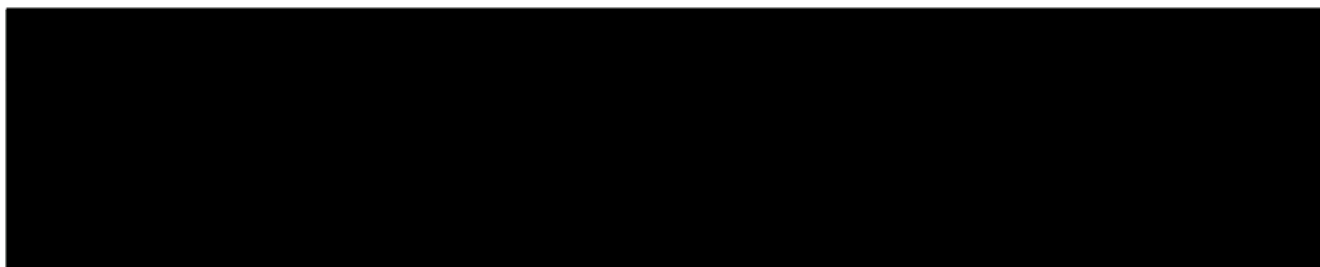
Approximately 6% of Australian children have disruptive behaviour disorders. These problems persist throughout life and lead to later mental illness, family dysfunction and violence, academic failure, and criminality, making them a serious public health concern. Students with disruptive behaviour problems are a major concern to schools.

Parent-Child Interaction Therapy (PCIT) is an "evidence-based treatment" that has been studied in thousands of children and has shown to be very effective in helping children with disruptive behaviour problems get back into the typical range of functioning.

The majority of the program will be run across the Campbelltown area, in a vulnerable community with pockets of significant disadvantage. Some families, groups and communities are characterised by financial instability and unemployment; poorer mental and physical health; and lower use of preventative services compared to the rest of NSW. A group that is particularly disadvantaged are those people experiencing violence. While clinical and support services for vulnerable residents are available, a number of serious barriers prevent individuals and families from accessing health services. These barriers include a lack of knowledge and understanding of the availability and content of services, the cost of treatment including transport, lack of childcare, long waiting lists, lack of flexibility in the service, and an absence of cultural sensitivity of services. It is our goal to overcome many of these barriers by delivering PCIT directly in local schools.

Children with untreated behaviour disorders may continue to be difficult and anti-social into their adult years. This can impact on their relationships, career prospects, and quality of life. Some children will develop more serious conduct and anti-social personality disorders, which are characterised by persistent aggressive, criminal and violent behaviours. By providing this early intervention within the schools that involves children, parents and teachers, we will be supporting at-risk children, increase the positive influence in overall family functioning, and create better teaching and learning environments for all students. This will also reduce/prevent potential future delinquency, substance use and youth/adult crime. We strongly believe that as a society, we can do a better job in preventing crime and violence through the PCIT school-based early intervention program. Researchers and key stakeholders in the community need to work together to ensure that we draw from the latest scientific knowledge and work it within existing infrastructure. Hence, South West Sydney schools have partnered together and with academia to identify at risk children before and as they enter primary school, to deliver the most effective intervention.





Scientific research has established that PCIT:

- Improves children's health, wellbeing, social and academic outcomes;
- Reduces parental stress levels, enhances parenting skills and overall family functioning;
- Prevents potential future mental health and behavioural difficulties;
- Prevents violent and aggressive behaviour that can result in potential school bullying or crime;
- Yields lower dropout rates than other traditional therapies;
- Creates a more positive teaching and learning environment; and
- Makes communities safer.

During the first year, over 1000 children will be assessed and the treatment will be offered free of charge to identified at risk children and families. Additionally, we have established a partnership with Liverpool Health District to further support families that do not meet the requirements to receive the PCIT program but who are in need of additional support. Our therapists will ensure that those families are well informed about the accessibility of alternative currently available programs, which may better suit their specific needs.

The project will be conducted under the direction of Eva R. Kimonis, M.S., Ph.D., a Clinical Psychologist and Associate Professor in the School of Psychology at UNSW. Eva holds considerable expertise in childhood conduct problems and is a certified PCIT provider and trainer. Eva has been working over the past 15 years on developing and refining tools to identify children with more severe and persistent forms of anti-social behaviour as well as developing targeted intervention. She has adapted PCIT to target the unique deficits of children with treatment-resistant conduct problems. She is the founder and director of the UNSW Parent-Child Research Clinic, which provides early intervention to the community.

This project is funded by the network of public schools [redacted] partners and supporters [redacted] and by a variety of fundraising activities run by schools and community members.

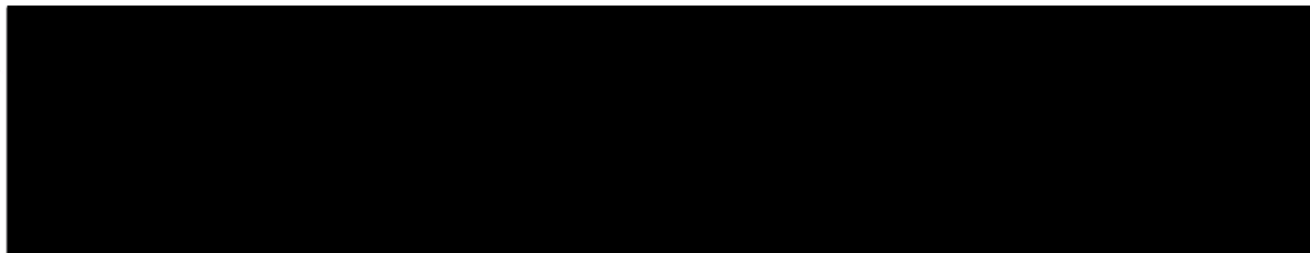
As a community (*network of PCIT schools, schools' staff members, parents, local residents and local businesses*), we have raised **\$101,875** in total. Please see the break down of the community contribution as per below.

PCIT School Cluster Contribution	\$50,400
Campbelltown Preschool Contribution	\$4,800
<i>Additional</i> Ingleburn PS Contribution	\$20,000
Fundraising Activities in 2018	\$17,709
Charity Golf Day (<i>March 15, 2019</i>)	\$8,966
TOTAL	\$101,875

The total project budget is **\$409,751** and thanks to our partners, supporters, our school cluster and the community, we have managed to secure **\$292,015** that enables us to open the PCIT clinic on part-time basis.

We would like to seek support from Campbelltown City Council in partially matching the community effort by contributing **\$65,000** (*2 days of clinical psychologist and 1 day of clinic coordinator*). This funding will allow us to open the clinic on a full-time basis and will not only play a significant role in shaping the outcome of this project but also



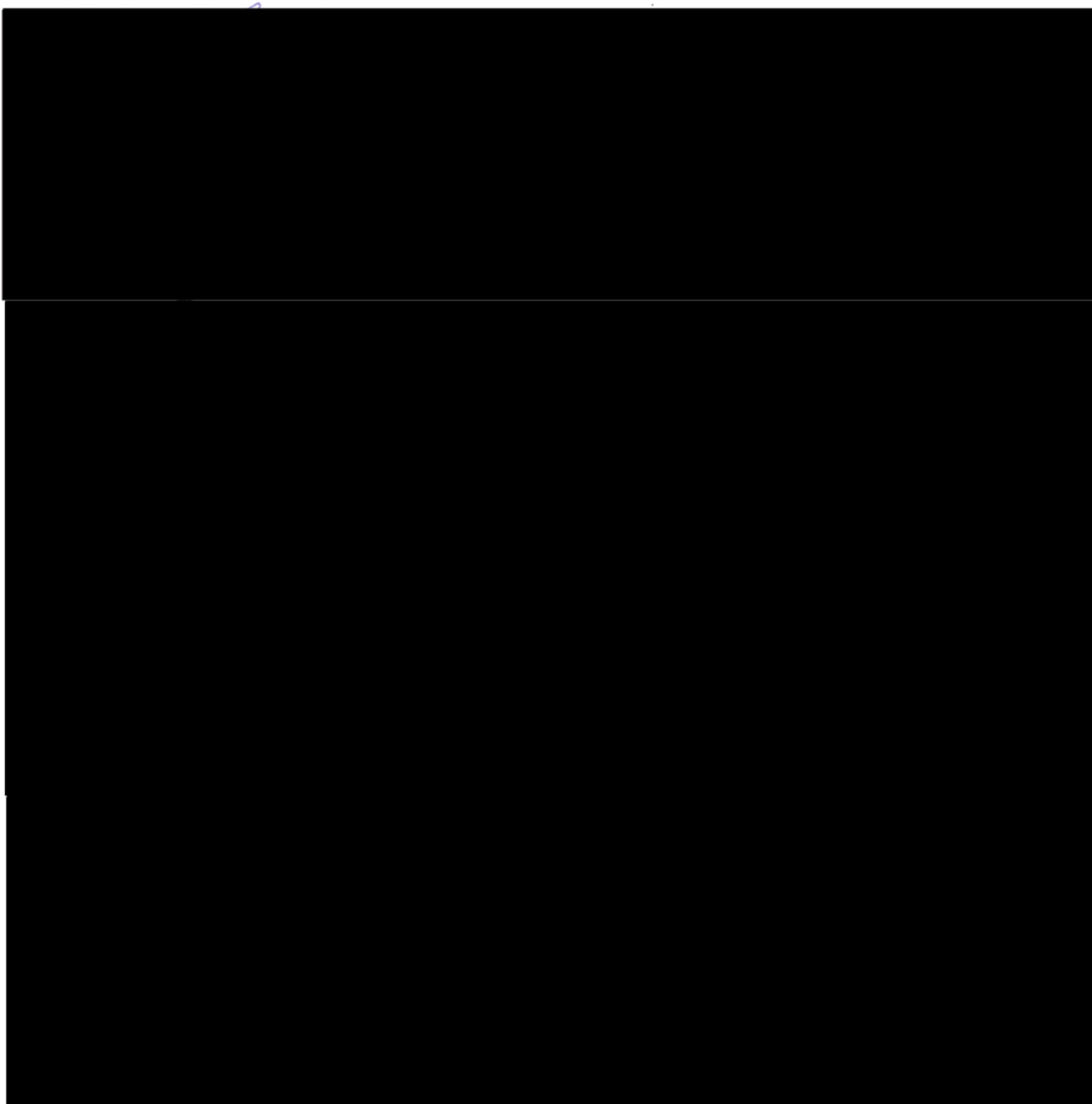


directly impact lives of children, their parents as well as the entire community.

Because of the ground breaking nature of the project in the Campbelltown precinct, we have received considerable media attention. At the moment, we are working with Radio C91.3, Macarthur Advertiser, Good Morning Macarthur, School-Link Magazine, Liverpool Champion and liaising with ABC News.

Thank you very much for considering our request of support for the Campbelltown community.

We are looking forward to hearing from you.





SUBJECT: 'Have Your Say' Response to the Public Exhibition - Draft Delivery Program
2017-2021 & Operational Plan 2019-2020

DATED: 25th May 2019

[REDACTED]

[REDACTED]

[REDACTED]

ISSUE: The Community Helping Campbelltown Pound Cats (CHCPC) 'Have Your Say' response to the 'Draft Delivery Program 2017-2021 & Operational Plan 2019-2020' relates to what the draft plan **DOES NOT** contain.

The issue at hand is that there is now too great a dependency on Community and Rescue Groups to continue to achieve/maintain the current rehoming rates. We as an independent volunteer community have proven what can be achieved. We now need Campbelltown City Council to continue to be progressive and take the next steps required to enable them to achieve more of these outcomes off their own efforts and resource, whether that be paid or volunteer based.

1. BACKGROUND

Community Helping Campbelltown Pound Cats (CHCPC) Facebook Page

The Community Helping Campbelltown Pound Cats (CHCPC) Facebook page was setup in February 2016. The setup of this page did not involve the Animal Care Facility (ACF) Rehoming Officer, it was done completely independently of the ACF. Relationships were however developed at a later stage. The page is run by everyday members of the community who seek to assist the cats and kittens in Campbelltown pound by providing them a voice and an opportunity for a second chance at life. Some of our administration team live in the Campbelltown Local Government Area, others live in other parts of Sydney, one lives interstate. We are all professional people with paid jobs, families and various other commitments.

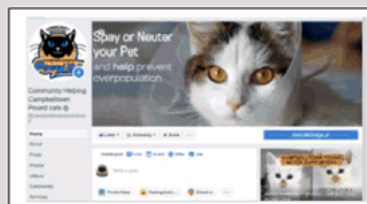
Volunteers on this page work tirelessly in promoting the feline impounds. Activities include:

1. Posting & monitoring on the CHCPC page, 12 hrs per day elapse time, 7 days a week. Work effort on average 40 hours per week, increasing up to 60 hours + per week when there is an 'Urgent' list.
2. Posting & monitoring cats on Community Noticeboards and Buy/Sell pages across Sydney and beyond
3. Build relationships with approved and non-approved (affiliated) rescue organisations
4. Reach out to rescue organisation when 'rescue only' requirements exist, emergency rescue requirements and Urgent list exists
5. Facilitate a sponsorship/pledge program to assist rescue organisation be able to financially afford to take on cats and kittens.
6. Emergency transport
7. Emergency temp care, in particular for underage, under adoption weight kittens
8. Liaison with ACF



Key Facts at a Glance - Community Helping Campbelltown Pound Cats Facebook Page

Page opened	Feb 2016
Page LIKES as of 19/5/2019	9,084
Post Reach 21/4-18/5	283,878 people
Post Engagements 21/4-18/5	164,238
Work Effort	Approx. 40 hrs per week (increases when there is an Urgent list) shared amongst 10 community volunteers



Historical Impound Data 2014/15 – 2017/18

Impound data for the pound over the last 4 financial years is shown below (sourced from Campbelltown City Council Annual Reports)

Cats	2014/15	2015/16	2016/17	2017/18
Impounded	1012	975	588*	994
Surrendered	154	145	98	118
Released to Owner	36	73	30	45
Sold	103	244	283	507
Rescue	126	362	295	497
Euthanised				
Owners Request	81	54	0	2
Health/Temperament	462	218	35	39
Unable to Rehome	245	164	0	0
Euthanasia Rate	77%	44% **	6%	4%
* Impounding temporarily ceased due to panleukopenia outbreak, therefore volumes are significantly less than they would have been if fully operational for the entire financial year.				
** The Community Helping Campbelltown Pound Facebook Page/Group commenced Feb 2016				

Commentary

Between the 2014/15-2017/18 financial years:

1. Impounded cat numbers remained relatively consistent
2. Owner reclaim rates have remained relatively consistent
3. A slight shift in the adoption versus rescue rate is occurring. The adoption rate is increasing. It is expected the adoption rate will be noticeably higher than the rescue rate in the 2018/19 results. This being partially due to adoption price discounts, but also broader marketing by the CHCPC page, reduced numbers of urgent lists and reduced capacity for rescues to assist
4. Owner requested euthanasia rates have reduced significantly
5. Euthanasia rates for cats overall have reduced from 77% to 4%

CHCPC are largely responsible for the increased adoption numbers experienced from the facility due to our marketing efforts. Reductions in adoption fees assist but at the end of the day the public need to be aware of the plight of the impounds to come and adopt. This is very much evident based upon the feedback we received from adopters. A few testimonials are provided on pages 4 and 5.



2. CURRENT STATE

Draft Delivery Program 2017-2021 & Operational Plan 2019-2020

In reviewing the 'Draft Delivery Program 2017-2021 & Operational Plan 2019-2020 the only initiative of note relating to animal management is:

Health, Safety & Regulation - One year key projects - Implement CAWS and NDN subsidised companion animal de-sexing programs (page 31)

It is recognised however that both these programs are already in place, so the execution of such is an ongoing operational activity. Based upon this there are no new initiatives of significance included in the draft operating plan.

9th April Council Meeting

The 9th April Council Meeting included 'Have Your Say' submissions relating to the ACF Dog and Cat Purchase Fee Submissions. A suggestion was made by a member of the public that further adoption fee discounts could be applied during kitten season and other peak times, similar to the approach taken by other major facilities.

Councils response to taking further measures in relation to adoption fees is outlined below in an extract from the business papers.

Council's Animal Care Facility over recent years has been able to sustain minimal euthanasia rates in the order of 5 percent per annum, whereby no animals that are suitable for rehoming are euthanased. This has been able to be achieved largely due to the appointment of a specialist Companion Animal Rehoming Officer who has worked with the community and rescue groups to successfully rehome all cats and dogs suitable for rehoming. The current policy of applying a 50 percent adoption fee reduction for difficult to rehome animals has assisted in maintaining our minimum euthanasia practice.

In view of the above it is considered that our current rehoming practices and 50 percent adoption fee reduction policy (to \$85 for cats/kittens and \$160 for dogs/puppies) are sufficient to maintain minimum euthanasia rates and a further reduction of adoption fees is not considered necessary or recommended.

It is considered therefore that a further reduction of fees to \$50 for cats and \$100 for dogs is not warranted or financially viable, given that the costs outlaid by Council for desexing, along with microchipping, sustenance, vaccination, health check and registration.

Further consideration to reducing adoption fees during peak intake periods can be revisited should Council's capacity to successfully rehome suitable animals change into the future.

In short our interpretation of council's stance is they wish to maintain the status quo in relation to current operational arrangements at the facility and continue to rely on Community and Rescue organisation to achieve the desired rehoming rates and targets.

To have such a significant dependency on Community and Rescue groups which are totally outside the council's control is fraught with risk.

1 key person lost on the CHCPC page can bring the current work we do to its knees. The possibility/likelihood for this to in the short to medium term is high due to personal pressures. The physical and emotional impact to team members and impacts to their families can be substantive. 3 of the team members are heavily involved with rescue activities in addition to their roles on CHCPC Facebook page. 2 of these rescuers are from rescue groups that have been responsible for a large number of the rescues from the ACF in the last financial year. To lose them from being Administrators on the page and potentially from conducting rescue activity from Campbelltown Pound would have a



significant impact to rehoming/rescue rates. A number of the rescue organisations which have previously been rescuing cats from the ACF have ceased rescue activity or have elected to support other facilities. This has placed a great strain on rescue organisations that are rescuing from the ACF.

The majority of rescue organisations rescuing from the ACF are 'affiliated' with approved rescue organisations. They are not CCC approved rescues themselves. These rescues are not based in the Campbelltown area. Rescues are coming from the Central Coast, Canberra, Rouse Hill, Dee Why, Mascot.

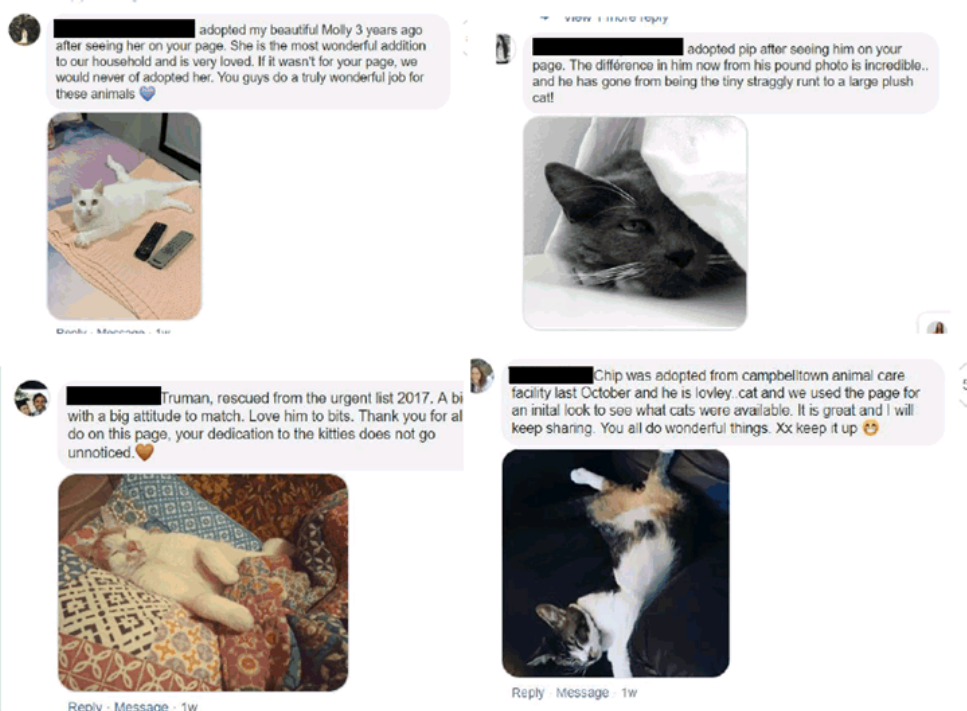
There seems to be a view from Council that rescues 'want' to do this activity. No-one wants to be a rescuer. It is done as it is felt there is no choice, that these companion animals will be left to die otherwise. Just as they were in previous years at the ACF, prior to the facility working with rescue. Rescuers sacrifice their personal time, their families time, their finances and often their health and wellbeing.

At present, if the Community Helping Campbelltown Pounds Cats Page was to close unexpectedly there would be a significant impact to rehoming and rescue rates at the ACF. In short they would plummet. We know for a fact the success our page has as the adopters are liaising with us and providing us updates post adoption. Many rescues state they don't even read the pound emails they wait for our page to contact them for help.

Just a Few Testimonials from CHCPC Page Supporters who have Adopted

We placed a single post on our page earlier this month asking for updates from adopters that adopted due to seeing their furkids on our page. 242 comments were made full of adoption stories. Given that at best less than 7% of page supporters will see any given post in their newsfeed and these are more inclined to be friends and family, this was a testament to the success of our page. Here are just a few

....





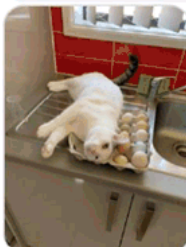
Mr Dylan (bottom) adopted in 2017 after seeing him on your page and kitten above (also adopted but through AWL) are best...BEST friends. Biggest attitude and biggest pride, looks after everyone in the house!



Monash and Simpson were timid kittens on the PTS list last year with their sister Matilda. All three are still together enjoying their forever home.



Our beautiful boy Salvador (formally dale). He is a complete weirdo but in the best way 😊 full of quirks and always up for a cuddle. Saved from PTS list this year



1 year ago last month I adopted this girl that I only saw because of this page ❤️



Reply · Message · 1w



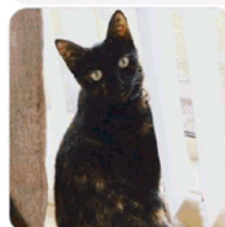
Hi! My name's Abigail. I was in the list before my mom & dad adopted me on my last day, 29 May 2018.



Reply · Message · 4w



Esmeralda was adopted in late 2017, she was on the urgent list the day she became available to adopt. She is such a lovely and naughty tortie, and we are so grateful to this group for bringing her into our lives.



Our ginger nut Rory (was Kari) adopted in November 2017 from the PTS on the last day! Saw him on your page and couldn't say no. Now a happy cheeky boy with the help of his best tortie friend Dusk 😊😊 Love this boy to bits 💙💙



Reply · Message · 4w



Wonderful to see so many beautiful ex-Campbelltown inmates. Very lucky cats to have a wonderful group encouraging adoption. Six years plus ago was a very different story. Community Helping Campbelltown Pound cats thank you and keep up the great work.

Reply · Message · 1w · Edited



Community Helping Campbelltown Pound cats thanks [redacted] for your kind words and support

Reply · Commented on by Lisa Riordan (T) · 1w



adopted Kaiju (formally known as Nexa) after discovering this page in March last year. This is him last month.



Reply · Message · 1w · Edited



3. Building a Sustainable Future & Increased Resilience

The ACF needs to build upon the improvements made to date and reduce their reliance on Community and Rescue groups by implementing sustainable initiatives to fill the gaps in its current capability.

All initiatives will require funding and or volunteer support recruited by CCC to execute. As it stands at times we receive community feedback stating they have received insufficient support at the ACF. We often hear that the cattery is commonly unattended and when they do find a staff member they have not always seemed interested in helping. Since the restructure that took place in January this year, there seems to be ongoing resourcing challenges. Some business processes are also key person sensitive so they do not occur when that person is not there.

Initiatives Recommended

1. Volunteer Program
 - a. Foster Program – Emergency & Impound Care to assist with overflow and neonates needing 24/7 care (Refer CHCPC Poll & Community Feedback in Section 4 of this document).
 - b. Photographers – will relieve the burden on the Rehoming Officer to obtain photos for publication on the website and social media. More/better photos will improve rehoming chances and timeframes of the impounds.
 - c. Facebook/Social Media Administrators to promote the impounds. Consider utilising volunteers to assist with the work effort requirements. The current CCC website is rarely referred to by adopters based upon feedback we receive.
 - d. Individuals to assist with cat socialisation of shy and nervous kitties.
 - e. Provide support to the public in the cattery
2. Improved Weekend Operational Hours
(Refer CHCPC Poll & Community Feedback in Section 5 of this document).
 - a. Extend Saturday Hours
 - b. Open 9-12 Noon Sunday
 - c. Consider closing on a weekday to assist in offsetting the weekend costs
3. Improved Marketing Program
 - a. ACF Facebook page (in progress but will need to be resourced, a lot of effort goes into a successful page and building the audience required to influence rehoming)
 - b. Advertise NDN de-sexing initiative via existing council mechanisms
 - c. Include a regular article in the Council Newsletter which gets letterboxed dropped
 - d. Adoption day/microchipping weekends
 - e. Local newspaper advertisements
4. Cattery Extension/Isolation Area
 - a. Deploy an extension to the current cattery to provide an isolation area for sick kitties and extend holding capacity
5. Adoption Fees & Payments
 - a. Apply blanket adoption fee reductions during peak times when the facility is at or over capacity
 - b. Payment plans made available for release fees for owner reclaim
 - c. Allow adoption to be processed electronically and payment be able to be taken over the phone (not require owner to be present) on the proviso the owner picks up from the vet post de-sex or in person within an agreed timeframe. Adoption fee not refundable if they change their mind.



Community Helping Campbelltown Pound cats & dogs · created a public post · 10 March · 1

?? HAVE YOUR SAY - DO YOU THINK CAMPBELLTOWN ANIMAL CARE FACILITY SHOULD HAVE ITS OWN FOSTER PROGRAM ??

Meet Hansen, 377gm of skin and bone who came into the pound critical 10/1 in an hour before closing on 10/9.

The Admins on this page knew that without immediate around the clock attention, Hansen simply didn't stand a chance. The chances of a rescue going any other way were slim. Hansen was picked up in time sent to 2nd Admins of this page kept out alone, sleeping everything to pick him up and provide the necessary care. He is still fighting this morning after 2 foster days and treatments to keep him going. Only an emergency vet or foster carer can provide the level of care.

This was the 3rd time in 10 days I have participated in such a rescue due to the timing and the risk of the loss.

Many other Sydney based pound facilities have Foster Care programs to handle overflow of impounded kuddies, rehomes and emergency needs. There is too much pressure on rescue organisations to always 'have the day'.

Do you think Campbelltown City Council / Campbelltown Animal Care Facility should have its own Foster Care Program?

Click Yes or No Below and feel free to comment your thoughts as well.

- Posted as a single poll on the Community Helping Campbelltown Pound Cat Facebook page 19/3/19
- 12, 568 people reached
- 2,000+ Votes
- 99% of respondents said Campbelltown City Council / Campbelltown Animal Care Facility should have its own Foster Care Program

"Absolutely!! Why haven't they already their a bit behind the times . It will be a matter for the council themselves though."

"I can't believe Campbelltown pound DOESNT have a foster care program! Blacktown AHF has a foster program 🐾 Campbelltown follow their lead!"

"Does this question really need an answer? Pretty obvious it should be yes. Long overdue."

"I have experienced Campbelltown Pound's inflexibility. The fortunate government employee's who watch the clock. I would say this has been the expense of the animals on many occasions."

"I think all pounds in all states should have a foster care program, I'm sorry I'm too far away in qld or I would help whenever needed, I have hand raises singles and litters from days old upwards. I just wish it wasn't necessary but it definitely i0073 🐾💕"

"Yes definitely. Anything that helps animals in any way should be done. There are so many caring people when it comes to fostering etc. I would love to foster myself in the future. I have adopted 4 cats so far and they are my life. It breaks my heart to see all the fur babies that need help and I would fill my house with them if I could but I am only on a pension and the babies I've got cost me a fortune 🐾🐾🐾🐾"

"I foster for Blacktown, and it is wonderful! We now have a dedicated group of carers that are supportive of each other. I would love to see more facilities doing this! 😊🐾"

"I work in a cat shelter in Perth. When I first started working there we had no foster care programme and our euthanasia rate was something like 73%, a dreadful statistic. We introduced a programme and we literally reduce it by 25% overnight. That was around 10 years ago and we have refined the programme and we have got our pts rate to around 10% a year (we are an open admission shelter taking in around 9,000 cats a year). We provide food, vet care etc to the foster carers. They provide love, homes and perform miracles turning little balls of hissing, spitting fur into beautiful cats. They have sleepless nights willing that little fading kitten to hang onto life. They are truly angels, we couldn't do what we do without our foster carers and their devotion & commitment"



5. Animal Care Facility - Operating Hours Poll



Summary

- Posted as a single poll on the Community Helping Campbelltown Pound Cat Facebook page 2/10/18
- 6,161 people reached
- 1,100+ Votes
- 97% of respondents said than an extension in weekend opening hours would improve adoption prospects of the cats and dogs in Campbelltown Pound

A sample of the comments from survey respondents

"A lot of people with kids have sport in the morning so afternoon would be good to get there."

"Definitely hours need to extend in to the afternoon because, among other reasons, parents are often busy taking their children to sporting fixtures on Saturday mornings."

"Also reasonable weekday hrs.. 0900 - 1700..? You know..... office hrs.. Not everyone is able to get down there before 1500 on a work day.."

"Yes I do. I think if you are serious about rehoming, not destroying, you need to give weekly workers a chance to go with their families on weekends. Sat morning isn't always easy with kids sports."

"Our local rescue place is open 9-3:30 wed-monday. There is only the sad occasion that it takes a few months to adopt. But I definitely believe the hours make a huge difference."

"I think 10 to 4 would be a great time for the Saturday and 10 to 12 on a Sunday."

"Of course it will help unfortunately a lot of families have to work Saturdays and that makes life very difficult ... maybe till 3 on Saturday and 5 during the week ..."

"Yes people work during the week so pls open longer"

6. Recommendation

The Community Helping Campbelltown Pound Cats Team recommend that Campbelltown City Council/Councillors review this submission and reconsider inclusions for the 2019/20 operating plan to include:

- a. A volunteer program including a foster program to release pressure on rescue organisations
- b. Weekend operational hour changes to allow greater community accessibility to the facility
- c. Marketing initiatives to promote impounds and reduce dependencies on community groups and rescue organisations
- d. Apply blanket adoption fee reductions during peak times when the facility is at or over capacity

Our Team are happy to assist in any transition related activities where practicable.

PLEASE REFER OVER THE PAGE



7. A Short Story to Leave You With

At 2.54 pm (1 hour before closing) on Thursday 24th May a rescue call out was sent from the ACF to rescue groups for these 2 little kittens above, weighing only 246 gms and 248 gms and clearly unwell. ACF staff had arranged for the kittens to be sent to Glenfield vet for immediate treatment. Glenfield Vet closes at 7pm meaning we needed to get these kittens out to receive the 24/7 care they needed to survive.



One of our team members saw the rescue call-out email at 3.22pm and jumped into action. We contacted a rescuer directly that specialises in these cases. The rescuer was working until 8pm in a location 40 mins away from Campbelltown. She had no way of picking the kittens up from the vet surgery in time. We alerted the ACF to the rescue so that the vet surgery could be advised to allow pickup. This was completed before 4:30 pm when ACF staff finish for the day.

We sent out an alert for transport assistance and temp care, to pick these little guys up from the vet, hold them and care for them until they could be picked up by the rescuer.

Recognising the expense the rescuer would incur we also put a call out to the public for financial assistance for the rescue (we recognised this is something that the ACF could not do)

The kittens were picked up by the rescuer, assessed and treatment continued. Unfortunately, the torti has already lost her eye, it was completely ruptured, but will be able to be removed. The gingers eye is severely ulcerated and is being treated in the hope the eye can heal.

Whilst we recognise these kittens did need to go to rescue an ACF Volunteer program could of assisted in finding a rescue urgently, arranging transport and temp care until the kittens could be transported/picked up by the rescuer. These are all activities regularly completed by the CHCPC team. Often by team members that live up to 60-90 min away from the ACF. This is an example of what we refer to as emergency/temp care. Little lives such as this would simply be lost if not for such support systems being in place. We need the ACF to build a capability to assist in supporting/assisting in such situations via the assistance of local volunteers.



Kittens are recovering well and experienced a 30% weight gain in 3 days due to getting the care they required.

HYS - Public Exhibition Draft Operational Plan

Submission date: 29 May 2019, 3:47PM

Receipt number: 4

Related form version: 1

Question	Response
Public Exhibition - Draft Delivery Program 2017-2021 & Operational Plan 2019-2020	
Is your submission/feedback?	Unsupportive
Please enter your submission	<p>I can not find information on how the elected Campbelltown Council and Animal Care Facility staff will be improving their effort to rehome pound animals through advertising and marketing those in their care?</p> <p>As a concerned follower of a community Facebook page, indeed pledging and sponsoring to increase the chances of getting ACF cats needing medical attention to rescue as well as those on kill lists to safety I would like the Campbelltown Council to advise THEIR new marketing and advertising plans to rehome those in the Animal Care Facility.</p> <p>Also as part of that concern, what are the future plans to socialise* animals within the pound environment so they can then be more easily marketed and rehomed at the new discounted rates. *perhaps via allowing volunteers if staff have too many tasks to accomodate (volunteers can help walk dogs/socialise cats etc while staff attend to other tasks including the job of actively marketing and advertising animals to rehome).</p> <p>As a supportive community member of any proactive work council implements to make it easier for lost pets to be reclaimed and others homed, I see little to no marketing of animals in the ACF carried out by the Campbelltown Council... the council website does not market or advertise but does 'list' lost and adoptable animals.</p> <p>I have heard that the Campbelltown Council ACF is planning on starting a Facebook page... EXCELLENT START What are the plans on using that page as a marketing tool to get poundies homes and use to reach more in animal rescues so it functions as it is required. As Campbelltown Council would be aware, a Facebook Page is only a tool to reach a market, it does not reach that market without continual posting, community sharing and networking, how does the Campbelltown Council ACF intend to do this? What plans does it have to grow its audience and reach to give the animals in its care a voice and exposure needed to result in adoptions?</p>

1 of 3

At the moment it seems all is left up to community members and community pages doing this work, through the pages they set up and extensive networking to save animals with little to no council help at this point, it seems there are huge opportunities in what the Council could do resulting in successful results, advertising, marketing and working online, saturating and getting local support AND homes AND Rescues via networking... constant updates and building support from the community is needed...the Council can use and expand reach of their newly announced Facebook page & achieve great results!

Will the Campbelltown Council and it's ACF increase future chances of rehoming in relation to marketing and advertising by creating solutions driven by elected council?

Suggestions like

1. Repost the professional advertising already freely available in circulation supplied by websites such as CHCPC's and other Facebook Pages... using and sharing to advertise poundies via council networks at chambers, and throughout the community.
2. Advertise poundies and educational stories (eg desexing/micro chipping, subsidised programs etc) in community papers each week???
3. There are cost effective methods of enhancing rehoming, but not found in Council future plans. Simple ideas... Poundies can be printed out, and posted, updated each week via council community boards, in libraries, galleries, museums... the same way other council information shared to the public. Will you be doing this? If not why not.
4. Council sports grounds are where most families are on Saturday mornings if parents not working... this is a prime area to advertise all pound cats and dogs, each have a shop or 'tuck shop' print up a selection of poundies and change each week asking public to adopt not shop and pin so they can be seen while waiting in line, no drain on budgets and advertising to those in communities that may not be reached otherwise. Will council consider this simple way to market and advertise animals in their care?
5. If council rangers at shopping centres all lost and cats/dogs available should be printed out for public or in a digital screen display on rotation perhaps with educational 'pet' tips... a this cost effective way of advertising using infrastructure already in place.
6. Piggyback marketing of others already direct mailing to subscribers (eg Monika's Rescue online magazine as CHCPC's do to help poundies)

There are so many other cost effective ideas that could be included in helping rehoming... like colouring in competition via schools, or a downloadable template for kids to colour, and families can drop/mail in, 1 winner a month, gets a 'pet pack' or certificate with small \$20 voucher...

The council needs to go to the community to advertise, needs to interact, needs to reach them through conventional and non conventional ways many through using network avenues already set up via council... eg if council asking for yearly registration fee, put in a 'please share' poster of animals available and 'follow our Facebook

	page with links... I hope to see the council step up and do everything they can to further market & advertise animals in their care, as it not only benefits the animals... but also the council & community.
Please attach your submission	
Given name	
Surname	
Email address	
Phone number - Business hours	

Campbelltown Council

Via email: citygrowth&strategy@campbelltown.nsw.gov.au

29/5/19

Re: Draft 2017-21 Delivery Program & 2019-20 Operational Plan, and Draft 2019-20 fees & charges

Hi I wanted to pop in a short submission to ask that the Animal Care Facility be kept firmly up there in terms of budget planning and spending over the next budget period.

There have been many improvements made in recent years and I know there are more improvements are coming. But due to Campbelltown's massive projected population growth and the importance of ensuring homeless and/or lost cats are taken into the care of the ACF for the purposes of rehoming (I mention cats in particular due to the large amount of wild bushland within and surrounding our LGA!) I am hopeful council can put extra funds towards consistent improvements at the ACF including more ACF staff and a public education campaign regarding the importance of responsible pet ownership, including desexing, microchipping, registering, vaccinating (including FIV), ways to keep cats indoors 24/7 (or at the very least during night time) and emphasising the educational values and mental health values of owning a pet. The council subsidised desexing program does not get advertised nearly enough, nor are photos of impounded animals.

There are many amazing volunteer community groups in Campbelltown as I'm sure you're aware, each of which provides massive help for council and the ACF.

The volunteers in Community Helping Campbelltown Pound Cats are in a fortunate position to be able to work with the ACF staff and (without putting down the efforts of Pound staff) I feel sure the efforts of this volunteer group have improved the rescue and adoption rates of the cats at the ACF in a huge way. The work of this group pulls in a huge number of financial pledges from our local community (and beyond) resulting in less pressure on the ACF. To my mind, the work these volunteers are doing should not be relied on by council as a "forever" thing. If this group were to ever fall apart under the pressure of over-work and over-giving of their time and energy then the results would be devastating. They are already an excellent resource for council because they and their fb followers regularly come up with ideas of how council can improve adoptions and rescues at the ACF.

The second group that comes to mind is Campbelltown Lost Found and Injured, the volunteers of which also put in countless hours of time and energy to saving the lives of lost pets, and saving many pets from having to be taken to the ACF.

Then there is Help Save the Wildlife and Bushlands in Campbelltown, Wires and Sydney Wildlife volunteers who see first-hand the devastation wrought on native animals on a regular basis by cats and dogs, and the numbers of cats (whether roaming or feral) who are prowling at night.

Please keep funding and planning as high priorities for the ACF, there are so many changes that could be implemented which would result in council bringing in more funding for the ACF.

Kind regards, [REDACTED]

HYS - Public Exhibition Draft Operational Plan

Submission date: 23 May 2019, 3:53PM

Receipt number: 1

Related form version: 1

Question	Response
Public Exhibition - Draft Delivery Program 2017-2021 & Operational Plan 2019-2020	
Is your submission/feedback?	Supportive
Please enter your submission	<p>FEEDBACK - ANIMAL CARE FACILITY</p> <p>While no longer a resident of Campbelltown I have retained a strong interest in the Animal Care Facility since leaving the area. I was one of the founding members of the group POUNDCC (Pals of Unwanted Neglected Dogs Cats Campbelltown) formed in 2011. It was our hope that we could engage in a dialogue with Campbelltown Council to encourage the decision makers to improve the conditions for animals at the facility and address the many issues of concerns. At the time the facility had a very poor reputation due to the following - extremely high euthanasia rates, abysmal conditions that animals were being housed in, undesexed dogs and cats being released for adoption, no rescue groups rescuing animals, limited opening hours, poor advertising of animals on the councils website etc</p> <p>While council is to be commended for the many changes that have been implemented since 2011 I would respectfully ask that council does not rest on its laurels. There are still a number of improvements (see below) that could be made to ensure that the facility continues to be seen as progressive and focused on ensuring that the needs of the animals are its absolute priority.</p> <p>Marhatma Gandhi quote: The greatness of a nation can be judged by the way its animals are treated.</p> <p>1. Current hours of operation at the facility prevents many people adopting from the facility. In addition to Saturday's hours opening on a Sunday morning would ensure that all potential adopters in the Campbelltown area have the opportunity to meet the animals available for adoption. Most of the other metropolitan facilities are open on a Sunday. Would it not be possible to trial opening on a Sunday? I wonder how many potential adopters travel out of area to another facility to adopt due to the restricted opening hours?</p> <p>2. A foster carers program operating from, and supported by staff at the facility could be beneficial in many ways. A foster care program could relieve the pressure on facility staff and rescue groups when the</p>

1 of 2

	<p>facility is reaching capacity. Pregnant cats and dogs, lactating cats and dogs, young animals that require bottle feeding, sick animals, animals that need to be socialised, all of these animals could be accommodated with foster carers. Currently council is relying on rescue groups to come forward to take on animals with special requirements. Rescue groups are under enormous pressure to step in and their resources are stretched to breaking point. Rescue groups are not government funded to provide services and are reliant on goodwill of their foster carers and supporters.</p> <p>3. It is very encouraging to see how much the facility's website has improved over the last few years. Today I saw on FB that the facility staff will soon be using their FB page to advertise animals at the facility. This will be a great opportunity to engage with more potential adopters. This initiative will lessen the burden on community run animal FB pages in the area who are spending an enormous amount of time each week on the task of listing animals at the facility and promoting adoptions</p> <p>4. Volunteers could be used to assist the facility staff, by spending time socialising animals that come into the facility timid and scared. Volunteers could also provide enrichment by exercising and interacting with the animals which could increase the chances of adoption.</p> <p>I appreciate the opportunity of being able to put forward these suggestions and hope that council will give them due consideration.</p> <p>██████████</p>
Please attach your submission	
Given name	██████
Surname	██████
Email address	██
Phone number - Business hours	██████████

5. URGENT GENERAL BUSINESS

6. PRESENTATIONS BY COUNCILLORS



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Visit our website at campbelltown.nsw.gov.au