



CAMPBELLTOWN  
CITY COUNCIL

# ORDINARY BUSINESS PAPER

29 OCTOBER 2024

## COMMON ABBREVIATIONS

AEP	Annual Exceedence Probability
AHD	Australian Height Datum
BASIX	Building Sustainability Index Scheme
BCA	Building Code of Australia
BIC	Building Information Certificate
CLEP 2015	Campbelltown Local Environmental Plan 2015
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>
DPHI	Department of Planning Housing and Infrastructure
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
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
LGA	Local Government Area
LG Act	<i>Local Government Act 1993</i>
LPP	Local Planning Panel
LTFP	Long Term Financial Plan
NGAA	National Growth Areas Alliance
NOPO	Notice of Proposed Order
HNSW	Homes NSW
OEH	Office of Environment and Heritage
OLG	Office of Local Government
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
PIN	Penalty Infringement 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
SANSW	Subsidence Advisory NSW
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 (District Planning Panel)
TCP	Traffic Control Plan
TMP	Traffic Management Plan
TNSW	Transport for NSW
VMP	Vegetation Management Plan
VPA	Voluntary Planning Agreement
PLANNING CERTIFICATE	- A Certificate setting out the Planning Rules that apply to a property (formerly Section 149 Certificate)
SECTION 603 CERTIFICATE	- Certificate as to Rates and Charges outstanding on a property
SECTION 73 CERTIFICATE	- Certificate from Sydney Water regarding Subdivision





22 October 2024

You are hereby notified that the next Ordinary Council Meeting will be held at the Civic Centre, Campbelltown on Tuesday 29 October 2024 at 6:30 pm.

Lindy Deitz  
Chief Executive Officer

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## **1. OPENING**

### **Australian National Anthem**

Australians all let us rejoice,  
For we are one and free;  
We've golden soil and wealth for toil;  
Our home is girt by sea;  
Our land abounds in nature's gifts  
Of beauty rich and rare;  
In history's page, let every stage  
Advance Australia Fair.  
In joyful strains then let us sing,  
Advance Australia Fair.

### **Acknowledgement of Country**

I would like to 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.

### **Council Prayer**

Almighty God, we who are gathered in Council, pledge ourselves to work in harmony for the welfare and development of our City. Guide us we pray in our deliberations. Help us to be fair in our judgements and wise in our actions, so that prosperity and happiness shall be the lot of our people. Amen.

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**2. APOLOGIES/LEAVE OF ABSENCE**

Nil at time of print.

### **3. CONFIRMATION OF MINUTES**

#### **3.1 Minutes of the Ordinary Meeting of Council held 20 August 2024**

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##### **Officer's Recommendation**

That the Minutes of the Ordinary Meeting of Council held 20 August 2024, copies of which have been circulated to each Councillor, be taken as read and confirmed.

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##### **Report**

That the Minutes of the Ordinary Meeting of Council held 20 August 2024 are presented to Council for confirmation.

##### **Attachments**

1. Minutes of the Ordinary Meeting of Council held 20 August 2024 (contained within this report)

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# CAMPBELLTOWN CITY COUNCIL

## Minutes Summary

Ordinary Council Meeting held at 6:30 pm on Tuesday, 20 August 2024.

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**Minutes of the Extraordinary Meeting of the Campbelltown City Council held on 20 August 2024**

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**Present**           The Mayor, Councillor G Greiss  
Councillor G Brticevic  
Councillor J Chew  
Councillor M Chivers  
Councillor M Chowdhury  
Councillor J Cotter  
Councillor M George  
Councillor K Hunt  
Councillor M Khalil  
Councillor D Lound  
Councillor R Manoto  
Councillor W Morrison  
Councillor R Munro  
Councillor M Oates  
Councillor M Stellino

**1.       ACKNOWLEDGEMENT OF LAND**

An Acknowledgement of Land was presented by the Chairperson Councillor Greiss.

**Council Prayer**

The Council Prayer was presented by the General Manager.

**2.       APOLOGIES/LEAVE OF ABSENCE**

Nil

**3.       CONFIRMATION OF MINUTES****3.1     Minutes of the Ordinary Meeting of Council held 13 August 2024**

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It was **Moved** Councillor Chew: **Seconded** Councillor Brticevic:

That the Minutes of the Ordinary Council Meeting held 13 August 2024, copies of which have been circulated to each Councillor, be taken as read and confirmed.

**291/2024**    The Motion on being Put was **CARRIED**.

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#### **4. DECLARATIONS OF INTEREST**

Declarations of Interest were made in respect of the following items:

##### **Pecuniary Interests**

Nil

##### **Non Pecuniary – Significant Interests**

Nil

##### **Non Pecuniary – Less than Significant Interests**

Nil

##### **Other Disclosures**

Nil

#### **5. MAYORAL MINUTE**

##### **5.1 My Last Mayoral Minute**

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It was **Moved** Councillor Greiss:

That the information be noted.

**292/2024** The Motion on being Put was **CARRIED.**

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## 6. CORRESPONDENCE

### 6.1 Community and Justice Precinct

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It was **Moved** Councillor Munro, **Seconded** Councillor Brticevic:

That the letter be received and the information be noted.

**293/2024** The Motion on being Put was **CARRIED**.

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### 6.2 Western Sydney Transport Infrastructure Panel: 2024-25 Federal Budget

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It was **Moved** Councillor Munro, **Seconded** Councillor Khalil:

That the letter be received and the information be noted.

**294/2024** The Motion on being Put was **CARRIED**.

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### 6.3 Cat Enclosures Program for the Protection of Wildlife

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It was **Moved** Councillor Stellino, **Seconded** Councillor Cotter:

That the letter be received and the information be noted.

**295/2024** The Motion on being Put was **CARRIED**.

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## 7. REPORTS FROM OFFICERS

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It was **Moved** Councillor Munro, **Seconded** Councillor Khalil:

That Standing Orders be suspended in order to present awards.

**296/2024** The Motion on being Put was **CARRIED**.

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### 7.1 End of Term Acknowledgements and Awards

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It was **Moved** Councillor Greiss:

That the information be noted.

**297/2024** The Motion on being Put was **CARRIED**.

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It was **Moved** Councillor Munro, **Seconded** Councillor Brticevic:

That Standing Orders be resumed.

**298/2024** The Motion on being Put was **CARRIED**.

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## 8. PRESENTATIONS BY COUNCILLORS

1. Councillor Darcy Lound reflected on the end of his term, describing it as an interesting period in the Chamber. He expressed a sense of empathy for the Liberal Party and the disappointment of missing out on the election, noting that there are three outstanding councillors who truly deserve to be re-elected.

He thanked his family, including his wife Rebecca for her great support, and his children Josh, Brody, and Kealey, as well as his sons partners Grace and Chelsea. He also extended his appreciation to the Mayor for his leadership and contributions, acknowledging the Mayor's ability to manage a sometimes rocky and challenging Chamber while maintaining a strong commitment to Campbelltown and setting a solid foundation for the future.

Councillor Lound expressed gratitude for the opportunity to work with the Labor team, noting that the election results will be remembered in history. He commended CEO Lindy Dietz for her deserving role and her efforts in advancing the city into the future. He is looking forward to continuing to work with the Labor team in the next term of Council.

He also recognised the contributions of the two Deputy General Managers, Jai Rowell and Ben Hoyle, and expressed confidence that great things are ahead for the city with their involvement. Additionally, he thanked Jim Baldwin and Rebecca Grasso for their professionalism and contributions during the term, and all the Executive Managers and staff for making the work of the Councillors more manageable.

Councillor Lound extended his appreciation to his fellow Councillors, wishing those not running for re-election the best for their future endeavors, and offered his best wishes to all candidates. He thanked Eric for attending every meeting and acknowledged the media for their coverage.

Finally, he expressed gratitude to the residents of Campbelltown for their trust and support, emphasising the importance of leading into the next term of Council with their continued backing. He wished everyone well and thanked everyone for their excellent work. He also recognised the three Deputy Mayors for their contributions this term and acknowledged the sad passing of Mick Sewell, noting that he remains in their hearts.

2. Councillor Karen Hunt extended her congratulations to the Mayor for his service and the achievements of his career, wishing him success in his future endeavors. She also expressed her appreciation for the humor, advice, and entertainment he provided throughout their time serving together, acknowledging how much she valued these contributions.

Councillor Karen Hunt reached out to her Liberal colleagues, expressing her deep regret at their departure. While she chose not to dwell on the matter, she conveyed her sincere sorrow and emphasized that their absence will be felt. She remained optimistic, reassuring them that she looks forward to their return after this hiatus.

Councillor Karen Hunt reflected on the term, describing it as an interesting period marked by numerous changes and transitions within the Chamber. She specifically thanked the Director of City Lifestyles and the Director of Planning and Environment for their patience and support. Their willingness to address her frequent inquiries and guide her effectively was instrumental in preparing her for her time in the Chamber. She thanked Rebecca

Grasso for her companionship and hard work, and wished her the best as she embarks on the next stage of her career. She extended her thanks to Jai Rowell for his assistance and guidance, hoping for positive outcomes in the upcoming term. She also expressed appreciation to all the Executive Managers and staff, with a special mention to the finance team for handling one of the toughest roles. Her gratitude extended to the outdoor staff as well, acknowledging their hard work and the significant achievements they contribute.

Councillor Hunt congratulated the Campbelltown Olympians who travelled to Paris, celebrating their remarkable achievement. She also extended her congratulations to all athletes who participate in sports within Campbelltown, acknowledging their dedication and contributions.

Lastly, Councillor Hunt acknowledged her fellow Labor colleagues, especially Councillor Manoto, and wished him well as he enjoys time with his grandchild. She extended her best wishes to all those running for re-election and looked forward to seeing both new and familiar faces. She also expressed her gratitude to the local residents for their support, which has been instrumental in achieving their goals.

3. Councillor Masood Chowdhury expressed his heartfelt gratitude to his wife and three children for their unwavering support since he began his term in 2016.

He noted that he would miss colleagues John Chew, Riley Munro, and Marian George, and gave a special mention to Rey Manoto, wishing them all the best for the future.

He praised the Mayor for being a great leader who brought fairness and humour to his role, and for his supportive approach towards the multicultural community. He also thanked the CEO for her assistance and contributions to the community.

Councillor Chowdhury extended his appreciation to the Deputy General Managers, Directors, Managers, and all staff for their support and dedication. He particularly recognised the outdoor staff for their tireless work day and night.

Finally, he thanked all his fellow Councillors, wishing them success in the next term, and expressed his gratitude to the local residents for their continued support.

4. Councillor Manoto extends his gratitude to the Mayor, acknowledging his steadfast support and inspiration, as described in his Mayoral Minutes. He feels deeply honored and privileged to have been elected as a Councillor for the beautiful City of Campbelltown, which has been his home for the past 36 years, half of his lifetime.

Councillor Manoto expresses his gratitude to the constituents for their trust and confidence in him. Reflecting on his migration to Australia in 1987, he never anticipated a career in politics or becoming a Councillor. Serving the people has been a guiding principle for him since his student days, when he sought government reforms and was detained as a political prisoner. During his career in government service, he was assigned to Mindanao, where he worked on livelihood programs to assist marginalized communities.

Councillor Manoto sincerely thanks the Labor Party and his fellow Labor Councillors for the opportunity to be part of the Labor lineup since 2012. Although he did not win on his

first attempt, he succeeded in 2016 and 2021, leading to an amazing and rewarding eight years of serving the Campbelltown residents. He is immensely proud of this accomplishment.

Councillor Manoto also thanked his family, who are present here tonight: his loving and supportive wife, Marissa; his daughter Lourdes; his first granddaughter, Ayla; and his two sons, Ryan and Michael.

Councillor Manoto reflects on his initial involvement with the Council, which began in 2004 with then-Mayor Brenton Banfield. Their advocacy efforts started at Rizal Park in Rosemeadow, where they held a Workshop/Seminar at the Civic Centre. By 2007, they had established the Rizal Park Movement of Campbelltown. Through their combined efforts with the Council and the Philippine Consulate General in Sydney, they achieved significant progress on the park.

He recalls close collaborations with various Mayors of Campbelltown, including Mr. Aaron Rule, Minister Anoulack Chanthivong, Mr. Paul Lake, and Mr. Russell Matheson, among others. He also vividly remembers working with Mr. Paul Tosi, Mr. Nick Smolonogov, and then-Director of City Works, Mr. John Hely, along with engineer Mr. Ross Santos, in developing the Master Plan for Rizal Park in five stages.

It was a great honour for him to greet the then-President of the Philippines, His Excellency Benigno S. Aquino Jr., who unveiled the statue of Dr. Jose Rizal in October 2012. This event was significant as President Aquino was the first and only Head of State to visit Campbelltown. The Rizal statue is also notable for being the tallest statue outside the Philippines and the fourth tallest overall. The fundraising campaign was a great success, providing the Council with the necessary funds to construct the pedestal and complete the landscaping around the statue.

During his two terms as a Councillor, he has attended numerous community events, festivals, and fund-raising activities, often representing the Mayor. These experiences have been highly educational and rewarding. He has greatly enjoyed meeting people, collaborating with various communities, and gaining a deeper understanding of their cultures. He especially cherished attending Citizenship Ceremonies at Civic Hall, not wanting to miss these events because he fondly recalls receiving his own Citizenship Certificate with Marissa in the City of Parramatta in November 1989.

As he reflects on his final week as Councillor, he anticipates missing the many remarkable events and ceremonies he has attended, such as Bushcare, Tree Planting, and Georges RiverKeeper, which he is passionate about. He hopes to continue participating in these activities in his private capacity.

Councillor Manoto also extends his sincere gratitude to the CEO, Ms. Lindy Deitz, for her invaluable support over the years. He appreciates her concern and the regular check-ins on his health during his 8-day stay at Canberra Hospital and even after his discharge.

He thanks all the Directors—Mr. Jai Rowell, Mr. Ben Hoyle, Mr. Jim Baldwin, Ms. Rebecca Grasso—and their respective staff for their valuable assistance in fulfilling his duties as a Councillor. He also gave special thanks to Monique Dunlop, Corinne Mears, Amanda King, Kate Stare, Beth Buckley, Magdalena Przybylo, and Megan Gellel for their touching moments of generosity and kindness.

Councillor Manoto extends a heartfelt thank you to his fellow Councillors for their encouragement, camaraderie, and friendship over the past eight years. Their support has made his journey in the Council a truly wonderful experience.

He feels fortunate to have worked in a Council environment characterised by cohesion and minimal partisan politics. He values the ability to collaborate with everyone, regardless of their affiliation, and to make decisions aimed at improving the community. He will miss them all and is deeply grateful for their invaluable support. He wishes them all the best and assures them that he will stay in touch.

Finally, Councillor Manoto extends a huge thank you to his lovely wife, Marissa, who has been by his side every step of the way and has consistently cared for her stubborn husband.

In closing, he finds it hard to express all he feels. He simply says, "Thank you all. Thank you, Mr. Mayor."

5. Councillor Meg Oates firstly, expressed her sincere disappointment to her Liberal colleagues regarding the current situation. She holds deep respect for their dedication and effort put into representing our community over the past years. She felt that it was truly unfortunate that they would not be part of the new Council. However, she is confident that they will continue to advocate for the Campbelltown community both in their personal and professional lives.

Councillor Meg Oates feels immensely proud to have completed her 37th consecutive year as an Elected Councillor of Campbelltown City Council. Reflecting on her start in 1987, she recalls that Campbelltown was a country town often overlooked by governments and criticised by the media. At that time, she didn't have grey hair or grandchildren.

Councillor Meg Oates reflected on what being a Councillor has meant to her over the last 5 years:

Rewarding- Being able to help residents from all parts of our city to share in the benefits that Local Government can deliver.

Frustrating – The wheels of all levels of Government move slowly and can become derailed. she has learnt to be patient and to be persistent, and to work within frameworks that sometimes seem laborious and unnecessary.

Energising- Being part of shaping the future of our growing community, trying to ensure that principles of equity, fairness and accountability are always at the forefront of Council business.

Satisfying- Gaining new experiences and working across changing political and social landscapes to ensure that all our residents have access to high level services and amenities. This is an ongoing reason to want to work as a local Councillor.

Disappointing- seeing what can sometimes happen to elected people when personal grudges and bitterness are allowed to overtake their purpose in being an elected Councillor.

Thirdly, Councillor Oates feels privileged to have had the opportunity to work with an exceptional group of people – the staff of Campbelltown City Council – who are outstanding ambassadors for the city and have played a crucial role in its development. She especially wants to acknowledge and thank the Directors, Executive Managers, and team leaders. Noting that these individuals embody the spirit of Campbelltown, continually adapting and refocusing to meet the needs of both elected Councillors and the shifting policies of various governments. Councillor Oates is grateful for their agility and collaborative approach in addressing residents' issues and concerns.

Councillor Oates extends a special thanks to the remarkable CEO, Lindy, whose advocacy and dedication have brought Campbelltown to the forefront of all levels of government. Her commitment is evident in the significant attention Campbelltown has received. Councillor Oates expresses her deep appreciation to all the Directors and Council staff for their hard work under demanding conditions and ever-evolving agendas. She feels truly honoured to have worked with them.

Councillor Oates extended her gratitude to the Councillors for embracing the challenge of serving as elected officials. She looks forward to seeing some of them continue to serve the community in their unique and genuine ways.

Councillor Oates thanked Mr. Mayor, Dr. George for the lengthy and rambling Mayoral Minutes and endless letter writing and stewardship of the Council over the past few years and his long-standing contribution to the city. She is confident that the Mayor will have a bright future in university teaching, government policy development, or any field that values extensive discourse. She wished him all the best.

Lastly, Councillor Oates expressed her appreciation to her Labor colleagues, with whom she eagerly anticipates working over the next four years.

6. Councillor Masud Khalil, feeling somewhat unprepared for the end of his term speech as a new Councillor, expressed his heartfelt thanks to the residents of Campbelltown for granting him the opportunity to serve. He also extended his gratitude to his family for their support, which enabled him to contribute effectively to the community.

Councillor Masud Khalil expressed his gratitude to Eric Kontos, all the Directors, and staff members for their hard work and dedication. He specifically acknowledged Lindy for her leadership and the Deputy General Managers for their efforts on behalf of the community.

He extended his best wishes to Councillor Manoto, noting that he will miss his presence in the Chamber. Additionally, he wished Councillor Brticevic and Councillor Chivers all the best and thanked them for their valuable and experienced contributions to the discussions in the Chamber. He thanked Mr Mayor for being his mentor and friend through his first term of Council. He praised him for being a learned and dedicated person to Campbelltown and will remember him for hard work for the community.

He concluded by expressing deep gratitude to his family, particularly his wife, for their unwavering support and understanding of the demands of his role as a full-time Councillor. He shared that his commitment to working and serving the people of Campbelltown has been deeply fulfilling and remains close to his heart.

7. Councillor Warren Morrison extended heartfelt thanks to his family, who have been a source of immense support throughout his tenure. He acknowledged his daughter Ashley, his son Joshua and his girlfriend Ashley, and especially his wife Sue. He expressed gratitude for their unwavering support, noting that his son might have grown weary of his constant questions about computer science, particularly during the challenges of the COVID-19 pandemic. Despite the difficulties, he appreciated their patience and support during that time.

Councillor Morrison expressed his gratitude to the Mayor and all of his colleagues for their presence and support. Reflecting on his eight years as a councillor, he highlighted one of the aspects he most admires - despite the debates and discussions that occur during Council meetings, they always come together in the relaxing room afterward. There, they continue to talk and discuss the outcomes, whether they agreed or disagreed on various topics. This ongoing dialogue and camaraderie, he noted, is something he deeply values.

Councillor Morrison also extended his thanks to the Councillors and staff for their support in representing the Council at various events and seminars. He appreciated their assistance in ensuring they arrived where they needed to be. He humorously acknowledged that, at times, finding their way could be a challenge, playfully referencing moments when they were asking, "Where's Wazza?" with a laugh.

Councillor Morrison extended his gratitude to the exceptional staff for their invaluable guidance and support. Their assistance in providing information was crucial in helping him make informed decisions and speak confidently in Council meetings about his viewpoints.

He also specifically thanked Jim Baldwin, the Director of City Planning and Environment, acknowledging that there were times he may have called late and engaged in lengthy discussions. He humorously admitted that he sometimes could be quite talkative.

Councillor Morrison further expressed his appreciation to the media, guests, and the people of the local government area (LGA). He thanked them for their time and for being a part of their vibrant and wonderful city.

8. Councillor Josh Cotter began by expressing his gratitude to the staff, led by CEO Lindy, for their unwavering dedication. He highlighted that Lindy's commitment to the community is evident in every aspect of her work. He also thanked the Directors for their constant support, noting their readiness to assist whenever needed.

Councillor Cotter expressed gratitude for the mentorship provided by both the Mayor and the late Paul Hawker. He highlighted the Mayor's exceptional leadership and friendship, noting their intellectually stimulating discussions and shared moments of laughter beyond the Council.

He thanked his fellow Councillors for the enriching experiences of the past term and recognized Rey Manoto for his significant contributions to both the Catholic and Philippine communities.

Councillor Cotter praised Margaret Chivers for her wisdom and experience, which have profoundly resonated with him, especially given their shared background in education. He



also extended his appreciation to George Brticevic for his leadership, support, and friendship, acknowledging the positive impact he has made on Campbelltown during his tenure as a Councillor.

Councillor Cotter expressed his deep sympathy to his three Liberal colleagues, acknowledging their disappointment from last week's situation. He expressed the hope that, through their existing connections and friendships, their team can effectively represent their interests in the Chamber.

Councillor Cotter expressed his heartfelt gratitude to his parents and in-laws for their unwavering support throughout his term. He specifically thanked his wife, Jess, for her steadfast support and for the partnership they share in all their endeavours. He is looking forward to the next chapter of their lives together.

He also extended his thanks to the community for entrusting him with the opportunity to serve and for presenting the challenges that drive him to address important issues in the Chamber.

Councillor Cotter concluded by wishing all those running for re-election the best of luck in their campaigns.

9. Councillor Matthew Stellino expressed heartfelt thanks to several key individuals and groups. First, he acknowledged the Mayor, expressing gratitude for his steadfast commitment to the Chamber. He conceded that being elected was a surprise to him, and that he had to adapt quickly to his new role.

He also extended his appreciation to his fellow councillors for their support of his motions in the Chamber, which he found deeply encouraging and heartwarming. Lastly, he showed appreciation to his partner, Hayley, for her unwavering support, including the many coffees she made and her role in ensuring he arrived on time for Council meetings.

10. Councillor George Brticevic began by expressing his gratitude to the residents of the City. He emphasised that the functioning of the City is made possible through the rates and taxes paid by the residents, highlighting that the City's operations are funded by the residents, for the benefit of the residents.

Councillor George Brticevic extended his thanks to Lindy, now the CEO, for her hard work and advocacy throughout his five-year term as the previous Mayor. He appreciated their successful collaboration and acknowledged the achievements made possible by her dedication.

He also expressed gratitude to Rebecca Grasso for her contributions, particularly her work on the WestInvest project and her role in supporting the growth of the economy and the Arts Centre.

Councillor Brticevic recognised Ben Hoyle and Jai Rowell, the Deputy General Managers, for their excellent performance, expressing confidence that the City will continue to thrive under their leadership. He thanked David Smith, who represented Jim Baldwin and the Planning and Environment team, for their efforts. He commended the team for their fantastic work, noting the City's continued growth and the positive impact of their contributions.

Councillor Brticevic extended his gratitude to Monique Dunlop and Jaimi-Lee Murphy for their efforts in ensuring meetings run smoothly and for managing the essential behind-the-scenes details. He also thanked Kate Stares for her advocacy on City Deals and the Justice Precinct, and for her meticulous preparation for meetings with Ministers and Members of Parliament, along with her evident passion for the area. He recognised Corinne Mears for her role in maintaining balanced budgets and ensuring financial stability, which has allowed the city to make significant investments.

Councillor Brticevic expressed his appreciation to Amanda King for their productive five and a quarter years together, highlighting how much he enjoyed working with her and her exceptional team. He praised Amanda for her role in keeping the Office of the General Manager running efficiently.

Councillor Brticevic expressed his gratitude to Ian Andrews, Nathan Lynch, Glenn Fisher, and the rest of the outdoor team for their ongoing hard work. He specifically mentioned just a few of their contributions to various projects, including Livvi's Place, Glenfield, Milton Park, Eagle-Vale Duck Pond, the pump track at Leumeah, Passfield Park, Rizal Park, and the multi-purpose courts at Glenfield and Macquarie Fields.

Councillor Brticevic extended his heartfelt thanks to Councillor Chivers and her husband, Graeme, for their friendship and unwavering support over the past eight years. He expressed deep appreciation for their dedicated contributions to the community and the positive impact they have made through their service and involvement.

Councillor Brticevic expressed his gratitude to the Mayor for his dedicated service and for fostering a strong team spirit within their coalition. He extended special thanks to John Chew, Riley Munro, and Marian George, conveying his deep sadness that they are unable to run for re-election. He acknowledged their heartfelt commitment to the community and shared how much he has valued working with them.

Councillor Brticevic acknowledged the presence of his fellow Councillors in the room—Councillor Stellino, Councillor Cotter, Councillor Morrison, and Councillor Khalil—and thanked them for their dedicated service during this term. He extended his best wishes to all the Councillors standing for re-election and to the Labor Party for the upcoming election.

11. Councillor Chivers expressed gratitude to Councillor Brticevic for inviting her to join the team in the 2016 campaign eight years ago. Neither could have predicted what was ahead, but it has turned out to be an incredible political journey. As they part ways from the political sphere tonight, they do so as lifelong friends. He will always be thankful for the friendship and support provided by both Councillor Brticevic and his partner, Monique.

Councillor Chivers expressed gratitude to the residents who, despite not knowing her personally, still chose to place her in this Chamber. Their support has been immensely meaningful to her.

Councillor Chivers expressed deep gratitude for the special opportunity to work with the Campbelltown Council staff. Many of their roles are influenced by the decisions made by the 15 Council members in this Chamber. From the beginning, she recognised the challenges and frustrations that often come with these roles. She acknowledged that

some Wednesday mornings, after Council meetings and votes, must have been especially tough. She holds all the staff in high regard and feels fortunate to have worked alongside them for the past eight years, benefiting all the residents.

Councillor Chivers expressed gratitude for the opportunities to represent Campbelltown. She valued the chance to visit Koshigaya and experience firsthand the strong and lasting bond between the Sister Cities. She appreciated the opportunity to explore new libraries, learning from librarians about the decisions that shaped these new facilities. Additionally, she was thankful for the visits to refuges in Bass Hill and Campsie, where she had the profound privilege of speaking privately with women who had survived domestic violence. Their stories, marked by immense courage and hope, were deeply humbling and will remain with her always.

Councillor Chivers expressed gratitude to Erin Opal for her companionship over the past five years, providing advice, support, encouragement, and wisdom. She acknowledged the significant lessons she learned from Erin and admired the remarkable journey she has undertaken through life.

Councillor Chivers conveyed deep gratitude to Jenny Franke for inviting her to co-present with her at a Local Government Women's conference held at the Intercontinental Hotel in Sydney. Their task was to discuss, from the stage, how Councillors and Directors can build effective working relationships with a shared goal of benefiting residents. The conference organisers recognised that Jenny and Councillor Chivers embodied this ideal relationship. She recalled sitting in Jenny's office, struggling to articulate their collaborative approach, feeling as though they were trying to capture steam in a net. Ultimately, they decided to speak spontaneously on stage, supported by Jenny's excellent slides, and hoped for the best. Their presentation was well-received, leading to an extended session where Directors from various LGAs across NSW sought their advice on fostering strong professional relationships with Councillors. It was a memorable and meaningful experience.

Councillor Chivers reflected with pride as she departed this evening. She felt proud of every Notice of Motion she brought before the Chamber, through which she sought to enhance services for children with additional needs across swimming lessons, libraries, festivals, carnivals, and parks. She also aimed to improve library services for all residents.

She introduced library monitors from local public schools to HJ Daley, allowing them to experience a few hours in the life of a librarian. The excitement among the students was tangible, and many left inspired by the Council librarians, with some gaining a clear sense of their future career aspirations.

Councillor Chivers used her voice to advocate for domestic violence issues and sought to implement small but significant changes at the Campbelltown Arts Centre. She was also honoured to contribute to the development of the City's 2024 to 2030 Cultural Strategy.

Councillor Chivers described the CEO, Lindy Deitz, as a tremendous blessing to the City. After their initial briefing on September 22nd following the 2016 election, she went home and sent an email expressing her appreciation for the clear and structured presentation by Lindy and her Directors. While her exceptional work ethic is noteworthy, it is her combination of this work ethic with genuine empathy and a deep love for the City that

makes her truly invaluable. Councillor Chivers emphasised that the City is fortunate to have her leadership and guidance, which has significantly benefited them all.

Councillor Chivers shared that her lifelong passion has always been learning, dating back to her earliest memories as a child. She leaves her role with a wealth of knowledge. She expressed gratitude to everyone she has conversed with in this setting, thanking them for answering her questions and subsequent inquiries. She noted that learning brings her the greatest joy, and those conversations were truly fulfilling moments for her.

Councillor Chivers reflected on the central role of family in her work, noting that it was never done in isolation from them.

She expressed gratitude to her daughter Meredith, who, even while waking up in New York, provided a space for her to think aloud. Meredith understood when answers had to be confidential and never pressed for more than she could share.

She also acknowledged Graeme, who has been her sounding board and is, in her view, the smartest person she knows. He provided invaluable support, and now it's time to return that support and dedicate more time to her family. Life is finite, and she wants to make the most of it with them.

Councillor Chivers recounted setting a personal goal in September 2016 to elevate the City through her work, advocacy, and any Notices of Motion she introduced. She aimed to work diligently to make Campbelltown a model for other councils to admire and emulate. As she departs tonight, she feels satisfied knowing she gave her best effort. This is consistent with the expectations she has always held for her students and schools.

She expressed her hopes for the City's future, wishing for a cohort of future Councillors who not only listen to advice but truly understand and act upon it. She hoped they would make well-informed decisions that address the needs of the entire community, not just a select few.

Councillor Chivers extended her gratitude to the residents of Campbelltown for the privilege of serving them over the past eight years. She wished them all the best and hoped that the City would continue to thrive, grow, and be uplifted.

Councillor Marian George delivered a short and sweet yet heartfelt farewell speech as her term at Council came to a close. She expressed her deep gratitude to the CEO, Directors, and staff at the Council for their unwavering support and dedication throughout her tenure.

She extended her thanks to the Mayor for his exemplary leadership and support, wishing him all the best for the future. Councillor George conveyed that she would genuinely miss everyone and expressed her sincere appreciation for the opportunity to serve the Campbelltown community, considering it a true honour.

In her closing remarks, she acknowledged her family—her husband, children, and father—for their constant support. She also offered a personal note of thanks, expressing her gratitude to God for the strength and guidance she received during her time in office.

12. Councillor John Chew spoke informally, reflecting on his term with a sense of gratitude and privilege. He felt blessed to have had the opportunity to serve the community and appreciated the enjoyable company he encountered. He will cherish the stories and experiences from his time in Council.

Councillor Chew mentioned that one of the key takeaways from his term was his enjoyment of being around people and the renewed zest he gained for community and humanity. He noted that the City has been achieving remarkable progress and constantly striving for more.

He expressed his enthusiasm for the future, looking forward to witnessing how the City will continue to evolve over the next 30 years, building on the significant changes discussed by Councillor Oates.

13. Councillor Riley Munro began by addressing the recent events involving the Liberal Party, expressing his gratitude to everyone who reached out to him and his fellow party members. He acknowledged that the situation was a mistake and found it disappointing, but he emphasised that it has been a privilege to serve the community throughout the term. Despite the challenges, he conveyed his appreciation for the opportunity to contribute to the community's well-being and growth.

Councillor Munro extended his thanks to Lindy Deitz and her staff for their patience and support throughout the term. He expressed his appreciation for their interactions, which he will carry with him, and noted that the dedication and love for the community demonstrated by all the staff has been truly inspiring.

Councillor Munro expressed deep gratitude to his parents, acknowledging that their support has been crucial to his ability to serve in his role. He recognised that four years is a relatively short time in politics and hopes for the opportunity to serve on the Council again in the future. He also extended his thanks to the Mayor for his distinguished leadership, noting that the legacy he has created through his Mayoral Minutes will have a lasting impact.

Councillor Munro extended his heartfelt thanks to all the Councillors at the table, expressing that it has been an honour to collaborate on a wide range of projects, events, and committees with them. He wished each of them the best of luck in the upcoming election.

14. The Mayor, Councillor Greiss, extended his heartfelt thanks to everyone for their kind words. He was deeply moved by the outpouring of support and appreciation from so many individuals. The heartfelt messages, both public and private, have touched him more than he can express. He is truly grateful to all who have taken the time to offer their best wishes. The encouragement and recognition of their collective efforts will stay with him as he embarks on the next chapter of his journey. He thanked everyone sincerely, from the bottom of his heart.

The Mayor expressed his deepest gratitude to Lindy Deitz. Her patience, resilience, and unwavering dedication have been instrumental in helping him realise his ambitious vision for the city. Her steadfast support has been the backbone of their collective achievements.

He also extended his thanks to the Deputy General Managers, Jai Rowell and Ben Hoyle, as well as to the Directors and their teams. Their commitment to innovation and their readiness to drive change have been crucial to their shared successes. Their leadership and forward-thinking approach have left a lasting impact.

The Mayor extended his heartfelt appreciation to Kate Stares, the Strategic Partnerships Manager, whose contributions have been pivotal to his accomplishments. He was also deeply grateful to Amanda King and her team for their dedication in managing the challenges that have arisen and for their tireless efforts to enhance communication and improve the city's image.

The Mayor extended his deep appreciation to Monique Dunlop and her team for their hard work in organising meetings and handling the mayoral minutes. He acknowledged that this responsibility has been a significant source of stress, not only for that council meeting night but throughout the entire term. Their commitment had not gone unnoticed, and he was truly grateful for their efforts in ensuring that meetings ran smoothly.

He also offered heartfelt thanks to all the staff who have worked tirelessly behind the scenes, frequently going above and beyond to ensure the best possible outcomes for the community.

Finally, the Mayor wishes to thank his family—his wife, Michelle, and their children, James and Gabriella, who were present at his final meeting. Their unwavering support and understanding have been the foundation of his journey. He acknowledged that none of his accomplishments would have been possible without them by his side. He expressed gratitude for their steadfast presence through both the highs and lows and for sharing the significant moment with him on the night.

There being no further business the meeting closed at 9:57 pm .

### **3.2 Minutes of the Extraordinary Meeting of Council held 15 October 2024**

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#### **Officer's Recommendation**

That the Minutes of the Extraordinary Meeting of Council held 15 October 2024, copies of which have been circulated to each Councillor, be taken as read and confirmed.

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#### **Report**

That the Minutes of the Extraordinary Meeting of Council held 15 October 2024 are presented to Council for confirmation.

#### **Attachments**

1. Minutes of the Extraordinary Meeting of Council held 15 October 2024 (contained within this report)

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# CAMPBELLTOWN CITY COUNCIL

## Minutes Summary

**Extraordinary Council Meeting held at 6:30 pm on Tuesday, 15 October 2024.**

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**Minutes of the Extraordinary Meeting of the Campbelltown City Council held on 15 October 2024**

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**Present**

- Councillor S Berbari
- Councillor M Chowdhury
- Councillor J Cotter
- Councillor K Halabi
- Councillor K Hunt
- Councillor M Khalil
- Councillor D Lound
- Councillor C McEwan
- Councillor W Morrison
- Councillor M Oates
- Councillor A Rahman
- Councillor J Rivera
- Councillor T Triebels
- Councillor I Wisniewska
- Councillor A Zahra

## **1. ACKNOWLEDGEMENT OF LAND**

An Acknowledgement of Land was presented by the Chief Executive Officer.

### **Council Prayer**

The Council Prayer was presented by the Chairperson.

## **2. APOLOGIES/ LEAVE OF ABSENCE**

Nil

## **3. DECLARATIONS OF INTEREST**

Declarations of Interest were made in respect of the following items:

### **Pecuniary Interests**

Nil

### **Non Pecuniary – Significant Interests**

Nil

### **Non Pecuniary – Less than Significant Interests**

Nil

### **Other Disclosures**

Nil

## 4. REPORTS FROM OFFICERS

### 4.1 Oath or Affirmation of Office

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The Oath of Office or Affirmation of Office was taken by each Councillor.

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### 4.2 Election of the Mayor

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#### Officer's Recommendation

The Chief Executive Officer conducted the election of the Mayor held at the Extraordinary meeting of Council on 15 October 2024.

One written nomination was received for Mayor for Councillor Darcy Lound.

The nomination was seconded by Councillor Meg Oates, Councillor Karen Hunt and Councillor Masood Chowdhury.

As only one candidate was nominated, the Chief Executive Officer declared Councillor Darcy Lound elected as Mayor for the October 2024- September 2026 term.

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### 4.3 Election of Deputy Mayor

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It was **Moved** Councillor Oates, **Seconded** Councillor Chowdhury:

1. That the Council determine the term for Deputy Mayor be 12 months.

**299/2024** The Motion on being Put was **CARRIED**.

The Chief Executive Officer, conducted an election held at the Extraordinary meeting of Council on 15 October 2024 for the election of Deputy Mayor.

One written nomination was received for Deputy Mayor for Councillor Karen Hunt.

The nomination was seconded by Councillor Darcy Lound, Councillor Meg Oates and Councillor Ashiqur Rahman.

As only one candidate was nominated, the Chief Executive Officer declared Councillor Karen Hunt elected as Deputy Mayor for the October 2024- September 2025 term.

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#### 4.4 Casual Vacancies in the Office of Councillor

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It was **Moved** Councillor Chowdhury, **Seconded** Councillor Oates:

1. That pursuant to section 291A(1)(b) of the *Local Government Act 1993*, Campbelltown City Council declares that casual vacancies occurring in the office of a councillor within 18 months of after the last ordinary election of councillors for the Council on 14 September 2024 are to be filled by a countback of votes cast at that election for office in accordance with section 291A(1)(b) of the *Local Government Act 1993*.
2. That the Chief Executive Officer to notify the NSW Electoral Commissioner of the Council's decision within 7 days of the decision.

**300/2024** The Motion on being Put was **CARRIED**.

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#### 4.5 2024 Council Meeting Calendar

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It was **Moved** Councillor Khalil, **Seconded** Councillor Morrison:

That the remainder of the 2024 calendar be noted and adopted.

**301/2024** The Motion on being Put was **CARRIED**.

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#### PRESENTATION BY COUNCILLORS

1. Mayor Darcy Lound began with expressing how humble and honoured he felt to be elected as the new Mayor of Campbelltown City Council here tonight. He relayed how great a privilege it is to be able to lead this great Council for the people of the Campbelltown Local Government Area. He congratulated his Councillor colleagues - both returning and newly elected.

Mayor Lound expressed his gratitude to his wonderful family present - his wife Rebecca and his children Josh, Brody, and Kealey, as well as his sons partners Grace and Chelsea, for their support that enabled him to serve on the Council. He conveyed his deep love for them all. He thanked his mother, Wanda, for her constant presence and encouragement, as well as his mother-in-law, Linda, for her support of him and his family. He also acknowledged his extended family who was in attendance, expressing his heartfelt thanks and love for each of them.

Mayor Lound expressed his gratitude to the Council staff with whom he has had the pleasure of working over the past 12 years as a councillor, and he looked forward to continuing that collaboration in his new role as Mayor. He commended the staff for their outstanding contributions throughout the years, highlighting that the Council has consistently maintained a strong financial position while effectively delivering services to the community. He is eager to build on this solid foundation and continue advancing the Council's efforts for the benefit of the community.

Mayor Lound took a moment to acknowledge several individuals who have been instrumental during his early days on the Council, expressing his gratitude for their support, guidance, and dedication over the years. He paid tribute to the late Paul Tosi, the former General Manager, along with Chief Executive Officer Lindy Deitz, Director Jim Baldwin, the late Michael Sewell, and Nicholas Smolonogov. He also recognised former Mayor Paul Lake for taking him under his wing.

Mayor Lound expressed his enthusiasm for collaborating with CEO Lindy Deitz and Deputy General Managers Jai Rowell and Ben Hoyle. He believes that this strong team has the potential to achieve remarkable things for the community of Campbelltown, and he is eager to embark on this journey together.

Mayor Lound expressed his gratitude to the local Members of Parliament—Dr. Mike Frelander, Anne Stanley, Greg Warren, Anoulack Chanthivong, and Nathan Hagarty—for their mentoring and friendship throughout the years. He highlighted their unwavering support for both him and the Labor team, acknowledging the strong partnership they have fostered. As he steps into his role as Mayor, he is eager to collaborate closely with them and is committed to working together for the benefit of the community.

Mayor Lound acknowledged his good friends in attendance, expressing his heartfelt appreciation for their support. He noted how their encouragement has meant a lot to him during his volunteer roles, especially when his duties as a councillor kept him from being present. Their understanding and loyalty have been truly important to him, and he is thankful to have them by his side.

Mayor Lound expressed his gratitude to the late Fred Borg OAM, who gave him the opportunity to run alongside him back in 2012. He described Fred as a fantastic campaigner and a dedicated community member, emphasising how much he owes to Fred for the start of his journey in Council. He acknowledged Fred's significant contributions and the lasting impact he had on the community and on his own career.

Mayor Lound took a moment to express his gratitude to the Australian Labor Party, of which he has been a member since 2015. He specifically thanked General Secretary Dominic Ofner and Assistant General Secretary David Dobson for their steadfast support throughout his journey. He acknowledged their role in helping him become the caucus leader and for providing him with the opportunity to run for Mayor.

Mayor Lound sincerely thanked the members of the Campbelltown and Macquarie Fields Branch of the Labor Party. He described them as wonderful community members who share Labor values and provide strong support to the Labor councillors and local MPs. He acknowledged that their dedication and encouragement play a crucial role in helping the party achieve its goals and serve the community effectively. He also thanked the General Secretary Graham Kelly of the Union he forms part of.

Mayor Lound praised the Campbelltown Local Government Area as a wonderful place to live, work, and raise a family, which he has personally experienced. He expressed his deep affection for the area while also highlighting the potential for further growth and improvement within the community. A strong advocate for community engagement, Mayor Lound stressed the importance of listening to residents and fostering vibrant community advocacy. He recognised the contributions of advocacy panel members Jim Marsden OAM and former Premier Morris Iemma, thanking them for their significant efforts in supporting the Campbelltown community.

In concluding, Mayor Lound promised to listen to and consult with his fellow councillors and the Council's executive staff. He highlighted the importance of working together to meet the needs of the Campbelltown community. He assured residents that he would be dedicated to serving them and improving their quality of life. He expressed his commitment to open communication and teamwork, reinforcing his pledge to prioritise the community's well-being in all decisions during his time in office.

2. Councillor Karen Hunt began by congratulating all her fellow councillors on their re-election and those newly elected, expressing her confidence that they would form a strong team dedicated to improving the community. She offered heartfelt thanks to her husband for his unwavering support, as well as to her three children.

Councillor Hunt expressed gratitude to her Labor colleagues and the members of both branches, acknowledging that their support has been crucial in her efforts to serve the community. She is looking forward to working collaboratively as a team, highlighting that Campbelltown is a growing city with much potential. Councillor Hunt extended her appreciation to the executive staff, particularly Director of Planning Jim Baldwin, for his invaluable help and guidance over the years. In concluding, she recognized everyone for their support and pledged to do her utmost for the community.

3. Councillor Masood Chowdhury extended his congratulations to the Mayor on his recent appointment. Councillor Chowdhury expressed gratitude to the Campbelltown residents for electing him for a third term. He acknowledged the support of the multicultural community as well as the Labor Party branches in Macquarie Fields and Ingleburn for their attendance.

Councillor Chowdhury expressed appreciation for Chief Executive Officer Lindy, Deputy General Managers Ben and Jai, and Director Jim for their unwavering dedication to the residents of Campbelltown. He also took a moment to thank the senior citizens in the community.

4. Councillor Meg Oates expressed her honour and privilege in serving the people of Campbelltown again. She promised to listen to residents' concerns and respond fairly. She expressed her eagerness to work with the CEO, Directors, and dedicated staff and aims to create a productive Council focused on providing timely services and quality programs to improve residents' lives.

Councillor Oates thanked her family for their support during her time on the Council, stating she couldn't have done it without them. She concluded by congratulating her fellow Councillors and is looking forward to working positively with all of them.

5. Councillor Ash Rahman expressed how honourable and humbling it was to be present as a newly elected Councillor. He began by paying tribute to his parents and grandparents who have passed but whose guidance and sacrifice has shaped his journey. He acknowledged how the day was a victorious milestone for himself and for the wonderful, diverse and resilient community of Campbelltown.

Councillor Rahman recognised the importance of the role as a Councillor and stands ready to serve with the full dedication the community deserves. He extended his deepest gratitude to his fellow Councillors whom he looks forward to working alongside and is eager to work together to make sure every voice in the community is heard. He especially thanked new Mayor, Darcy Lound, and Deputy Mayor, Karen Hunt whose leadership sets the tone for the work ahead and he is excited to collaborate with them. Additionally, Councillor Rahman thanked Councillor Chowdhury for his support and leadership.

In concluding, Councillor Rahman thanked his family for their support, strength and constant encouragement to motivate him to work towards the betterment of the community.

6. Councillor Isabella Wisniewska began by congratulating her fellow Councillors and expressed her eagerness to collaborate with them to achieve positive outcomes for the community in the coming years. She extended her gratitude to her Labor Party colleagues for their support and guidance over the past few months, which she deeply appreciated.

Councillor Wisniewska also thanked her mentors from the past decade—Greg Warren MP, Mike Frelander MP, and Richard Olsen and Gavin Webb from the Transport Workers Union—for their generosity with their time and efforts in supporting her. She expressed heartfelt thanks to her parents for their dedication and encouragement, which instilled in her the belief that anything is possible. Additionally, she acknowledged her husband, Todd, for his sacrificial and unwavering support.

In concluding, Councillor Wisniewska shared her excitement about representing and engaging with the Campbelltown community, reflecting on how growing up in Campbelltown has shaped her life. She hopes to give back, even in small ways, to the community that has given her so much.

7. Councillor Jayden Rivera thanked all of the Campbelltown community for believing in the Greens team and for their votes to represent the Greens at Campbelltown Council. He is looking forward to working with everyone and noted that there is a lot of work to do.

Councillor Rivera extended his thanks to the entire Macarthur Greens team and the dedicated volunteers who have tirelessly supported their efforts over the years, particularly during both local and federal elections. He emphasised that the team's current success would not have been possible without their unwavering commitment and hard work.

8. Councillor Tao Triebels began by congratulating the Mayor, Deputy Mayor, and his fellow Councillors on their recent appointments to the Council. He expressed his eagerness to collaborate with all Councillors and staff, emphasising the importance of fostering a productive environment during their term.

Councillor Triebels conveyed his hope that everyone would remain committed to making the most of the opportunities ahead, as they work together to serve the community effectively.

9. Councillor Cameron McEwan began by expressing his gratitude to the community for their support during the election and to everyone who helped campaign for the Sustainable Australia Party. He acknowledged his family, particularly his wife, Amy, and William Bourke, the National Administrator for the Sustainable Australia Party, and extended his congratulations to his fellow Councillors.

Councillor McEwan explained that his motivation for running in this local election stemmed from a desire to address pressing issues such as climate change and housing affordability, which he viewed as critical crises. He emphasised the need for proactive change and expressed his commitment to protecting and enhancing Campbelltown to ensure that it remains an area admired for its natural beauty and a place where people enjoy spending time. Throughout his term, he stated that environmental protection would be a top priority, and with careful planning, he believes Campbelltown has a bright future ahead. As a newly elected Councillor, he looks forward to actively contributing to that vision.

10. Councillor Adam Zahra began by congratulating the Mayor, Deputy Mayor, and fellow Councillors gathered at the table. He expressed his gratitude to his family for their hard work and support throughout his political journey. Councillor Zahra highlighted the importance of setting aside party politics to focus on the betterment and aspirations of Campbelltown and its residents. He also thanked the Adam Zahra Independent branch for their dedication during the campaign and for their ongoing support.

In concluding, he expressed his enthusiasm for working collaboratively with everyone present to make Campbelltown an even better place.

11. Councillor Khaled Halabi began by congratulating the Mayor, Deputy Mayor, and his fellow Councillors, expressing his eagerness to collaborate with them all. He shared his enthusiasm for working alongside Chief Executive Officer Lindy, Deputy General Managers Ben and Jai, and Director of Planning Jim, emphasising their collective goal of revitalizing Campbelltown.

Additionally, Councillor Halabi expressed his gratitude to Councillor Khalil for his invaluable mentorship throughout this journey. He concluded by thanking the community for their votes, acknowledging their trust and support in electing him to serve.

12. Councillor Masud Khalil started by congratulating the Mayor and Deputy Mayor. He acknowledged the audience stating, "You are the reason we are here," and thanked the voters for supporting the Community Voice of Australia. He looks forward to working with everyone in the chamber to make Campbelltown a better place.

Councillor Khalil expressed his gratitude to Eric Kontos and Brian Laul for being present in the chamber. He took note of the absence of Dr. George Greiss, Rey Manoto, Riley Munro, and John Chew, and relayed his appreciation of their support and guidance during the last term. He also acknowledged the support and sacrifice of his family, his wife Dr Masuma Khalil and his son Wasee Khalil.

In Concluding, Councillor Khalil thanked CEO Lindy Deitz, Deputy General Managers Ben and Jai, Director Jim Baldwin, and staff members Monique, Amanda, Corinne, and all the Council staff for their dedication and hard work for the Campbelltown community.

13. Councillor Warren Morrison congratulated Councillor Darcy Lound on becoming Mayor and Councillor Karen Hunt for her appointment of Deputy Mayor. He acknowledged the support of his family and friends after being with Council for 8 years and thanked them for being by his side. He is grateful and humbled by the residents for their support and voting for Community First Totally Independent.

Councillor Morrison promised to serve the community and give 200% for the next term. He thanked CEO Lindy, Deputy General Managers and all the Directors for their help in the past. He is looking forward to working with all the new staff.

In concluding, Councillor Morrison thanked to Eric Kontos from Southwest voice and for coming every month and acknowledged the importance of having the media present at meetings. He also thanked Brian Laul and everyone who was in attendance at the meeting and for their support.

14. Councillor Seta Berbari extended her congratulations to the Mayor and Deputy Mayor. She offered a heartfelt thank you to Lindy, Jai, and Monique for their warm welcome.

Councillor Berbari expressed her eagerness to collaborate with fellow councillors and council staff in serving the wonderful community of Campbelltown. She relayed her deep passion and love for the area and thanked her Community First Totally Independent colleagues for their support throughout the campaign.

In concluding, Councillor Berbari expressed gratitude to her family and friends for their encouragement and is looking forward to working together to make Campbelltown an even greater city.

15. Councillor Joshua Cotter began by congratulating all the returning and newly elected councillors. He also extended his heartfelt congratulations to Mayor Darcy Lound and Deputy Mayor Karen Hunt, expressing his enthusiasm for collaborating with everyone in the chamber. Councillor Cotter took a moment to acknowledge Councillor Berbari, Councillor Morrison, and the entire Community First Totally Independent team for their unwavering support.

Councillor Cotter expressed gratitude to the staff, particularly the CEO, Deputy General Managers, and Directors, for their dedication and assistance. Additionally, he thanked his wife and two beautiful children, as well as his family, for their encouragement, stating that their support was essential to his journey.

In concluding, Councillor Cotter emphasised that serving as a councillor is a serious responsibility and a privilege. He reaffirmed their commitment to being community servants, stating that their primary focus is to serve the people of Campbelltown and work together as a united team.



- 16. Mayor Lound expressed his gratitude to the fellow councillors for their kind words during the evening, stating that he eagerly anticipates collaborating with each of them. He concluded by thanking all the staff for their efforts in organising the event, noting that both the ceremony and meeting have been exceptional.

Mayor Lound conveyed the immense honour he feels in being elected as Mayor, and he extended his heartfelt congratulations to Deputy Mayor Karen Hunt on her appointment.

**5. URGENT GENERAL BUSINESS**

There being no further business the meeting closed at 7:42 pm.

Confirmed by Council on

..... Chief Executive Officer ..... Chairperson

#### **4. STATEMENT OF ETHICAL OBLIGATIONS AND DECLARATIONS OF INTEREST**

##### **Statement of Ethical Obligations**

Statement of Ethical Obligations In accordance with section 233A of the Local Government Act 1993, the Mayor and Councillors are bound by the Oath or Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of the City of Campbelltown and the Campbelltown City Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act, to the best of their ability and judgement.

##### **Declarations of Interest**

###### **Pecuniary Interests**

###### **Non Pecuniary – Significant Interests**

###### **Non Pecuniary – Less than Significant Interests**

###### **Other Disclosures**

#### **5. MAYORAL MINUTE**

#### **6. PETITIONS**

## 7. CORRESPONDENCE

### 7.1 Emergency Youth Accommodation in Campbelltown

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#### Officer's Recommendation

That the letters be received and the information be noted.

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1. Letter from Mayor to Mr Nathan Hagarty MP, Member for Leppington dated 2 September 2024.
2. Letter from Mr Nathan Hagarty MP, Member for Leppington dated 4 September 2024.
3. Letter from Mayor to the Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 2 September 2024.
4. Letter from The Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 4 September 2024.
5. Letter from the Hon Rose Jackson MLC, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth to The Hon Anoulack Chanthivong MP dated 9 October 2024
6. Letter from Mayor to The Hon Scott Farlow MLC, Shadow Minister for Housing dated 2 September 2024.
7. Letter from Mayor to The Hon Natasha Maclaren-Jones MLC, Shadow Minister for Youth and Shadow Minister for Homelessness dated 2 September 2024.
8. Letter from Mayor to The Hon Leslie Williams MP, Shadow Minister for Women, Shadow Minister for Prevention of Domestic Violence and Sexual Assault dated 2 September 2024.
9. Letter from Mayor to Mr Greg Warren MP, Member for Campbelltown dated 2 September 2024.
10. Letter from Mayor to the Hon Rose Jackson MLC, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth dated 2 September 2024
11. Letter from Mayor to the Hon Jodie Harrison MP, Minister for Women, Minister for Seniors, Minister for the Prevention of Domestic Violence and Sexual Assault dated 2 September 2024

#### Attachments

- 7.1.1 Letter from Mayor to Mr Nathan Hagarty MP, Member for Leppington dated 2 September 2024 (contained within this report) [↓](#)
- 7.1.2 Letter from Mr Nathan Hagarty MP, Member for Leppington dated 4 September 2024 (contained within this report) [↓](#)
- 7.1.3 Letter from Mayor to The Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 2 September 2024 (contained within this report) [↓](#)
- 7.1.4 Letter from The Hon Anoulack Chanthivong MP, Member for Macquarie Feilds dated 4 September 2024 (contained within this report) [↓](#)
- 7.1.5 Letter from The Hon Rose Jackson MLC, Minister for Housing and Homelessness and Youth dated 9 October 2024 (contained within this report) [↓](#)
- 7.1.6 Letter from Mayor to The Hon Scott Farlow MLC, Shadow Minister for Hosuing dated 2 September 2024 (contained within this report) [↓](#)

- 7.1.7 Letter from Mayor to The Hon Natasha Maclaren-Jones MLC, Minister for Youth and Homelessness 2 September 2024 (contained within this report) [↓](#)
- 7.1.8 Letter from Mayor to The Hon Leslie Williams MP, Shadow Minister for Women dated 2 September 2024 (contained within this report) [↓](#)
- 7.1.9 Letter from Mayor to Mr Greg Warren MP, Member for Campbelltown dated 2 September 2024 (contained within this report) [↓](#)
- 7.1.10 Letter from Mayor to The Hon Rose Jackson MLC, Minister for Housing and Homelessness and Youth dated 2 September 2024 (contained within this report) [↓](#)
- 7.1.11 Letter from Mayor to The Hon Jodie Harrison MP, Minister for Women dated 2 September 2024 (contained within this report) [↓](#)

Office of the Mayor



2 September 2024

Mr Nathan Hagarty MP  
Member for Leppington  
Via: [leppington@parliament.nsw.gov.au](mailto:leppington@parliament.nsw.gov.au)

Dear Mr Hagarty,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

There is an urgent need for a youth refuge in Campbelltown for young people aged 16 and 17 experiencing homelessness.

Currently, young people are:

- Placed in temporary accommodation - Including unsupervised motels, often outside the Macarthur region. This temporary arrangement creates uncertainty, instability, and insecurity.
- Relocated to refuges out of the region - Displacement from one's community has significant wellbeing issues, including isolation, disrupted education and work, and discontinuity of welfare and support services.

The Macarthur Homelessness Steering Committee (MHSC) is seeking a commitment from all levels of government, developers, and services to provide the support and resources to establish and operate a youth refuge/s in the Macarthur region.

At its meeting on 13 August 2024, Council endorsed the attached paper advocating for a youth refuge in the Macarthur region, for crisis accommodation support and medium-term accommodation for young people aged 16 and 17 years by 2026 and complementary wrap-around therapeutic services to support the longevity of the Refuge on-site.

We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268332

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087



# NATHAN HAGARTY MP

MEMBER FOR LEPPINGTON

4 September 2024

Dr George Greiss  
Mayor of Campbelltown

Via email: [ea.mayor@campbelltown.nsw.gov.au](mailto:ea.mayor@campbelltown.nsw.gov.au)

Dear Dr Greiss,

*George*

4533360/240903/SR

I refer to your letter of 2 September 2024 in which Council seeks support for a youth refuge in Campbelltown for young people aged 16 and 17 years experiencing homelessness.

I attended the launch of the Macarthur Youth Homelessness Advocacy Paper (MYHAP) and was concerned about the disturbing statistics presented and moved by the stories of the personal experiences of 16 and 17 year olds in the Macarthur Region.

As such, I wrote to the Minister for Homelessness and Minister for Youth, the Hon Rose Jackson, to bring her attention to the MYHAP and to provide my support for the establishment of a youth refuge in the Macarthur region for crisis and medium term accommodation for young people aged 16-17 years.

I will forward a copy of the Minister's response once received.

Yours Sincerely

*Signature has been removed*

**Nathan Hagarty MP**  
Member for Leppington  
Government Whip

---

(02) 9602 0101 [leppington@parliament.nsw.gov.au](mailto:leppington@parliament.nsw.gov.au)  
Level 1, Leppington Village, 108 Ingleburn Rd, Leppington NSW 2179  
PO Box 78, Leppington NSW 2179

---





Office of the Mayor



2 September 2024

The Hon Anoulack Chanthivong MP  
Member for Macquarie Fields  
Via: [macquariefields@parliament.nsw.gov.au](mailto:macquariefields@parliament.nsw.gov.au)

Dear Mr Chanthivong,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

There is an urgent need for a youth refuge in Campbelltown for young people aged 16 and 17 experiencing homelessness.

Currently, young people are:

- Placed in temporary accommodation - Including unsupervised motels, often outside the Macarthur region. This temporary arrangement creates uncertainty, instability, and insecurity.
- Relocated to refuges out of the region - Displacement from one's community has significant wellbeing issues, including isolation, disrupted education and work, and discontinuity of welfare and support services.

The Macarthur Homelessness Steering Committee (MHSC) is seeking a commitment from all levels of government, developers, and services to provide the support and resources to establish and operate a youth refuge/s in the Macarthur region.

At its meeting on 13 August 2024, Council endorsed the attached paper advocating for a youth refuge in the Macarthur region, for crisis accommodation support and medium-term accommodation for young people aged 16 and 17 years by 2026 and complementary wrap-around therapeutic services to support the longevity of the Refuge on-site.

We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
000-24-268330

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087



## Anoulack Chanthivong MP

MEMBER FOR MACQUARIE FIELDS

Dr George Greiss  
Mayor of Campbelltown  
Campbelltown City Council  
PO Box 57  
CAMPBELLTOWN NSW 2560  
Via email: [ea.mayor@campbelltown.nsw.gov.au](mailto:ea.mayor@campbelltown.nsw.gov.au)

4 September 2024

Dear Mayor,

Thank you for your correspondence dated 2 September 2024 seeking a youth refuge in Campbelltown for young people aged 16 and 17 experiencing homelessness.

Further to your representations, I have written to the NSW Minister for Housing and Homelessness seeking her advice.

When I am in receipt of a response from the Minister, I will write to you again.

If I can be of further assistance, please do not hesitate to contact my office.

Yours sincerely,

*Signature has been removed*

**Anoulack Chanthivong MP**  
Member for Macquarie Fields



OFFICIAL

**The Hon Rose Jackson MLC**

Minister for Water, Minister for Housing  
Minister for Homelessness  
Minister for Mental Health, Minister for Youth  
Minister for the North Coast



Ref: EAP24/14522

The Hon. Anoulack Chanthivong MP  
Minister for Better Regulation and Fair Trading  
Minister for Industry and Trade  
Minister for Innovation, Science and Technology  
Minister for Building  
Minister for Corrections  
Member for Macquarie Fields  
PO Box 882  
INGLEBURN NSW 1890

By email: [macquariefields@parliament.nsw.gov.au](mailto:macquariefields@parliament.nsw.gov.au)

Dear Mr Chanthivong *Anoulack*

Thank you for your letter dated 4 September 2024, on behalf of Campbelltown City Council Mayor, Dr George Greiss, advocating for a youth refuge in the Macarthur area. Dr Greiss also wrote directly to me, and I ask that he accept this as my response to his correspondence.

The information provided in the report included from the Macarthur Homelessness Steering Committee (MHSC) is really compelling and I appreciate all the work being done by this group to support young people experiencing homelessness.

As you may be aware, the NSW Government's 2024/25 Budget provided \$527.6 million in extra funding over four years for frontline homelessness services to reduce homelessness and increase and improve social housing. Part of this commitment is the recent establishment of the Homelessness Innovation Fund (HIF), providing \$100 million to support the move away from a crisis-driven system. We know of the issues in this space, and I am committed to helping resolve them and making sure that in NSW homelessness is rare, brief and not repeated.

The MHSC may want to consider looking at the Clubgrants Category 3 Infrastructure Grants program to support the proposal of a youth refuge in South West Sydney. This grant supports the costs of construction, alteration, renovation, completion and fit-out of buildings and infrastructure for NSW communities including services for homeless people. More information can be found here <https://www.nsw.gov.au/grants-and-funding/clubgrants-category-3-fund/clubgrants-infrastructure>.

OFFICIAL

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6190  
[nsw.gov.au/ministerjackson](https://nsw.gov.au/ministerjackson)

OFFICIAL

For more information on the HIF, please contact Humair Ahmad, Director, Community and Affordable Housing Branch, Homes NSW on 0411 285 474 or via email [Humair.ahmad@homes.nsw.gov.au](mailto:Humair.ahmad@homes.nsw.gov.au).

Yours sincerely

Signature has been removed

**Rose Jackson MLC**

Minister for Water, Minister for Housing, Minister for Homelessness  
Minister for Mental Health, Minister for Youth, Minister for the North Coast

Thanks Anatach -  
we have a good  
relationship with  
Campbelltown Council so  
will follow up  
with them  
directly.  
R.

Date: 9.10.24

OFFICIAL

Office of the Mayor



2 September 2024

The Hon Scott Farlow MLC  
Shadow Minister for Planning and Public Spaces  
Shadow Minister for Housing  
Shadow Minister for Cities  
Shadow Minister for the Hunter & Central Coast  
Via: [scott.farlow@parliament.nsw.gov.au](mailto:scott.farlow@parliament.nsw.gov.au)

Dear Mr Farlow,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

There is an urgent need for a youth refuge in Campbelltown for young people aged 16 and 17 experiencing homelessness.

Currently, young people are:

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The Macarthur Homelessness Steering Committee (MHSC) is seeking a commitment from all levels of government, developers, and services to provide the support and resources to establish and operate a youth refuge/s in the Macarthur region.

At its meeting on 13 August 2024, Council endorsed the attached paper advocating for a youth refuge in the Macarthur region, for crisis accommodation support and medium-term accommodation for young people aged 16 and 17 years by 2026 and complementary wrap-around therapeutic services to support the longevity of the Refuge on-site.

We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268340

Campbelltown City Council  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087



Office of the Mayor



2 September 2024

The Hon Natasha Maclaren-Jones MLC  
Shadow Minister for Families and Communities  
Shadow Minister for Disability Inclusion  
Shadow Minister for Homelessness  
Shadow Minister for Youth

Via: [office.maclaren-jones@parliament.nsw.gov.au](mailto:office.maclaren-jones@parliament.nsw.gov.au)

Dear Ms Maclaren-Jones,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

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We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268336

Campbelltown City Council  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087

Office of the Mayor



2 September 2024

The Hon Leslie Williams MP  
Shadow Minister for Women  
Shadow Minister for Prevention of Domestic Violence and Sexual Assault  
Shadow Minister for Aboriginal Affairs  
Via: [portmacquarie@parliament.nsw.gov.au](mailto:portmacquarie@parliament.nsw.gov.au)

Dear Mrs Williams,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

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We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268333

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087

Office of the Mayor



2 September 2024

Mr Greg Warren MP  
Member for Campbelltown  
Via: [campbelltown@parliament.nsw.gov.au](mailto:campbelltown@parliament.nsw.gov.au)

Dear Mr Warren,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

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We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268326

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**campbelltown.nsw.gov.au**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087



Office of the Mayor



2 September 2024

The Hon Rose Jackson MLC  
Minister for Housing  
Minister for Homelessness  
Minister for Mental Health  
Minister for Youth  
Via: Web Portal

Dear Minister,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

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We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268342

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**campbelltown.nsw.gov.au**  
T 02 4645 4000  
E council@campbelltown.nsw.gov.au

ABN: 31 459 914 087

Office of the Mayor



2 September 2024

The Hon Jodie Harrison MP  
Minister for Women  
Minister for Seniors  
Minister for the Prevention of Domestic Violence and Sexual Assault  
Via: Web Portal

Dear Minister,

**Re: Emergency Youth Accommodation in Campbelltown**

Every night, 300 young people aged 14 to 18 across Macarthur are experiencing homelessness. The rate of homelessness among young people in the Macarthur region is significantly higher than the NSW average, reportedly 35 per 10000 people (Homelessness NSW 2024). Housing is an issue in greater Southwestern Sydney. Median wait times for crisis housing are close to 4 months and general housing applicants can wait up to 28 months to secure accommodation. Both wait times are higher than the NSW average (Homelessness NSW 2024).

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We implore you to consider the paper and lend your support to this issue.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**  
DOC-24-268328

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**campbelltown.nsw.gov.au**  
T 02 4645 4000  
E council@campbelltown.nsw.gov.au

ABN: 31 459 914 087



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## 7.2 Hume Motorway - Eastbound Onramp

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### Officer's Recommendation

That the letters be received and the information be noted.

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1. Letter from the Mayor to Ms Anne Stanley MP, Member for Werriwa dated 17 July 2024 (included in August Business Paper).
2. Letter from Ms Anne Stanley MP, Member for Werriwa dated 25 July 2024 (included in August Business Paper).
3. Letter from Ms Anne Stanley MP, Member for Werriwa, providing letter from The Hon John Graham MLC dated 30 August 2024.
4. Letter from the Mayor to The Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 17 July 2024 (included in August Business Paper).
5. Letter from The Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 31 July 2024 (included in August Business Paper).
6. Letter from the Hon Anoulack Chanthivong, Member for Macquarie Fields, providing letter from The Hon John Graham MLC, Minister for Roads dated 27 September 2024.
7. Letter from the Mayor to Mr Greg Warren MP, Member for Campbelltown dated 17 July 2024 (included in August Business Paper).
8. Letter from Mr Greg Warren MP, Member for Campbelltown, providing letter from The Hon John Graham MLC, Minister for Roads dated 26 September 2024.
9. Letter from the Mayor to Dr. Mike Freelander MP, Federal Member for Macarthur dated 17 July 2024 (included in August Business Paper).
10. Letter from Dr Mike Freelander MP, Federal Member for Macarthur to The Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories by dated 7 August 2024.

### Attachments

- 7.2.1 Letter from the Mayor to Ms Anne Stanley MP, Member for Werriwa dated 17 July 2024 (contained within this report) [↓](#)
- 7.2.2 Letter from Ms Anne Stanley MP, Member for Werriwa dated 25 July 2024 (contained within this report) [↓](#)
- 7.2.3 Letter from Ms Anne Stanley MP, Member for Werriwa dated 30 August 2024 (contained within this report) [↓](#)
- 7.2.4 Letter from the Mayor to The Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 17 July 2024 (contained within this report) [↓](#)
- 7.2.5 Letter from The Hon Anoulack MP, Member for Macquarie Fields dated 31 July 2024 (contained within this report) [↓](#)
- 7.2.6 Letter from The Hon Anoulack Chanthivong MP, Member for Macquarie Fields dated 26 September 2024 (contained within this report) [↓](#)
- 7.2.7 Letter from Mayor to Mr Greg Warren MP, Member for Campbelltown dated 17 July 2024 (contained within this report) [↓](#)
- 7.2.8 Letter from Mr Greg Warren MP, Member for Campbelltown dated 26 September 2024 (contained within this report) [↓](#)
- 7.2.9 Letter from Mayor to Dr Mike Freelander MP, Member for Macarthur dated 17 July 2024 (contained within this report) [↓](#)

7.2.10 Letter from Dr Mike Freelander MP, Federal Member for Macarthur dated 7 August 2024  
(contained within this report) [↓](#)

Office of the Mayor



17 July 2024

Ms Anne Stanley MP  
Member for Werriwa  
Via: [Anne.Stanley.MP@aph.gov.au](mailto:Anne.Stanley.MP@aph.gov.au)

Dear Ms Stanley,

**Re: Road Repair Works, Campbelltown Road and M31, Campbelltown**

At its meeting on 9 July 2024, Council resolved that Council:

1. Write to the Hon Jo Haylen MP, NSW Minister for Transport and the Hon John Graham MLC, Minister for Roads seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.
2. Write to Mr Greg Warren MP, Mr Nathan Hagarty MP, the Hon Anoulack Chanthivong MP, Ms Anne Stanley MP and Dr Mike Freeland MP as the respective State and Federal representatives to seek their attention and support for the repairs.

As a key thoroughfare for the community of Campbelltown, M31 and Campbelltown Road is essential for the daily commutes of our community and the smooth operation of local businesses.

The road surface is delaminated at locations, which not only poses a hazard to motorists but also negatively impacts the safety of road users, efficiency of transportation and the overall quality of life. Despite ongoing maintenance efforts by Transport for NSW, the current state of disrepair requires more substantial intervention.

Council has written to Minister Haylen and Minister Graham seeking urgent attention for repair works, and in accordance with the resolution, is also seeking your support for the repairs.

If you require any further information, please contact Council's Deputy General Manager, Mr Ben Hoyle (02) 4645 4636

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

DOC-24-222756

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087



25 July 2024

The Mayor  
Campbelltown City Council  
PO Box 57  
Campbelltown NSW 2560  
Via Email: [ea.mayor@campbelltown.nsw.gov.au](mailto:ea.mayor@campbelltown.nsw.gov.au)

2813910/240725/AR

Dear Dr Greiss,

I refer to your letter dated 17/7/2024.

I advise that I have written to the Hon. John Graham MLC, Minister for Roads regarding your request for an upgrade.

I will advise of a response in due course.

Yours sincerely,

*Signature has been removed*

**Anne Stanley MP**  
Government Whip  
Federal Member for Werriwa



30 August 2024

Campbelltown City Council  
PO Box 57  
Campbelltown NSW 2560  
Via Email: [george.greiss@campbelltown.nsw.gov.au](mailto:george.greiss@campbelltown.nsw.gov.au)

2813910/240830/AW

Dear Dr Greiss,

I refer to my previous letter dated 25 July 2024 advising that I had written to the Minister regarding your concerns.

Please find enclosed the response I have received from the Hon John Graham MLC, Minister for Roads.

Yours sincerely

*Signature has been removed*

**Anne Stanley MP**  
Government Whip  
Federal Member for Werriwa

**The Hon John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts,  
Minister for Music and the Night-time Economy, Minister for Jobs and Tourism,  
Deputy Leader of the Government in the Legislative Council



Ref: 02165298

Your Ref: 281931O/240725/AR

**Ms Anne Stanley MP**  
**Member for Werriwa**  
**PO Box 88**  
**Hoxton Park NSW 2171**

---

Dear Anne,

Thank you for your correspondence on behalf of Dr George Greiss, Mayor, Campbelltown City Council, about a request for repair work to the M31 (northbound) and Campbelltown Road on and off ramps at Raby Road. I note George also wrote to me and the Minister for Transport about this matter and ask that he accept this as a response to all approaches.

The NSW Government is committed to delivering a safe, connected and reliable road network and I appreciate Council raising its concerns.

I asked Transport for NSW to advise me on this matter and I note Ventia, Transport for NSW's road maintenance service provider, is responsible for maintenance of these locations. I am advised that Ventia conducted road defect work on 7 August 2024, this also included pothole repairs.

Ventia will continue to inspect these roads and schedule maintenance works as required.

I trust this information is of assistance.

Sincerely,

*Signature has been removed*

30/08/2024

**John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts,  
Minister for Music and the Night-time Economy, Minister for Jobs and Tourism,  
Deputy Leader of the Government in the Legislative Council

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6030  
[nsw.gov.au/ministergraham](http://nsw.gov.au/ministergraham)

Office of the Mayor



17 July 2024

The Hon Anoulack Chanthivong MP  
Member for Macquarie Fields  
Via: [macquariefields@parliament.nsw.gov.au](mailto:macquariefields@parliament.nsw.gov.au)

Dear Mr Chanthivong,

**Re: Road Repair Works, Campbelltown Road and M31, Campbelltown**

At its meeting on 9 July 2024, Council resolved that Council:

1. Write to the Hon Jo Haylen MP, NSW Minister for Transport and the Hon John Graham MLC, Minister for Roads seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.
2. Write to Mr Greg Warren MP, Mr Nathan Hagarty MP, the Hon Anoulack Chanthivong MP, Ms Anne Stanley MP and Dr Mike Freeland MP as the respective State and Federal representatives to seek their attention and support for the repairs.

As a key thoroughfare for the community of Campbelltown, M31 and Campbelltown Road is essential for the daily commutes of our community and the smooth operation of local businesses.

The road surface is delaminated at locations, which not only poses a hazard to motorists but also negatively impacts the safety of road users, efficiency of transportation and the overall quality of life. Despite ongoing maintenance efforts by Transport for NSW, the current state of disrepair requires more substantial intervention.

Council has written to Minister Haylen and Minister Graham seeking urgent attention for repair works, and in accordance with the resolution, is also seeking your support for the repairs.

If you require any further information, please contact Council's Deputy General Manager, Mr Ben Hoyle (02) 4645 4636

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

DOC-24-222745

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087





## Anoulack Chanthivong MP

MEMBER FOR MACQUARIE FIELDS

Dr George Greiss  
Mayor of Campbelltown  
Campbelltown City Council  
PO Box 57  
CAMPBELLTOWN NSW 2560  
Via email: [ea.mayor@campbelltown.nsw.gov.au](mailto:ea.mayor@campbelltown.nsw.gov.au)

31 July 2024

Dear Mayor,

Thank you for your correspondence dated 17 July 2024 seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.

Further to your representations, I have written to the NSW Minister for Roads seeking his advice.

When I am in receipt of a response from the Minister, I will write to you again.

If I can be of further assistance, please do not hesitate to contact my office.

Yours sincerely,

*Signature has been removed*

**Anoulack Chanthivong MP**  
**Member for Macquarie Fields**



**The Hon John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts,  
Minister for Music and the Night-time Economy, Minister for Jobs and Tourism,  
Deputy Leader of the Government in the Legislative Council



Ref: 02170197

**The Hon Anoulack Chanthivong MP**  
**Minister for Industry and Trade**  
**Minister for Better Regulation and Fair Trading**  
**Minister for Innovation, Science and Technology**  
**Minister for Building Minister for Corrections**  
**Member for Macquarie Fields**  
**PO Box 882**  
**Ingleburn NSW 1890**

Dear Anoulack,

Thank you for your correspondence on behalf of Dr George Greiss, Mayor of Campbelltown Council, about repairs to the Hume Highway and Campbelltown Road.

I appreciate George raising Council's concerns.

Ventia, Transport for NSW's service provider, has dedicated asset inspectors who inspect the Hume Highway and Campbelltown Road on a fortnightly basis. This includes the on and off ramps at Raby Road. I am advised maintenance works along Campbelltown Road took place in August to repair a number of potholes, and pavement cracking near Ben Lomond Drive. The next maintenance repair work is scheduled for September.

Ventia will continue to monitor the condition of both roads to ensure any safety critical repairs are addressed in a timely manner.

While I note there are no current plans for road resurfacing at these locations, Council's concerns have been forwarded to the relevant team in Transport for NSW for consideration of inclusion in a future works program.

I trust this information is of assistance.

Sincerely,

*Signature has been removed*

RECEIVED BY

27 SEP 2024

ANOULACK  
CHANTHIVONG MP

26/09/2024

**John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts,  
Minister for Music and the Night-time Economy, Minister for Jobs and Tourism,  
Deputy Leader of the Government in the Legislative Council

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6030  
[nsw.gov.au/ministergraham](http://nsw.gov.au/ministergraham)

Office of the Mayor



17 July 2024

Mr Greg Warren MP  
Member for Campbelltown  
Via: [campbelltown@parliament.nsw.gov.au](mailto:campbelltown@parliament.nsw.gov.au)

Dear Mr Warren,

**Re: Road Repair Works, Campbelltown Road and M31, Campbelltown**

At its meeting on 9 July 2024, Council resolved that Council:

1. Write to the Hon Jo Haylen MP, NSW Minister for Transport and the Hon John Graham MLC, Minister for Roads seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.
2. Write to Mr Greg Warren MP, Mr Nathan Hagarty MP, the Hon Anoulack Chanthivong MP, Ms Anne Stanley MP and Dr Mike Freeland MP as the respective State and Federal representatives to seek their attention and support for the repairs.

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Council has written to Minister Haylen and Minister Graham seeking urgent attention for repair works, and in accordance with the resolution, is also seeking your support for the repairs.

If you require any further information, please contact Council's Deputy General Manager, Mr Ben Hoyle (02) 4645 4636

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

DOC-24-222736

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**campbelltown.nsw.gov.au**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087

**The Hon John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts,  
Minister for Music and the Night-time Economy, Minister for Jobs and Tourism,  
Deputy Leader of the Government in the Legislative Council



Ref: 02167998

**Mr Greg Warren MP**  
**Member for Campbelltown**  
**PO Box 895**  
**Campbelltown NSW 2560**

Dear Greg,

Thank you for your correspondence on behalf of Campbelltown City Council about the condition of the Hume Highway and Campbelltown Road.

I note your comments and appreciate your reasons for writing.

Ventia, Transport for NSW's service provider, has dedicated asset inspectors who inspect the Hume Highway and Campbelltown Road on a fortnightly basis. This includes the on and off ramps at Raby Road. I am advised maintenance works along Campbelltown Road took place in August to repair a number of potholes, and pavement cracking near Ben Lomond Drive. The next maintenance repair work is scheduled for September.

Ventia will continue to monitor the condition of both roads to ensure any safety critical repairs are addressed in a timely manner.

While I note there are no current plans for road resurfacing at these locations, your concerns have been forwarded to the relevant team in Transport for NSW for consideration of inclusion in a future works program.

I trust this information is of assistance.

Sincerely,

*Signature has been removed*

26/09/2024

**John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts,  
Minister for Music and the Night-time Economy, Minister for Jobs and Tourism,  
Deputy Leader of the Government in the Legislative Council

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6030  
[nsw.gov.au/ministergraham](https://nsw.gov.au/ministergraham)

Office of the Mayor



17 July 2024

Dr Mike Freeland MP  
Federal Member for Macarthur  
Via: [Mike.Freeland.MP@aph.gov.au](mailto:Mike.Freeland.MP@aph.gov.au)

Dear Dr Freeland,

**Re: Road Repair Works, Campbelltown Road and M31, Campbelltown**

At its meeting on 9 July 2024, Council resolved that Council:

1. Write to the Hon Jo Haylen MP, NSW Minister for Transport and the Hon John Graham MLC, Minister for Roads seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.
2. Write to Mr Greg Warren MP, Mr Nathan Hagarty MP, the Hon Anoulack Chanthivong MP, Ms Anne Stanley MP and Dr Mike Freeland MP as the respective State and Federal representatives to seek their attention and support for the repairs.

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Council has written to Minister Haylen and Minister Graham seeking urgent attention for repair works, and in accordance with the resolution, is also seeking your support for the repairs.

If you require any further information, please contact Council's Deputy General Manager, Mr Ben Hoyle (02) 4645 4636

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

DOC-24-2222751

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087





07/08/2024  
MYREF: 07082024 - HW

20 AUG 2024

The Hon. Kristy McBain MP  
Minister for Regional Development, Local Government and Territories  
PO Box 6022  
House of Representatives  
Parliament House  
Canberra ACT 2600

COPIES

Dear Minister, 

I write to you on behalf of my constituents who have raised concerns to my office in relation to the condition of the road on the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.

I also refer to a letter that my office has received from Campbelltown City Council addressing the condition of the roads at their Council meeting.

Please see the letter attached for your perusal.

Campbelltown City Council is seeking assistance from the NSW State Government and the Federal Government to contribute in funding the repairs and maintenance of the roads on the Hume Motorway.

I would be most appreciative for any support and consideration that can be offered to Campbelltown City Council to support in the repairs and maintenance.

Yours sincerely,

*Signature has been removed*

DR MIKE FREELANDER MP  
Federal Member for Macarthur

 **Office:** 37 Queen St Campbelltown NSW 2560 **Mail:** PO BOX 88 Campbelltown NSW 2560  
**Phone:** (02) 4620 0293 **Fax:** (02) 4620 4414 **Email:** Mike.Freeland.MP@aph.gov.au



Office of the Mayor



17 July 2024

Dr Mike Freeland MP  
Federal Member for Macarthur  
Via: [Mike.Freeland.MP@aph.gov.au](mailto:Mike.Freeland.MP@aph.gov.au)

Dear Dr Freeland,

**Re: Road Repair Works, Campbelltown Road and M31, Campbelltown**

At its meeting on 9 July 2024, Council resolved that Council:

1. Write to the Hon Jo Haylen MP, NSW Minister for Transport and the Hon John Graham MLC, Minister for Roads seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.
2. Write to Mr Greg Warren MP, Mr Nathan Hagarty MP, the Hon Anouack Chanthivong MP, Ms Anne Stanley MP and Dr Mike Freeland MP as the respective State and Federal representatives to seek their attention and support for the repairs.

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Council has written to Minister Haylen and Minister Graham seeking urgent attention for repair works, and in accordance with the resolution, is also seeking your support for the repairs.

If you require any further information, please contact Council's Deputy General Manager, Mr Ben Hoyle (02) 4645 4636

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

DOC-24-222751

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087

### **7.3 Western Sydney Transport Infrastructure Panel**

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#### **Officer's Recommendation**

That the letters be received and the information be noted.

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1. Letter from the Mayor to The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government dated 17 June 2024 (include in July 2024 Business Paper).
2. Letter from The Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories on behalf of the Hon Catherine King MP dated 12 August 2024.

#### **Attachments**

- 7.3.1 Letter from Mayor to The Hon Catherine King MP, Minister for Infrastructure dated 17 June 2024 (contained within this report) [↓](#)
- 7.3.2 Letter from The Hon Kristy McBain MP, Minister for Regional Development dated 12 August 2024 (contained within this report) [↓](#)

Office of the Mayor



17 June 2024

The Hon Catherine King MP  
Minister for Infrastructure, Transport, Regional Development and Local Government  
Via web portal

Dear Minister,

**Re: 2024-25 Federal Budget**

Thank you for your letter to Council's General Manager dated 7 May 2024 regarding the Government's commitments in the recent Federal Budget, relating to the recommendations from the Western Sydney Transport Infrastructure Panel.

At its meeting on 11 June 2024 Council considered this correspondence and resolved that I write to you to request further detail on the following commitments in the recent Federal Budget:

- South West Sydney Roads - Planning
- South West Sydney Rail Planning - Business Case
- Western Sydney Roads - Planning

I look forward to receiving further details of these critical projects for our region.

Yours sincerely,

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

DOC-24-195107

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**campbelltown.nsw.gov.au**  
T 02 4645 4000  
E council@campbelltown.nsw.gov.au

ABN: 31 459 914 087





## The Hon Kristy McBain MP

Minister for Regional Development, Local Government and Territories  
Member for Eden-Monaro

Ref: MC24-007985

Dr George Greiss  
Mayor  
Campbelltown City Council  
PO Box 57  
CAMPBELLTOWN NSW 2560

via: [ea.mayor@campbelltown.nsw.gov.au](mailto:ea.mayor@campbelltown.nsw.gov.au)

Dear Dr Greiss

Thank you for your letter of 17 June 2024 to the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, regarding the Australian Government's commitments under the Infrastructure Investment Program at the 2024-25 Budget. Minister King has requested that I respond on her behalf.

The Government remains committed to a 10-year infrastructure pipeline, investing over \$120 billion on a rolling program of sustainable investments to deliver projects that will benefit Australian communities.

In relation to the projects referenced in your correspondence, the Government made the following funding commitments in the 2024-25 Budget:

- \$32.5 million for the South West Sydney Roads – Planning project, which will develop final business cases for critical road upgrades in South West Sydney, including Hume Highway, Cowpasture Road, Camden Valley Way and Menangle Road, to support housing growth in the Greater Macarthur Growth Area and the South West Growth Area. The business cases will identify upgrades needed to address congestion, improve road safety and enhance accessibility.
- An additional \$20 million for the South West Sydney Rail Planning - Business Case project, which brings the Government's total contribution to the project to \$97.5 million. This project will develop a Final Business Case and allow for early property acquisitions, if required, for a rail line from Bradfield to Glenfield via Leppington, and from Bradfield to Macarthur. The Final Business Case will consider heavy and light rail, and provide the detailed design, economic assessment and cost estimation to inform an investment decision for the construction of the extension.

- \$15 million for the Western Sydney Roads – Planning project, which will develop Final Business Cases for upgrades to Great Western Highway/Parker Street; The Northern Road, Borrowdale to Londonderry; and Werrington Arterial Stage 2 – St Marys to Marsden Park. The business cases will support the Western Parkland City and address a series of upgrades in the region to support housing development and flood evacuation.

The Australian Government will work closely with the New South Wales Government to deliver these nationally significant infrastructure projects.

Thank you for taking the time to write to the Australian Government on this matter.

Yours sincerely

*Signature has been removed*

Kristy McBain MP

12/10/2024

cc The Hon Catherine King MP, Minister for Infrastructure, Transport,  
Regional Development and Local Government

## **7.4 Menangle Creek Rezoning**

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### **Officer's Recommendation**

That the letter be received and the information be noted.

---

1. Letter from the Mayor to Mr Greg Warren MP, Member for Campbelltown dated 23 July 2024 (included in August Business Paper).
2. Letter from the Hon Paul Scully MP, Minister for Planning and Public Spaces to Mr Greg Warren MP, Member for Campbelltown, dated 25 September 2024.

### **Attachments**

- 7.4.1 Letter from Mayor to Mr Greg Warren MP, Member for Campbelltown dated 23 July 2024 (contained within this report) [↓](#)
- 7.4.2 Letter from The Hon Paul Scully MP, Minister for Planning and Public Spaces dated 25 September 2024 (contained within this report) [↓](#)

Office of the Mayor



23 July 2024

Mr Greg Warren MP  
Member for Campbelltown  
Via email: [ElectorateOffice.Campbelltown@parliament.nsw.gov.au](mailto:ElectorateOffice.Campbelltown@parliament.nsw.gov.au)

Dear Mr Warren,

**Menangle Creek Rezoning – Koala Corridor**

I write to you seeking your assistance with a matter that Council agreed to unanimously, at its ordinary meeting of 9 July 2024.

At that meeting, Council considered a Notice of Motion moved by Cr Matt Stellino, which sought Council's support to write to the Hon. Penny Sharpe MLC, Mr Greg Warren MP, and yourself in relation to a rezoning matter that it would like resolved as a matter of urgency.

The matter relates specifically to the rezoning of land within the Figtree Hill development site at Gilead, generally known as the Condition 22A lands. The intention of the rezoning is to convert land currently zoned for residential development purposes, to a C2 – Environmental Conservation zone that will significantly improve the biodiversity and ecological capacity and benefits of the Menangle Creek biodiversity corridor.

On considering Cr Stellino's Notice of Motion, the Council resolved the following:

1. *Write to the Hon. Paul Scully MP, NSW Minister of Planning asking them to rezone the Menangle Creek-Noorumba Corridor including Condition 22A land as C2 as a matter of urgency.*
2. *Write to the Hon. Penny Sharpe MLC as the Minister for the Environment seeking her support for the rezoning.*
3. *Write to Greg Warren MP as the local state representative seeking his support for the rezoning.*

By way of context on this matter, I can provide the following details. Also, for your convenience and a better understanding of the lands subject of this request, I have included as an attachment to this letter, spatial details of the site and the specific location of the site.

As for the site subject of the request, the site is located in the development lands known as the Gilead Stage 1 (Figtree Hill) Urban release area. The development site is adjacent to Appin Road, Gilead and is currently being developed by Lendlease.

In 2020, Lendlease submitted a development application (DA/2984/2020) for tree removal, dam dewatering, bulk earthworks and remediation works for an area that included the area of the site subject of this request.

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087

## Office of the Mayor



The application was approved by the Campbelltown Local Planning Panel (LPP) on the 16 December 2020 with an additional condition (Condition 22A) introduced into the final conditions of consent as follows:

**Condition 22A** - *Prior to the commencement of any works or the issuing of a subdivision works certificate, whichever is to occur first, a plan must be provided to the satisfaction of Council's Executive Manager Urban Release and Engagement (or equivalent), that identifies a revised boundary of proposed works adjacent to the section of the Noorumba-Mt Gilead Biobank/Conservation Stewardship Site located between Lot 3 DP 730136 Appin Road Gilead and Pt Lot 102 DP 611552 Noorumba Reserve. The purpose of the plan is to identify a corridor of minimum 250 metre width, measured south from the centre line of Menangle Creek, within which no works will be permitted to occur under this consent.*

The following text is the reason given by the LPP for the addition of Condition 22A:

*In response to public submissions concerning the width of the Menangle Creek corridor in proximity to Noorumba Reserve, the Panel considers there is utility in widening this section of corridor for the purpose of supporting its function as a Strategic Linkage Area for Koalas and other fauna. The Panel notes the recommendations of the Chief Scientist and Engineer report, titled Advice on the protection of the Campbelltown Koala Population suggest that efforts to widen the corridor should be made. The nexus for widening this section would be dependent on securing an effective Appin Road crossing which the Panel understands is being separately addressed via proposed amendments to the State Voluntary Planning Agreement (2018/9398) for Mt Gilead. A minimum suitable width, consistent with the advice of Dr Steve Phillips, as reported to Council's Ordinary Meeting on 13 October 2020 would be Local Planning Panel Meeting*

Following the determination of the development application by the LPP, and the inclusion of Condition 22A, Council at its meeting of 2 November 2021 resolved the following:

*That a report be prepared for Council, that investigates rezoning of land identified by Condition 22A of DA2984/2020/DA-CW, to a land use zone suitable for a koala strategic linkage corridor, consistent with the recommendations of the NSW Chief Scientist and Engineer report - Advice on the protection of the Campbelltown Koala Population.*

To this end, Council staff have engaged with staff at the Department of Planning, Housing and Infrastructure (DPHI) to discuss the opportunity to rely upon Section 3.22 of the Environmental Planning and Assessment Act 1979 (EP&A Act), to undertake a speedy amendment to Council's Local Environmental Plan.

Given the amendment sought is considered to be of a minor nature, but with great significance to our ecological communities, s3.22 is deemed to be a suitable amendment pathway as it allows certain types of minor amendments to be made to environmental planning instruments without following the usual lengthy and resource intensive plan-making procedures (particularly public exhibition) under Part 3 of the EP&A Act.

I am advised that DPHI staff are of a similar opinion to Council staff and are not opposed to a s3.22 amendment to rezone residential land identified as a Koala Corridor at Figtree Hill, being land related to Condition 22A of DA2984/2020/DA-CW, to a more suitable environmental conservation zone should there be written support to do so from both Council and Lendlease.

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**campbelltown.nsw.gov.au**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087



Office of the Mayor



We agree that this is an appropriate method of land rezoning in the circumstances.

The overarching purpose of this letter is to reinforce the urgent need to amend the land use zone of the subject lands, in order to meet community expectations and ensure the establishing of viable and safe koala corridors at the earliest of opportunities. The s3.22 pathway will achieve that.

Further to the above, I wish to raise an equally important matter relating to Koala corridor connectivity and viability, and I draw to your attention an issue that has the potential to frustrate the council's and government's commitments and expectations around the delivery of viable and safe koala corridors across the Gilead area.

While the rezoning of the Condition 22A lands and its revegetation will have a significantly beneficial impact on the viability of the Menangle Creek koala corridor, it should be noted that our efforts to establish a viable and connected koala corridor may be in vain as the extension of the koala corridor towards the Nepean River is currently hampered on two fronts being the existence of the WaterNSW upper canal as a physical barrier, and the lack of active and considered engagement by WaterNSW in resolving the issue of the upper canal being a barrier to the delivery of a viable and connected koala corridor.

This matter has been raised with WaterNSW, but unfortunately there has been little cooperation received from within its ranks, and a sense of unwillingness to assist with the provisioning of a viable and safe koala corridors linking the two rivers, that is expected by all levels of government, the developer, and the community.

I find this response from WaterNSW as extremely disappointing, and more so given that Lendlease have been willing to provide WaterNSW with the necessary crossings.

I trust that you appreciate the importance of the above and I thank you for your consideration of the same. As I believe that both matters are relatively simple to resolve, and their resolution is in the best interest of the government, I trust that your response will be positive and timely.

If you have any need to seek clarity or discuss the above in more detail, please don't hesitate to contact Council's Director City Planning and Environment - Mr Jim Baldwin - on 4645 4221.

Yours Sincerely

*Signature has been removed*

Dr George Greiss  
**Mayor of Campbelltown**

**Att:** Figtree Hill

DOC-24-225279

**Campbelltown City Council**  
91 Queen Street, Campbelltown  
PO Box 57, Campbelltown NSW 2560 DX5114

**[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)**  
T 02 4645 4000  
E [council@campbelltown.nsw.gov.au](mailto:council@campbelltown.nsw.gov.au)

ABN: 31 459 914 087

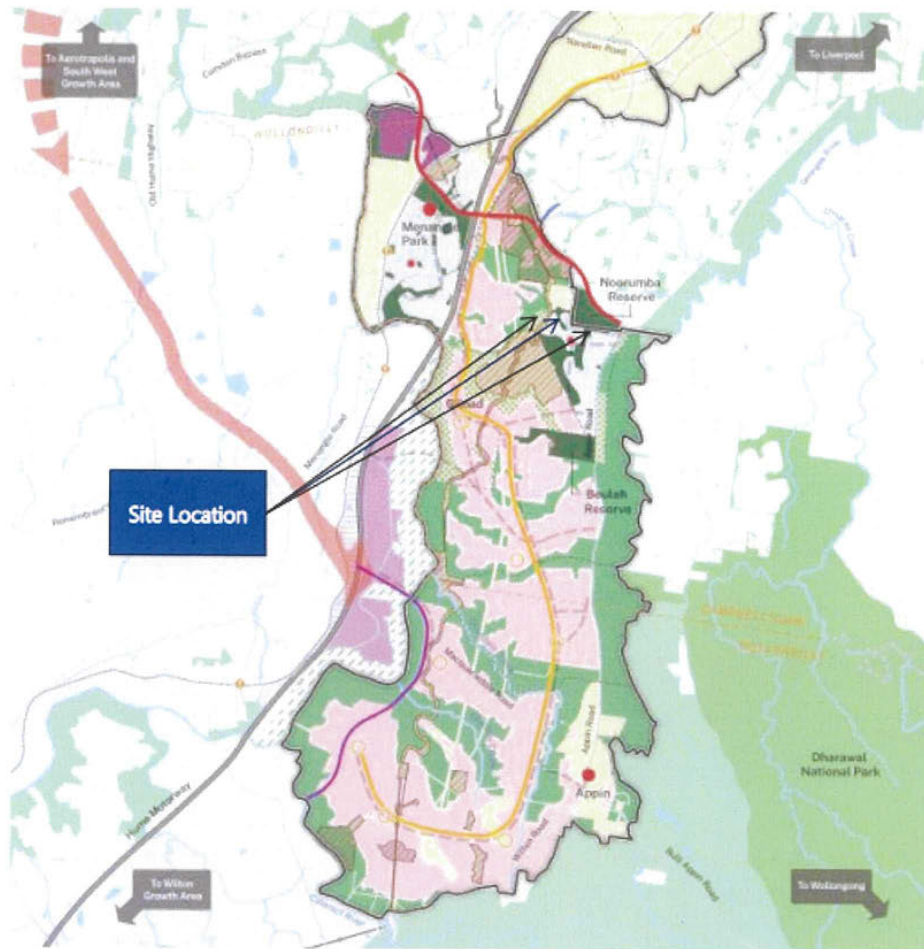


Figure 1 – Site Location (Macarthur Context)

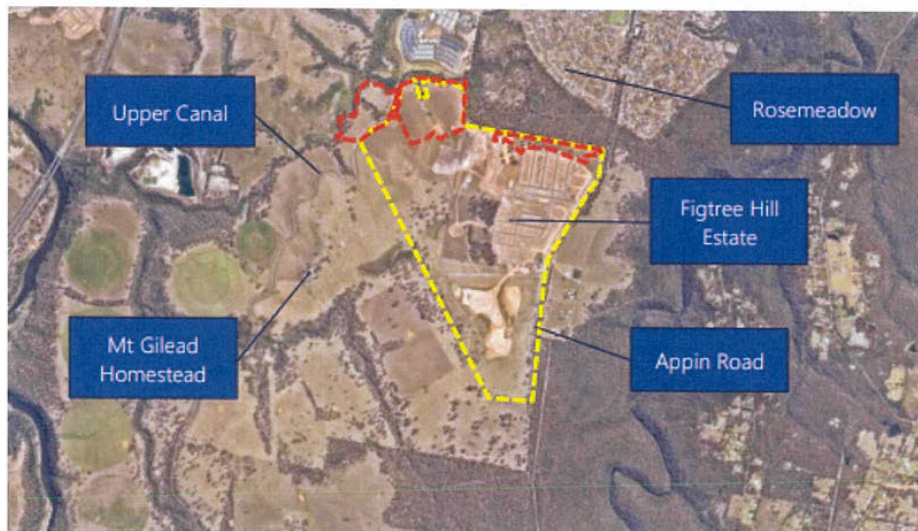


Figure 2 – Site and surrounds



Figure 3 – Proposed Koala corridor zoning area



Figure 4 – Current zoning





Figure 5 – Proposed Koala area and fencing

**The Hon Paul Scully MP**  
Minister for Planning and Public Spaces



Ref: MDPE24/2402

Mr Greg Warren MP  
Member for Campbelltown  
PO Box 895  
Campbelltown NSW 2560  
[campbelltown@parliament.nsw.gov.au](mailto:campbelltown@parliament.nsw.gov.au)

Dear Mr Warren

*Greg*

Thank you for your correspondence on behalf of Campbelltown City Council about rezoning land within the Figtree Hill development site at Gilead.

I acknowledge your representations on Council's behalf and note Council's resolution to expedite the rezoning of the land within the koala corridor from residential to C2 Environmental Conservation.

I also acknowledge the rezoning of the land will improve the protection of the Menangle Creek Corridor (koala corridor). I am advised the Department of Planning, Housing and Infrastructure is actively working with Council to address this matter.

You may be aware that several years ago Lendlease committed to revegetate the area and incorporate it into the koala corridor with the objective of creating a functioning fauna movement corridor that connects koala habitat between the Nepean and Georges rivers. In 2022, Council resolved to investigate rezoning the land in line with Lendlease's commitment.

Should Council have any further questions, Chantelle Chow, Acting Director, Local Planning, at the Department can be contacted on 02 9860 1548 or [chantelle.chow@planning.nsw.gov.au](mailto:chantelle.chow@planning.nsw.gov.au).

Thank you for bringing this to my attention.

Yours sincerely

*Signature has been removed*

*Paul Scully MP*  
Minister for Planning and Public Spaces

*25/9/24*

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6080  
[nsw.gov.au/ministerscully](http://nsw.gov.au/ministerscully)

## **7.5 Sydney Metro Plans for Future Extension**

---

### **Officer's Recommendation**

That the letter be received and the information be noted.

---

1. Letter from Mr Greg Warren MP, Member for Campbelltown to The Hon Jo Haylen MP, Minister for Transport dated 11 September 2024.

### **Attachments**

- 7.5.1 Letter from Mr Greg Warren MP, Member for Campbelltown dated 11 September 2024 (contained within this report) [↓](#)

# Greg Warren MP



## MEMBER FOR CAMPBELLTOWN



11/09/24

The Hon. Jo Haylen MP  
Minister for Transport  
GPO Box 5341  
SYDNEY NSW 2001

**By email:** [office@haylen.minister.nsw.gov.au](mailto:office@haylen.minister.nsw.gov.au)

Dear Minister

I write to you with regards to a recent article in the Sydney Morning Herald, as to plans for future extensions to the Sydney Metro. I enclose a copy of the article for reference.

As part of this article, a series of scenarios were explored with regards to possible extensions to the Sydney Metro, with a number of lines proposed, including extending the Western Sydney Airport metro line further south from the new city of Bradfield to Bradfield South by 2032, as well as an extension of the heavy rail line from Leppington to Bradfield South by 2033.

Other scenarios were explored, including a northern extension of the airport metro line from St Marys to Schofields by 2037 and Tallawong by 2039, as well as an extension of the airport line from Bradfield South to Oran Park by 2047.

While these scenarios with regards to future plans for the extension of the Sydney Metro are much welcome, I reiterate the need for the Sydney Metro to extend out to Campbelltown and the wider Macarthur region. I note that this is in line with the State and Federal Government's funding for Business Cases to consider 'future rail connections between Bradfield and Leppington/Glenfield and between Bradfield and Campbelltown/Macarthur'. I furthermore note that this is also in line with considerable community feedback that has expressed the desire for equitable access to public transport connectivity, particularly given the significant growth that has been experienced in Campbelltown in recent years and the further growth that is currently occurring in the South of Campbelltown, in areas including Mt Gilead, Menangle Park and Appin.

Accordingly, your appropriate and timely consideration is greatly appreciated and I look forward to your response at your earliest.

Yours sincerely,

*Signature has been removed*

**Member for Campbelltown**

cc: **Mr Mike Freelander, Member for Macarthur**  
**The Hon. Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government**  
**Mrs Sally Quinnell, Member for Camden**  
**Mr Nathan Hagarty, Member for Leppington**  
**Ms Lindy Deitz, CEO of Campbelltown City Council**

📍 Shop 3, 72 Queen Street, Campbelltown 📧 PO Box 895, Campbelltown NSW 2560

☎ (02) 4625 3344 📠 (02) 4626 3640 ✉ Campbelltown@parliament.nsw.gov.au

🌐 www.gregwarrenmp.com.au 📘 GregWarrenCampbelltown 📱 @GregWarren\_ 📷 greg\_warren\_mp

Authorised by Greg Warren MP, Shop 3, 72 Queen Street, Campbelltown NSW 2560. Printed by Jeffries Printing, 5/71a Milpera Road, Revesby NSW 2212 using parliamentary entitlements. June 2021.

## **7.6 Upper Water Canal – Koala Crossing, Gilead**

---

### **Officer's Recommendation**

That the letter be received and the information be noted.

---

1. Letter from Chief Executive Officer of Campbelltown City Council to Kiersten Fishburn, Secretary Department of Planning, Housing, and Infrastructure dated 3 September 2024.
2. Letter from Kiersten Fishburn, Secretary Department of Planning, Housing, and Infrastructure dated 24 September 2024.

### **Attachments**

- 7.6.1 Letter from Chief Executive Officer of Campbelltown City Council dated 3 September 2024 (contained within this report) [↓](#)
- 7.6.2 Letter from Kiersten Fishburn, Secretary Department of Planning, Housing and Infrastructure dated 24 September 2024 (contained within this report) [↓](#)





3 September 2024

Kiersten Fishburn  
Secretary  
Department of Planning, Housing and Infrastructure  
Via email: [Kiersten.Fishburn@dpie.nsw.gov.au](mailto:Kiersten.Fishburn@dpie.nsw.gov.au)

Dear Kiersten,

**Upper Water Canal – Koala Crossing, Gilead**

I write to you seeking your assistance with a matter involving proposed works that would facilitate the east-west Koala movement through Noorumba Reserve at Gilead.

The site relevant to this discussion is known as the Gilead 1 (Figtree Hill) Urban release area. The development site is adjacent Appin Road, Gilead and is currently being developed by Lendlease.

The matter relates specifically to a development application involving the following works:

- Landscaping and bush regeneration works
- Enhancing habitat and widening of wildlife corridor along Menangle Creek
- Removal of weed species from the project area
- Modification of Sydney Water fencing where the historical canal crosses Menangle Creek to allow for passage of wildlife through the wildlife corridor. The modification would include a fence that sits perpendicular to the service road with gated access for Sydney Water, rather than fixed fences running parallel that cut off access for use as a wildlife corridor. This would be more in line with what is seen at the Woodhouse Creek canal underpass to the south.
- Construction of wetlands to handle stormwater runoff while providing critical habitat for local species.
- Monitor the newly provided habitat to track usage by native species in the region.

For your assistance, I have attached maps and photos that show the location of the site, the planning context and fencing situation.

In 2022, Lendlease submitted a development application for Lendlease Communities (Figtree Hill) Pty Ltd for the above restorative works. Concurrence from WaterNSW was sought in March 2023 for the modification works to their security fencing to enable fauna movement whilst restricting pedestrian movement.

To date, there has been no concurrence given by WaterNSW nor any cooperation from them to enable Koala crossings across the Water Canal. This is extremely disappointing given that Lendlease have been willing to provide the necessary crossings.

By having the upper canal remaining as a physical barrier to the delivery of a viable Koala Corridor, it is further delaying the rehabilitation works proposed as well as a future rezoning of



lands within the corridor to an appropriate environmental conservation zone, which has been agreed to be undertaken by DPHI .

If you have any need to seek clarity or discuss the above in more detail, please don't hesitate to contact Council's Director City Planning and Environment – Mr Jim Baldwin – on 4645 4221.

Yours sincerely

*Signature has been removed*

Lindy Deitz  
**Chief Executive Officer**

OFFICIAL

**Department of Planning, Housing and Infrastructure**

Ref: MDPE24/2807

Ms Lindy Deitz  
Chief Executive Officer  
Campbelltown City Council  
Corner Queen and Broughton Streets  
Campbelltown NSW 2560

Via: [Tracey.Henderson@campbelltown.nsw.gov.au](mailto:Tracey.Henderson@campbelltown.nsw.gov.au)

**24 September 2024**

---

**Subject:** Upper Water Canal - Koala Crossing, Gilead

Dear Ms Deitz

Thank you for your correspondence regarding the Figtree Hill development application (DA).

I appreciate Council's concerns about ensuring an east-west koala corridor is enabled across the Upper Canal at Gilead. The Department of Planning, Housing and Infrastructure (the department) is actively working with Council and the proponent to progress the rezoning of the land as a priority. This will enable further protection of the koala corridor within Figtree Hill.

I understand the department held discussions with Council and WaterNSW on 11 September 2024 to better understand the issues with the DA and assist where possible. I am advised that at that meeting, WaterNSW explained their concerns regarding pedestrian access and fencing, and has clarified potential risks for property damage.

I also understand WaterNSW is open to considering alternative proposals in relation to koala movement and it was agreed that Council would discuss this further with the proponent.

The department will continue to work with all parties to resolve the matter and ensure the best outcome for wildlife movement and the protection of the Upper Canal. I can assure you the NSW Government shares Council's commitment to the delivery of viable and safe koala corridors across the Gilead area.

Should Council have any questions, Madeleine Thomas, Acting Executive Director, Local Planning and Council Support, at the Department can be contacted on 02 9274 6475 or [Madeleine.Thomas@planning.nsw.gov.au](mailto:Madeleine.Thomas@planning.nsw.gov.au).

Sincerely,

*Signature has been removed*

**Secretary**

4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150  
Locked Bag 5022, Parramatta NSW 2124

[dphi.nsw.gov.au](http://dphi.nsw.gov.au) 1

OFFICIAL



## 8. REPORTS FROM OFFICERS

### 8.1 Urban Development Institute of Australia - National Congress Brisbane 2025

#### Reporting Officer

Executive Officer  
City Planning and Environment

#### Community Strategic Plan

Objective	Strategy
2 Places For People	2.3.1 Ensure all people in Campbelltown have access to safe, secure, and affordable housing

#### Delivery Program

Principal Activity
PA Economic Growth and City Centres

#### Officer's Recommendation

That interested Councillors be authorised to attend the 2025 Urban Development Institute of Australia National Congress in Brisbane, in accordance with the provisions of the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors.

#### Report

The annual Urban Development Institute of Australia's National Congress (the congress) for 2025 will be held in Brisbane, for the period 17 to 19 March 2025. The congress is widely known as the premier education and networking event for all industries involved in the development sector.

The congress brings together politicians from all levels of government, developers, academics, practitioners and professionals from around Australia and abroad to hear and discuss leading practices an emerging trends and issues facing the development industry across Australia and also from a global perspective.

The congress will specifically examine the challenges and opportunities facing Australia's land development sector and the property development industry as a whole. It provides an important platform for industry to openly discuss the big issues and share best practice experiences.

Attendees will also be offered access to an industry trade show and as usual, there will be a number of site tours on offer in which attendees will be able to see firsthand some of the more notable and celebrated developments in and around Brisbane.

Having regard to the above, it is considered appropriate that Councillors be authorised to attend the 2025 Urban Development Institute of Australia National Congress to be held in Brisbane, in accordance with the provisions of the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors.

### **Attachments**

Nil

## 8.2 2024 LG NSW Annual Conference

### Reporting Officer

Manager Governance and Risk  
City Governance

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

### Delivery Program

Principal Activity
PA10 Governance and Administration

### Officer's Recommendation

1. That Council nominate 9 voting delegates for determination of motions at the 2024 Local Government NSW Annual Conference.
2. That other interested Councillors also be authorised to attend together with the Chief Executive Officer/or delegate.
3. That the registration fees and travel expenses be met in accordance with Council's Policy.

### Purpose

To provide Council with the opportunity to nominate voting delegates and attendance for the upcoming 2024 Local Government NSW (LGNSW) Annual Conference.

### Report

The 2024 Local Government NSW Annual Conference will be hosted by Tamworth Council and held from Sunday 17 to Tuesday 19 November at Tamworth Regional Entertainment and Conference Centre.

The conference is the annual policy making event for councils. Councils work together with Local Government NSW to promote Local Government and advocate on behalf of their communities for local democracy, informed decision making and good governance.

The conference is the pre-eminent event of the Local Government event calendar, where Councillors come together to share ideas and debate issues contained within the conference business paper.

As a member of Local Government NSW, Council is entitled to nominate Councillors as voting delegates for the determination of motions. It has also been Council's practice that any other interested Councillor be authorised to attend the Conference.

The 2024-25 Council budget contains provision for all Councillors to attend the conference should they wish to do so.

## **Attachments**

8.2.1 Draft 2024 Annual Conference Program (contained within this report) [↓](#)



# ANNUAL CONFERENCE

Tamworth Regional Entertainment and Conference Centre | 17 - 19 November 2024



## Draft Program

### Sunday, 17 November 2024

#### REGISTRATION

12.30pm Registration operational - TRECC foyer

1.00pm Trade Exhibition Open

#### PLENARY and BREAKOUT SESSIONS

1.00pm-2.30pm Breakout Session:  
Professional Development Session for new Councillors  
A Day in the Life of a councillor  
Location: STAR Room (off TRECC Foyer)

1.30pm-2.30pm Plenary session: PANEL WITH Q&A  
SESSION SPEAKERS: ICAC, Auditor General, OLG

2.30pm-3.00pm Refreshment break  
Location: Trade Exhibition

3.00pm-5.00pm Plenary sessions | AR Bluett memorial Awards | President's Welcome  
Reception address | Ministerial Speakers

5.00pm Bus transfers to Tamworth Town Hall (CBD Tamworth)

#### WELCOME RECEPTION

5.30pm-7.30pm President's Welcome Reception  
Location: Tamworth Town Hall

7.30pm Bus transfers to selected hotels

### Monday, 18 November 2024

#### REGISTRATION

7.30am Registration operational - TRECC foyer  
Light refreshments  
Location: Trade Exhibition

#### BREAKFAST

7.30am-8.45am ALGWA NSW Breakfast  
Location: TRECC



**CONFERENCE**

9.00am	Conference introduction, Conference Welcome   Opening address
	<ul style="list-style-type: none"> <li>➤ Opening of the Federal and State Conferences adoption of standing orders, business sessions and consideration of motions and conference business.</li> <li>➤ Presentation of financial reports</li> <li>➤ Commencement of consideration of motions and conference business</li> </ul> <p>Morning refreshments Location: Trade Exhibition</p>
9.25am-5.00pm	<ul style="list-style-type: none"> <li>➤ Consideration of Conference Business continued</li> <li>➤ Delegate lunch in Exhibition area</li> <li>➤ Consideration of Conference Business continued</li> </ul> <p>Afternoon refreshments Location: Trade Exhibition</p> <p>Consideration of Conference Business continued</p> <p>Networking with refreshments Location: Trade Exhibition</p>

**CONFERENCE DINNER**

6.30pm-10.30pm	LGNSW Conference Dinner and entertainment. Presentation LG Service Awards. Location: TRECC
----------------	---

**Tuesday, 19 November 2024**

**INFORMATION DESK and REGISTRATION**

7.30am	LGNSW Information Desk and Exhibition Light refreshments in exhibition area available
--------	--

**PLENARY SESSIONS**

9.00am-9.05am	Plenary and panel sessions
9.05am-9.50am	Keynote Address followed by Q&A SESSION TITLE: Financial Sustainability SESSION SPEAKER: LGUI - Andy Johnston
9.50am-10.35am	Keynote Address followed by Q&A SESSION TITLE: Protecting Your Council and Community from Cyber Threats SESSION SPEAKERS: ELEVEN M - Arjun Ramacandran and Jonathan Topham

10.35am-11.05am	Refreshment Break Location: Trade Exhibition
11.05am-11.50am	Keynote Address followed by Q&A SESSION TITLE: Excellence in Local Government – A Case Study SESSION SPEAKER: Housing Australia
11.50am-12.50pm	CLOSING KEYNOTE ADDRESS
12.50pm-1.00pm	Final remarks & announcement of location for Annual Conference 2025
1.00pm-1.45pm	Lunch Location: Trade Exhibition
<b>2.00pm</b>	<b>Conference concludes</b>

## 8.3 Councillors and Designated Persons Disclosure of Interest Returns 2023-24

### Reporting Officer

Manager Governance and Risk  
City Governance

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.1 Provide proactive and collaborative leadership on issues that are important to Campbelltown now and into the future

### Delivery Program

Principal Activity
PA10 Governance and Administration

### Officer's Recommendation

That Council note the tabling of the Disclosures by Councillors and Designated Persons Returns for the 2023-24 financial year.

### Purpose

To advise Council that the 2023-24 Disclosure of Interest Returns have been submitted by Councillors and Designated Persons in accordance with the requirements of the Model Code of Conduct.

### Report

Clause 4.21 of the Model Code of Conduct (the Code) requires a Councillor or Designated Person to lodge with the Chief Executive Officer a return in the form set out in Schedule 2.

A Designated Person is described in clause 4.8 of the Code and includes the Chief Executive Officer, other Senior Staff of the Council, and persons who hold a position identified by the Council as a position which involves the exercise of functions under the *Local Government Act 1998*, or any other Act that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest.



The purpose of the disclosure provisions within the Code is to ensure transparency and accountability for Council's actions. The Office of Local Government has stressed that the disclosure provisions are designed as a protection for Councillors and staff members as well as an opportunity to enhance public confidence in Local Government.

Pursuant to the Code, the information contained in the 2024 returns will be made publicly available on Council's website in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the Government Information (Public Access) Regulation 2009 and guidelines issued by the Information Commissioner.

## **Attachments**

Nil

## 8.4 Policy Review: Code of Meeting Practice

### Reporting Officer

Manager Governance and Risk  
City Governance

### 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
PA10 Governance and Administration

### Officer's Recommendation

1. That the Draft Code of Meeting Practice be placed on public exhibition for a period of not less than 28 days, with an additional 14 days to receive submissions.
2. That following the public exhibition, where no submissions are received during the exhibition and submission period, the amended Code of Meeting Practice as exhibited, be adopted.

### Purpose

The purpose of this report is to present the review of the Code of Meeting Practice and proposed amendments in accordance with the requirements of section 360 of the *Local Government Act 1993*.

### Report

Section 360 of the Local Government Act 1993 provides that Council must adopt a Code of Meeting Practice that incorporates the mandatory provisions of the Model code prescribed by the Regulations. Council's Code may also incorporate the non-mandatory provisions of the Model Code and other provisions in so far as they are not inconsistent with the mandatory provisions.

Council's Code has been reviewed with reference to the Model Code of Meeting Practice, to ensure compliance with the mandatory provisions.

The proposed amendments are included in red and proposed deletions ~~struck through~~:

- Altering the order of business to commence the meeting with the acknowledgement of country as the first item of business to ensure consistency with the protocol employed at other Council events (clause 8.1)
- Amend the submission date for Notice of Motion and Questions with Notice to be 9am on the Monday 8 days prior to the meeting (instead of 9am Tuesday)(clause 3.10).

It is recommended that Council endorse the revised Draft Code of Meeting Practice, and that in accordance with the *Local Government Act 1993* the Draft Code of Meeting Practice be placed on public exhibition for a period of 28 days, during which submissions may be made up until 42 days after the date on which the revised code is placed on public exhibition.

If submissions are received, a further report will be provided to Council at the conclusion of the exhibition period for adoption of the Code of Meeting Practice by Council. If no submissions are received, the Code of Meeting Practice will be adopted at the conclusion of the exhibition period without a further report to Council.

### **Attachments**

8.4.1 Policy Review: Code of Meeting Practice (contained within this report) [↓](#)



# CODE OF MEETING PRACTICE

DATA AND DOCUMENT CONTROL		
<b>Division:</b> City Governance <b>Section:</b> Governance and Risk <b>Record No:</b> CD0-23/20	<b>Adopted Date:</b> 14/03/2006 <b>Revised Date:</b> 13/12/2022 <b>Minute Number:</b> 290 <b>Review Date:</b> 30/03/2025	<b>Page:</b> 1 of 48

**Campbelltown City Council**

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## 1. INTRODUCTION

Campbelltown City Council's Code of Meeting Practice is based on the Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) and is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation). Campbelltown City Council's Code of Meeting practice incorporates the mandatory provisions of the Model Meeting Code.

The Code of Meeting Practice applies to all meetings of Council and Committees of the Council of which all the members are Councillors. Council committees whose members include persons other than Councillors may adopt their own rules for meetings unless Council determines otherwise.

Council's adopted Code of Meeting Practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions in so far that any supplementary provisions are not inconsistent with the mandatory provisions of the Model Meeting Code.

<b>DATA AND DOCUMENT CONTROL</b>		
<b>Record No:</b> CDO-23/20	<b>Page:</b> 3 of 47	

**2. MEETING PRINCIPLES**

2.1 Council and committee meetings should be:

*Transparent:* Decisions are made in a way that is open and accountable.

*Informed:* Decisions are made based on relevant, quality information.

*Inclusive:* Decisions respect the diverse needs and interests of the local community.

*Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.

*Trusted:* The community has confidence that Councillors and staff act ethically and make decisions in the interests of the whole community.

*Respectful:* Councillors, staff and meeting attendees treat each other with respect.

*Effective:* Meetings are well organised, effectively run and skillfully chaired.

*Orderly:* Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

<b>DATA AND DOCUMENT CONTROL</b>		
<b>Record No:</b> CDO-23/20	<b>Page:</b> 4 of 47	

**Campbelltown City Council**

**3. BEFORE THE MEETING**

Timing of ordinary Council meetings

3.1 Ordinary meetings of the Council will be held on the second Tuesday of each month except for January when the Council is in recess. Ordinary meetings of Council start at 6.30pm and are held in the Council Chamber, Level 3, at the Council Civic Centre, 91 Queen Street, Campbelltown, unless otherwise advertised.

*The Council is required to meet at least ten times each year, each time in a different month.*

*(section 365)*

Extraordinary meetings

3.2 If the Mayor receives a request in writing, signed by at least two (2) Councillors, the Mayor must call an Extraordinary Meeting of the Council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The Mayor can be one of the two Councillors requesting the meeting.

*(section 366)*

3.3 The General Manager, in consultation with the Mayor, may call an Extraordinary Meeting of Council for any specific purpose.

*(Council protocol)*

Notice to the public of Council Meetings

3.4 The Council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of Committees of the Council.

*(section 9(1))*

3.5 For the purposes of clause 3.4, notice of a meeting of Council and of a Committee of Council is to be published before the meeting takes place. The notice must be published on the Council's website, and in such other manner that the Council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to Councillors of Ordinary Council Meetings

3.7 The General Manager must send to each Councillor, at least three (3) days before each meeting of the Council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

*(section 367(1))*

3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to Councillors in electronic form, but only if all Councillors have facilities to access the notice, agenda and business papers in that form.

*(section 367(3))*

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#### Notice to Councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to Councillors of an extraordinary meeting of the Council in cases of emergency.
- (section 367(2))*

#### Giving notice of business to be considered at Council meetings

- 3.10 A Councillor may give notice of any business they wish to be considered by the Council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted by 9am, ~~seven~~ **eight** days before the meeting is to be held.
- 3.11 A Councillor may, in writing to the General Manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered. Such a request must be made by 9am, seven days before the meeting is to be held.
- 3.12 If the General Manager considers that a Notice of Motion submitted by a Councillor for consideration at an ordinary meeting of the Council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the General Manager may prepare a report in relation to the Notice of Motion for inclusion with the business papers for the meeting at which the Notice of Motion is to be considered by the Council.
- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan should identify the funding source, or should seek the preparation of a further report on the availability of funds and to identify a funding source.

#### Questions with notice

- 3.14 A Councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the General Manager about the performance or operations of the Council. Questions must be in writing and must be submitted by 9am, seven days before the meeting is to be held.
- 3.15 A Councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the General Manager or a member of staff of the Council, or a question that implies wrongdoing by the General Manager or a member of staff of the Council.
- 3.16 The General Manager or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the Council or orally at the meeting.

#### Agenda and business papers for ordinary meetings

- 3.17 The General Manager must cause the agenda for a meeting of the Council or a committee of the Council to be prepared as soon as practicable before the meeting.
- 3.18 The General Manager must ensure that the agenda for an ordinary meeting of the Council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the Council, and

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- (b) if the Mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the Mayor to put a Mayoral Minute to a meeting under clause 9.6.
- 3.20 The General Manager must not include in the agenda for a meeting of the Council any business of which due notice has been given if, in the opinion of the General Manager, the business is, or the implementation of the business would be, unlawful. The General Manager must report, without giving details of the item of business, any such exclusion to the next meeting of the Council.
- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the General Manager, is likely to take place when the meeting is closed to the public, the General Manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
  - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.
- (section 9(2A)(a))*
- 3.22 The General Manager must ensure that the details of any item of business which, in the opinion of the General Manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to Councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a Councillor or by any other person to another person who is not authorised to have that information.

Statement of Ethical obligations

- 3.23 Business papers for all ordinary and extraordinary meetings of the council and committees of the council must contain a statement reminding Councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under Council’s Code of Conduct to disclose and appropriately manage conflicts of interest.

Availability of the agenda and business papers to the public

- 3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the Council and committees of Council, are to be published on the Council’s website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the Council, at the relevant meeting and at such other venues determined by the Council.
- (section 9(2) and (4))*
- 3.25 Clause 3.24 does not apply to the business papers for items of business that the General Manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.
- (section 9(2A)(b))*

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- 3.26 For the purposes of clause 3.24, copies of agendas and business papers must be published on the Council’s website and made available to the public at a time that is as close as possible to the time they are available to Councillors.  
*(section 9(3))*
  
- 3.27 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form.  
*(section 9(5))*

Agenda and business papers for extraordinary meetings

- 3.28 The General Manager must ensure that the agenda for an extraordinary meeting of the Council deals only with the matters stated in the notice of the meeting.
  
- 3.29 Despite clause 3.28, business may be considered at an extraordinary meeting of the Council, even though due notice of the business has not been given, if:
  - (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the Council before the next scheduled ordinary meeting of the Council.
  
- 3.30 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
  
- 3.31 Despite clauses 10.20-10.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.
  
- 3.32 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

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**4. COUNCILLOR BRIEFINGS**

- 4.1 Councillor briefings are conducted to fully inform Councillors of matters of significance or complexity that are to be the subject of a staff report at a future meeting of Council or are of particular current interest to Council.
- 4.2 Councillor briefings will be held on the first Tuesday of each month except for January when the Council is in recess. Councillor Briefings start at 6:30pm, unless otherwise determined by the Mayor and General Manager.
- 4.3 The Councillor briefing agenda will be determined by the General Manager and sent to Councillors 3 days prior to the briefing and published on Council's website by 4pm on the day.
- 4.4 Councillor briefings will be held in accordance with the Councillor Briefing Procedure.
- 4.5 Councillor briefings will be livestreamed on Council's website except where an item has been determined confidential.
- 4.6 Councillor briefing sessions are to be held in person. Whilst the public are not able to attend the Councillor briefing in person, members of the public are encouraged to observe briefing proceedings on the livestream on Council's website.
- 4.7 Councillor briefing sessions may be held by audio-visual link at the discretion of the Mayor and General Manager.
- 4.8 A Councillor may request to attend an in-person Councillor Briefing by audio visual link in writing to the General Manager in accordance with the Councillor Briefing Procedure.
- 4.9 The Mayor presides at Councillor briefing sessions.
- 4.10 Councillors must not use Councillor briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal Council meeting at which the item of business is to be considered.
- 4.11 Councillors must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a Councillor briefing session, in the same way that they are required to do so at a Council meeting. The Council is to maintain a written record of all conflict of interest declarations made at Councillor briefing sessions and how the conflict of interest was managed by the Councillor who made the declaration.
- 4.12 On occasion, confidential matters will be presented at Councillor Briefings and this will be noted in the presentation and accompanying documentation. The Mayor and General Manager may determine confidentiality of items as guided by the principles in section 10A (2) of the *Local Government Act 1993* or other relevant considerations. Councillors and staff must maintain the integrity and security of confidential documents or information distributed or discussed at Councillor Briefings, in accordance with the Code of Meeting Practice, Codes of Conduct and supporting policies.
- 4.13 External (non-staff) subject matter experts may be engaged to present at a Councillor briefing at the discretion of the General Manager. The briefing presentation by an external subject matter expert will only be webcast with their consent.

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**5. COMING TOGETHER**

Attendance by Councillors at meetings

- 5.1 All Councillors must make reasonable efforts to attend meetings of the Council and of committees of the Council of which they are members.  
 Note: A Councillor may not attend a meeting as a Councillor (other than the first meeting of the Council after the Councillor is elected or a meeting at which the Councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.
- 5.2 A Councillor cannot participate in a meeting of the Council or of a committee of the Council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.
- 5.3 Where a Councillor is unable to attend one or more ordinary meetings of the Council, the Councillor should request that the Council grant them a leave of absence from those meetings. This clause does not prevent a Councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.4 A Councillor’s request for leave of absence from Council meetings should, if practicable, identify (by date) the meetings from which the Councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.5 The Council must act reasonably when considering whether to grant a Councillor’s request for a leave of absence.
- 5.6 A Councillor’s civic office will become vacant if the Councillor is absent from three (3) consecutive ordinary meetings of the Council without prior leave of the Council, or leave granted by the Council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the Council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.  
*(section 234(1)(d))*
- 5.7 A Councillor who intends to attend a meeting of the Council despite having been granted a leave of absence should, if practicable, give the General Manager at least two (2) days’ notice of their intention to attend.

The quorum for a meeting

- 5.8 The quorum for a meeting of the Council is a majority of the Councillors of the Council who hold office at that time and are not suspended from office.  
*(section 368(1))*
- 5.9 Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the Council.  
*(section 368(2))*

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- 5.10 A meeting of the Council must be adjourned if a quorum is not present:
  - (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date, and place fixed:
  - (a) by the chairperson, or
  - (b) in the chairperson’s absence, by the majority of the Councillors present, or
  - (c) failing that, by the General Manager.
- 5.12 The General Manager must record in the Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the Council, together with the names of the Councillors present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of Councillors, Council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the Mayor may, in consultation with the General Manager and, as far as is practicable, with each Councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the Council’s website and in such other manner that the Council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the Council or at an extraordinary meeting called under clause 3.3.

**Meetings held by audio-visual link**

- 5.15 A meeting of the council or a committee of the council may be held by audio-visual link where the Mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The Mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of Councillors and staff at risk. The Mayor must make a determination under this clause in consultation with the General Manager and, as far as is practicable, with each Councillor.
- 5.16 Where the Mayor determines under clause 5.15 that a meeting is to be held by audio-visual link, the General Manager must:
  - (a) give written notice to all Councillors that the meeting is to be held by audio-visual link, and
  - (b) take all reasonable steps to ensure that all Councillors can participate in the meeting by audio-visual link, and
  - (c) cause a notice to be published on the council’s website and in such other manner the General Manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.17 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

*Note: Where a council holds a meeting by audio-visual link under clause 5.15, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.*

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Attendance by councillors at meetings by audio-visual link

- 5.18 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee.
- 5.19 A request by a Councillor for approval to attend a meeting by audio-visual link must be made in writing to the General Manager prior to the meeting in question and must provide reasons why the Councillor will be prevented from attending the meeting in person.
- 5.20 Councillors may request approval to attend more than one meeting by audio-visual link. Where a Councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.19.
- 5.21 Council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a Councillor to attend a meeting by audio-visual link.
- 5.22 A Councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The Councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.23 A decision whether to approve a request by a Councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:
  - (a) the meetings the resolution applies to, and
  - (b) the reason why the Councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.
- 5.24 If the Council or Committee refuses a Councillor’s request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.25 A decision whether to approve a Councillor’s request to attend a meeting by audio-visual link is at the council’s or the relevant committee’s discretion. The council and committees of the council must act reasonably when considering requests by Councillors to attend meetings by audio-visual link. However, the council and committees of the council are under no obligation to approve a Councillor’s request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the Councillor to attend the meeting by these means.
- 5.26 The council and committees of the council may refuse a Councillor’s request to attend a meeting by audio-visual link where the council or committee is satisfied that the Councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.
- 5.27 This code applies to a Councillor attending a meeting by audio-visual link in the same way it would if the Councillor was attending the meeting in person. Where a Councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

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- 5.28 A Councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The Councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.29 A Councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring Council or the Committee into disrepute.

Attendance of the General Manager and other staff at meetings

- 5.30 The General Manager is entitled to attend, but not to vote at, a meeting of the Council or a meeting of a committee of the Council of which all of the members are Councillors.  
*(section 376(1))*
- 5.31 The General Manager is entitled to attend a meeting of any other committee of the Council and may, if a member of the committee, exercise a vote.  
*(section 376(2))*
- 5.32 The General Manager may be excluded from a meeting of the Council or a committee while the Council or committee deals with a matter relating to the standard of performance of the General Manager or the terms of employment of the General Manager.  
*(section 376(3))*
- 5.33 The attendance of other Council staff at a meeting, (other than as members of the public) shall be with the approval of the General Manager.
- 5.34 The General Manager and other council staff may attend meetings of the council and committees of the council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the General Manager.

Entitlement of the public to attend Council meetings

- 5.35 Everyone is entitled to attend a meeting of the Council and committees of the Council. The Council must ensure that all meetings of the Council and committees of the Council are open to the public.  
*(section 10(1))*
- 5.36 Clause 5.35 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.37 A person (whether a Councillor or another person) is not entitled to be present at a meeting of the Council or a committee of the Council if expelled from the meeting:
  - (a) by a resolution of the meeting, or
  - (b) by the person presiding at the meeting if the Council has, by resolution, authorised
  - (c) the person presiding to exercise the power of expulsion.*(section 10(2))*

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Webcasting of meetings

- 5.38 Each meeting of the council or a committee of the council is to be recorded by means of an audio or audio-visual device.
- 5.39 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:
  - (a) the meeting is being recorded and made publicly available on the council’s website, and
  - (b) persons attending the meeting should refrain from making any defamatory statements.
- 5.40 The recording of a meeting is to be made publicly available on the council’s website:
  - (a) at the same time as the meeting is taking place, or
  - (b) as soon as practicable after the meeting.
- 5.41 The recording of a meeting is to be made publicly available on the council’s website for at least 12 months after the meeting.
- 5.42 Clauses 5.40 and 5.41 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.
 

*(Regulation, section 236)*
- 5.43 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

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**6. PUBLIC ADDRESS**

- 6.1 The Council shall permit oral submissions from residents, ratepayers and other eligible representatives on items of business listed on the Council Meeting agenda.
- 6.2 To speak at a Council or Committee of Council meeting, a person must first make an application to the Council in the approved form. Applications to speak at Council must be received by 12pm on the day the Council meeting is to be held. Each speaker requesting to address the Council must provide the following details:
  - (a) Name
  - (b) The organisation or group representing (if applicable)
  - (c) Agenda item number and title
  - (d) Indication of whether 'For' or 'Against' the Officers recommendation in the Council meeting agenda report
  - (e) The interest of the speaker (for example, affected person, neighbour, applicant, applicants representative)
- 6.3 The application must relate to a matter which is an item of business listed on the Council Meeting agenda with the exclusion of the following:
  - (a) Notice of Rescission
  - (b) Questions with Notice
  - (c) All personnel related matters
- 6.4 Applicants seeking to address Council or a Committee of Council must meet one of the following eligibility criteria:
  - (a) a resident or owner of land within the City of Campbelltown Local Government Area
  - (b) a person or entity entitled to vote in the City of Campbelltown under the Local Government Act 1993
  - (c) the representative of an entity owning land, conducting a business or providing a service in the Campbelltown Local Government Area
  - (d) a duly appointed person including the legal, financial or town planning representative of any person or entity listed above with a matter before Council
  - (e) a local community organisation representative
  - (f) any representative of a State or Federal Government Agency with a matter before Council.
- 6.5 A person may apply to speak on no more than three items of business on the agenda of the Council meeting.
- 6.6 The General Manager or their delegate may refuse an application to speak at a Council meeting. The General Manager or their delegate must give reasons in writing for a decision to refuse an application.
- 6.7 No more than three speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting.
- 6.8 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the General Manager or their delegate will select speakers based on the order of receipt.
- 6.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of

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business, the General Manager or their delegate may, in consultation with the Mayor or the Mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Council to hear a fuller range of views on the relevant item of business.

- 6.10 The General Manager or their delegate may consider and determine a request for special provisions such as attendance by audio visual link by an applicant requesting to address the Council.
- 6.11 Approved speakers are to register with the Council any written, material to be presented in support of their address to the Council.
- 6.12 Each speaker will be allowed five minutes to address the Council. This time is to be strictly enforced by the Chairperson.
- 6.13 Speakers must not digress from the item on the agenda of the Council meeting they have applied to address the Council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 6.14 A Councillor may, through the chairperson, ask questions of a speaker following their address at a Council meeting. Questions put to a speaker must be direct, succinct and without argument.
- 6.15 Speakers are under no obligation to answer a question put under clause 6.13. Answers by the speaker, to each question are to be limited to two minutes.
- 6.16 Speakers cannot ask questions of the Council, Councillors or Council staff.
- 6.17 The General Manager or their nominee may, with the concurrence of the chairperson, address the Council for up to five minutes in response to an address to the Council after the address and any subsequent questions and answers have been finalised.
- 6.18 When addressing the Council, speakers must comply with this code and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the Council's code of conduct or making other potentially defamatory statements.
- 6.19 If the chairperson considers that a speaker has engaged in conduct of the type referred to in clause 6.17, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 6.20 Clause 6.18 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at Council meetings in accordance with the provisions of Part 15 of this code.
- 6.21 Where a speaker engages in conduct of the type referred to in clause 6.18, the General Manager or their delegate may refuse further applications from that person to speak at a Council meeting for such a period as the General Manager or their delegate considers appropriate. A decision to refuse an application to speak at a Council meeting on the basis of disorderly conduct must be reviewed within three months of the refusal.

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**7. THE CHAIRPERSON AND MODES OF ADDRESS**

The chairperson at meetings

- 7.1 The Mayor, or at the request of or in the absence of the Mayor, the deputy Mayor presides at meetings of the Council. *(section 369(1))*
- 7.2 If the Mayor and the deputy Mayor are absent, a Councillor elected to chair the meeting by the Councillors present presides at a meeting of the Council. *(section 369(2))*

Election of the chairperson in the absence of the Mayor and deputy Mayor

- 7.3 If no chairperson is present at a meeting of the Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 7.4 The election of a chairperson must be conducted:
  - (a) by the General Manager or, in their absence, an employee of the Council designated by the General Manager to conduct the election, or
  - (b) by the person who called the meeting or a person acting on their behalf if neither the General Manager nor a designated employee is present at the meeting, or if there is no General Manager or designated employee.
- 7.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 7.6 For the purposes of clause 7.5, the person conducting the election must:
  - (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
  - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 7.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 7.8 Any election conducted under clause 7.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 7.9 When the chairperson rises or speaks during a meeting of the Council:
  - (a) any Councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
  - (b) every Councillor present must be silent to enable the chairperson to be heard without interruption.

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- 7.10 If the chairperson is the Mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.11 Where the chairperson is not the Mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.12 A Councillor is to be addressed as 'Councillor [surname]'.
- 7.13 A Council officer is to be addressed by their official designation or as Mr/Ms [surname].

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**8. ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS**

8.1 The general order of business for an ordinary meeting of the Council shall be:

~~Opening meeting and Notification of Audio-visual recording and livestream~~

~~01 National Anthem~~

~~02 Acknowledgement of Land~~

01 Opening of Meeting

i. Acknowledgement of Country

ii. National Anthem

iii. Council Prayer

iv. Notification of Audio-visual recording and livestream

02 Apologies and applications for a leave of absence or attendance by audio visual link by Councillors

03 Confirmation of minutes

04 Statement of ethical obligations and Declarations of interests

05 Mayoral minute(s)

06 Petitions

07 Correspondence

08 Reports from Officers

09 Questions with notice

10 Rescission Motion

11 Notice of Motion

12 Urgent General Business (without notice)

13 Presentations by Councillors

14 Confidential Report from Officers

Close of Meeting

8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the Council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

8.3 Despite clauses 10.20-10.30, only the mover of a motion referred to in clause 8.2 may speak to the motion before it is put.

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**9. CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS**

Business that can be dealt with at a Council meeting

- 9.1 The Council must not consider business at a meeting of the Council:
  - (a) unless a Councillor has given notice of the business, as required by clause 3.10, and
  - (b) unless notice of the business has been sent to the Councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
  - (a) is already before, or directly relates to, a matter that is already before the Council, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a Mayoral minute, or
  - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the Council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the Council even though due notice of the business has not been given to the Councillors if:
  - (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the Council before the next scheduled ordinary meeting of the Council.
- 9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

Mayoral minutes

- 9.6 Subject to clause 9.9, if the Mayor is the chairperson at a meeting of the Council, the Mayor may, by minute signed by the Mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the Council, or of which the Council has official knowledge.
- 9.7 A Mayoral minute, when put to a meeting, takes precedence over all business on the Council's agenda for the meeting. The chairperson (but only if the chairperson is the Mayor) may move the adoption of a Mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a Mayoral minute put by the Mayor is, so far as it is adopted by the Council, a resolution of the Council.
- 9.9 A Mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the Council before the next scheduled ordinary meeting of the Council.

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- 9.10 Where a Mayoral Minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the Mayoral Minute does not identify a funding source, the General Manager may prepare supplementary information on the availability of funds for implementing the recommendation if adopted.

**Staff reports**

- 9.11 A recommendation made in a staff report is, so far as it is adopted by the Council, a resolution of the Council.

**Reports of committees of Council**

- 9.12 The recommendations of a committee of the Council are, so far as they are adopted by the Council, resolutions of the Council.
- 9.13 If in a report of a committee of the Council distinct recommendations are made, the Council may make separate decisions on each recommendation.

**Questions**

- 9.14 A question must not be asked at a meeting of the Council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 9.15 A Councillor may, through the chairperson, put a question to another Councillor about a matter on the agenda.
- 9.16 A Councillor may, through the General Manager, put a question to a Council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the General Manager at the direction of the General Manager.
- 9.17 A Councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a Councillor or Council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the Council.
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a Councillor or Council employee.

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**10. RULES OF DEBATE**

Motions to be seconded

10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

10.2 A Councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

10.3 If a Councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to Councillors, the Councillor may request the withdrawal of the motion when it is before the Council.

10.4 In the absence of a Councillor who has placed a notice of motion on the agenda for a meeting of the Council:

- (a) any other Councillor may, with the leave of the chairperson, move the motion at the meeting, or
- (b) the chairperson may defer consideration of the motion until the next meeting of the Council.

Chairperson’s duties with respect to motions

10.5 It is the duty of the chairperson at a meeting of the Council to receive and put to the meeting any lawful motion that is brought before the meeting.

10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

10.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.

Motions requiring the expenditure of funds

10.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the Council’s current adopted operational plan should identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the Council may defer consideration of the matter, pending a report from the General Manager on the availability of funds for implementing the motion if adopted.

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Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the Council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one motion and one proposed amendment can be before Council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the Councillor who moved the original motion.

Foreshadowed motions

- 10.17 A Councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the Council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a Councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the Council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

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### Limitations on the number and duration of speeches

- 10.20 A Councillor who, during a debate at a meeting of the Council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A Councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A Councillor must not, without the consent of the Council, speak more than once on a motion or an amendment, or for longer than five minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a Councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five minutes on that motion or amendment to enable the Councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clause 10.22, the Council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clauses 10.20 and 10.21, a Councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no Councillor expresses an intention to speak against it, or
  - (b) if at least two Councillors have spoken in favour of the motion or amendment and at least two Councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All Councillors must be heard without interruption and all other Councillors must, unless otherwise permitted under this code, remain silent while another Councillor is speaking.
- 10.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

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**11. VOTING**

Voting entitlements of Councillors

- 11.1 Each Councillor is entitled to one vote. *(section 370(1))*
- 11.2 The person presiding at a meeting of the Council has, in the event of an equality of votes, a second or casting vote. *(section 370(2))*
- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at Council meetings

- 11.4 A Councillor who is present at a meeting of the Council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 11.5 If a Councillor who has voted against a motion put at a Council meeting so requests, the General Manager must ensure that the Councillor's dissenting vote is recorded in the Council's minutes.
- 11.6 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two Councillors rise and call for a division.
- 11.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The General Manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the Council's minutes for the meeting.
- 11.8 When a division on a motion is called, any Councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.4 of this code.
- 11.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the Council may resolve that the voting in any election by Councillors for Mayor or Deputy Mayor is to be by secret ballot.

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Voting on planning decisions

- 11.10 The General Manager must keep a register containing, for each planning decision made at a meeting of the Council or a Council committee (including, but not limited to a committee of the Council), the names of the Councillors who supported the decision and the names of any Councillors who opposed (or are taken to have opposed) the decision.
- 11.11 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the Council or a Council committee.
- 11.12 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.13 Clauses 11.10–11.12 apply also to meetings that are closed to the public.

*(section 375A)*

Note: The requirements of clause 11.11 may be satisfied by maintaining a register of the minutes of each planning decision.

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**12. COMMITTEE OF THE WHOLE**

- 12.1 The Council may resolve itself into a committee to consider any matter before the Council.  
*(section 373)*
- 12.2 All the provisions of this code relating to meetings of the Council, so far as they are applicable, extend to and govern the proceedings of the Council when in committee of the whole, except the provisions limiting the number and duration of speeches.  
  
*Note: Clauses 10.20–10.30 limit the number and duration of speeches.*
- 12.3 The General Manager or, in the absence of the General Manager, an employee of the Council designated by the General Manager, is responsible for reporting to the Council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
- 12.4 The Council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the Council's minutes. However, the Council is not taken to have adopted the report until a motion for adoption has been made and passed.

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**13. DEALING WITH ITEMS BY EXCEPTION**

- 13.1 The Council or a committee of Council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 13.2 Before the Council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask Councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.2.
- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.
- 13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the requirements of the council's code of conduct.

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### 13. CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

#### Grounds on which meetings can be closed to the public

- 14.1 The Council or a committee of the Council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than Councillors),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Council, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the Council, Councillors, Council staff or Council property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
  - (i) alleged contraventions of the Council's code of conduct.
- (section 10A(1) and (2))*
- 14.2 The Council or a committee of the Council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.
- (section 10A(3))*

#### Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the Council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.
- (section 10B(1))*
- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the Council or committee is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.
- (section 10B(2))*

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14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

*(section 10B(3))*

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the Council or committee concerned, or to Councillors or to employees of the Council, or
  - (ii) cause a loss of confidence in the Council or committee.

*(section 10B(4))*

14.7 In deciding whether part of a meeting is to be closed to the public, the Council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

*(section 10B(5))*

Notice of likelihood of closure not required in urgent cases

14.8 Part of a meeting of the Council, or of a committee of the Council, may be closed to the public while the Council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
- (b) the Council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
  - (i) should not be deferred (because of the urgency of the matter), and
  - (ii) should take place in a part of the meeting that is closed to the public.

*(section 10C)*

Representations by members of the public

14.9 The Council, or a committee of the Council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

*(section 10A(4))*

14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

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- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the Council in the approved form. Applications must be received by 12pm on the day of the meeting at which the matter is to be considered.
- 14.12 The General Manager (or their delegate) may refuse an application made under clause 14.11. The General Manager or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than three speakers are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers apply to make representations under clause 14.9, the General Manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the Council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the General Manager or their delegate is to determine who will make representations to the Council.
- 14.15 The General Manager (or their delegate) is to determine the order of speakers.
- 14.16 Where the Council or a committee of the Council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than three speakers to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed five minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-Councillors from meetings closed to the public

- 14.18 If a meeting or part of a meeting of the Council or a committee of the Council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a Councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the first- mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

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Obligations of Councillors attending meetings by audio-visual link

14.20 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

14.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

- (a) the relevant provision of section 10A(2) of the Act,
- (b) the matter that is to be discussed during the closed part of the meeting,
- (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

*(section 10D)*

Resolutions passed at closed meetings to be made public

14.22 If the Council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

14.23 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 14.21 during a part of the meeting that is webcast.

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**15. KEEPING ORDER AT MEETINGS**

Points of order

- 15.1 A Councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 15.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the Councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 15.4 The chairperson, without the intervention of any other Councillor, may call any Councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A Councillor who claims that another Councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.8 A Councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

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Acts of disorder

- 15.11 A Councillor commits an act of disorder if the Councillor, at a meeting of the Council or a committee of the Council:
- (a) contravenes the Act or the Regulation in force or this code, or
  - (b) assaults or threatens to assault another Councillor or person present at the meeting, or
  - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council or the committee, or addresses or attempts to address the Council or the committee on such a motion, amendment or matter, or
  - (d) insults, makes unfavourable personal remarks about or imputes improper motives to any other Council official, or alleges a breach of the Council's code of conduct, or
  - (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the Council or the committee into disrepute.
- (section 182, Regulation)*
- 15.12 The chairperson may require a Councillor:
- (a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a), (b) or (e), or
  - (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
  - (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

How disorder at a meeting may be dealt with

- 15.13 If disorder occurs at a meeting of the Council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The Council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of Councillors.

Expulsion from meetings

- 15.14 All chairpersons of meetings of the Council and Committees of the Council are authorised under this Code to expel any person other than a Councillor, from a Council or Committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the Council or the Committee of the Council.
- 15.15 Clause 15.14, does not limit the ability of the Council or a committee of the Council to resolve to expel a person, including a Councillor, from a Council or committee meeting, under section 10(2)(a) of the Act.
- 15.16 A Councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Council for having failed to comply with a requirement under clause 17.12. The expulsion of a Councillor from the meeting for that reason does not prevent any other action from being taken against the Councillor for the act of disorder concerned.

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- 15.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Council for engaging in or having engaged in disorderly conduct at the meeting.  
(section 233(2), Regulation)
- 15.18 Where a Councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.19 If a Councillor or a member of the public fails to leave the place where a meeting of the Council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the Councillor or member of the public from that place and, if necessary, restrain the Councillor or member of the public from re-entering that place for the remainder of the meeting.

How disorder by Councillors attending meetings by audio-visual link may be dealt with

- 15.20 Where a Councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the Councillor’s audio link to the meeting for the purposes of enforcing compliance with this code.
- 15.21 If a Councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the Councillor’s audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 15.22 Councillors, Council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Council and committees of the Council.
- 15.23 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the Council or a committee of the Council without the prior authorisation of the Council or the committee.
- 15.24 Without limiting clause 15.17, a contravention of clause 15.23 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.17. Any person who contravenes or attempts to contravene clause 15.23, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.25 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the first- mentioned person from that place and, if necessary, restrain that person from re- entering that place for the remainder of the meeting.

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**16. CONFLICTS OF INTEREST**

- 16.1 All Councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the Council and committees of the Council in accordance with the Council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.
  
- 16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the council's code of conduct. Where a Councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the Councillor's audio-visual link to the meeting must be suspended or terminated and the Councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

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**17. DECISIONS OF THE COUNCIL**

Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the Council at which a quorum is present is a decision of the Council.

*(section 371)*

17.2 Decisions made by the Council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering Council decisions

17.3 A resolution passed by the Council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.

*(section 372(1))*

17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

*(section 372(2))*

17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

*(section 372(3))*

17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) Councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

*(section 372(4))*

17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

*(section 372(5))*

17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

*(section 372(7))*

17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

17.10 A motion to alter or rescind a resolution of the Council may be moved on the report of a committee of the Council and any such report must be recorded in the minutes of the meeting of the Council.

*(section 372(6))*

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- 17.11 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the Council may be moved at the same meeting at which the resolution was adopted, where:
  - (a) a notice of motion signed by three Councillors is submitted to the chairperson, and
  - (b) a motion to have the motion considered at the meeting is passed, and
  - (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the Council before the next scheduled ordinary meeting of the Council.
- 17.12 A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.
- 17.13 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).

**Recommitting resolutions to correct an error**

- 17.14 Despite the provisions of this Part, a Councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
  - (a) to correct any error, ambiguity or imprecision in the Council’s resolution, or
  - (b) to confirm the voting on the resolution.
- 17.15 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.14(a), the Councillor is to propose alternative wording for the resolution.
- 17.16 The chairperson must not grant leave to recommit a resolution for the purposes of clause 19.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.17 A motion moved under clause 17.14 can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.14 can speak to the motion before it is put.
- 17.18 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.14.
- 17.19 A motion moved under clause 17.14 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

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**18. TIME LIMITS ON COUNCIL MEETINGS**

- 18.1 Meetings of the Council and committees of the Council are to conclude no later than **10.30pm**.
- 18.2 If the business of the meeting is unfinished at 10.30pm, the Council or the committee may, by resolution, extend the time of the meeting by 30 minutes.
- 18.3 If the business of the meeting is unfinished at 10.30pm, and the Council does not resolve to extend the meeting, the chairperson must either:
  - (a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the Council, or
  - (b) adjourn the meeting to a time, date and place fixed by the chairperson.
- 18.4 Clause 18.3 does not limit the ability of the Council or a committee of the Council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.
- 18.5 Where a meeting is adjourned under clause 18.3 or 18.4, the General Manager must:
  - (a) individually notify each Councillor of the time, date and place at which the meeting will reconvene, and
  - (b) publish the time, date and place at which the meeting will reconvene on the Council's website and in such other manner that the General Manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

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**19. AFTER THE MEETING**

Minutes of meetings

- 19.1 The Council is to keep full and accurate minutes of the proceedings of meetings of the Council.  
*(section 375(1))*
- 19.2 At a minimum, the General Manager must ensure that the following matters are recorded in the Council's minutes:
  - (a) the names of Councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
  - (b) details of each motion moved at a Council meeting and of any amendments moved to it,
  - (c) the names of the mover and seconder of the motion or amendment,
  - (d) whether the motion or amendment was passed or lost, and
  - (e) such other matters specifically required under this code.
- 19.3 The minutes of a Council meeting must be confirmed at a subsequent meeting of the Council.  
*(section 375(2))*
- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.  
*(section 375(2))*
- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 19.7 The confirmed minutes of a Council meeting must be published on the Council's website. This clause does not prevent the Council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The Council and committees of the Council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.  
*(section 11(1))*
- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.  
*(section 11(2))*
- 19.10 Clause 19.8 does not apply if the Council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be

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treated as confidential because they relate to a matter specified in section 10A(2) of the Act.  
*(section 11(3))*

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the Council

- 19.12 The General Manager is to implement, without undue delay, lawful decisions of the Council.  
*(section 335(b))*

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**20. COUNCIL COMMITTEES**

Application of this Part

20.1 This Part only applies to committees of the Council whose members are all Councillors.

Council committees whose members are all Councillors

20.2 The Council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the Council is to consist of the Mayor and such other Councillors as are elected by the Councillors or appointed by the Council.

20.4 The quorum for a meeting of a committee of the Council is to be:

- (a) such number of members as the Council decides, or
- (b) if the Council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The Council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

20.6 The General Manager must send to each Councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

20.8 A committee member (other than the Mayor) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.

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- 20.9 Clause 20.8 does not apply if all of the members of the Council are members of the committee.

Non-members entitled to attend committee meetings

- 20.10 A Councillor who is not a member of a committee of the Council is entitled to attend, and to speak at a meeting of the committee. However, the Councillor is not entitled:
  - (a) to give notice of business for inclusion in the agenda for the meeting, or
  - (b) to move or second a motion at the meeting, or
  - (c) to vote at the meeting.

Chairperson and deputy chairperson of Council committees

- 20.11 The chairperson of each committee of the Council must be:
  - (a) the Mayor, or
  - (b) if the Mayor does not wish to be the chairperson of a committee, a member of the committee elected by the Council, or
  - (c) if the Council does not elect such a member, a member of the committee elected by the committee.
- 20.12 The Council may elect a member of a committee of the Council as deputy chairperson of the committee. If the Council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the Council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.14 The chairperson is to preside at a meeting of a committee of the Council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

- 20.15 Subject to any specific requirements of this code, each committee of the Council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the Council unless the Council or the committee determines otherwise in accordance with this clause.
- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the Council or the committee determines otherwise in accordance with clause 20.15.
- 20.17 Voting at a Council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

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Closure of committee meetings to the public

- 20.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the Council to the public in the same way they apply to the closure of meetings of the Council to the public.
- 20.19 If a committee of the Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the Council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is webcast.

Disorder in committee meetings

- 20.21 The provisions of the Act and this code relating to the maintenance of order in Council meetings apply to meetings of committees of the Council in the same way as they apply to meetings of the Council.

Minutes of Council committee meetings

- 20.22 Each committee of the Council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee’s minutes:
  - (a) the names of Councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
  - (b) details of each motion moved at a meeting and of any amendments moved to it,
  - (c) the names of the mover and seconder of the motion or amendment,
  - (d) whether the motion or amendment was passed or lost, and
  - (e) such other matters specifically required under this code.
- 20.23 The minutes of meetings of each committee of the Council must be confirmed at a subsequent meeting of the committee.
- 20.24 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.25 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 20.26 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.27 The confirmed minutes of a meeting of a committee of the Council must be published on the Council’s website. This clause does not prevent the Council from also publishing unconfirmed minutes of meetings of committees of the Council on its website prior to their confirmation.

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**21. IRREGULARITIES**

21.1 Proceedings at a meeting of a Council or a Council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any Councillor or committee member, or
- (c) any defect in the election or appointment of a Councillor or committee member, or
- (d) a failure of a Councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Council or committee meeting in accordance with the Council's code of conduct, or
- (e) a failure to comply with this code.

*(section 374)*

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**22. DEFINITIONS**

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the Council - means the person presiding at the meeting as provided by section 369 of the Act and clauses 7.1 and 7.2 of this code, and in relation to a meeting of a committee - means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the Council's adopted code of meeting practice
committee of the Council	means a committee established by the Council in accordance with clause 20.2 of this code (being a committee consisting only of Councillors) or the Council when it has resolved itself into committee of the whole under clause 14.1
Council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two Councillors under clause 11.7 of this code requiring the recording of the names of the Councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a Councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a Councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means

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planning decision	means a decision made in the exercise of a function of a Council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of Councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

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## 8.5 Policy Review: Customer Feedback Policy

### Reporting Officer

Executive Manager Corporate Support Systems  
City Governance

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.1.1 Increase opportunities for the community to engage and collaborate with Council and Key Delivery Partners

### Delivery Program

Principal Activity
PA10 Governance and Administration

### Officer's Recommendation

That Council endorse the Customer Feedback Policy.

1. That Council approve to rescindment the current Complaint Handling Policy and supersede it by the Customer Feedback Policy.
2. That the review date of the Customer Feedback Policy be set as 30 September 2028.

### Purpose

To assist Council in working towards the Customer Experience Strategy and our aspirations to elevate to a customer-centric organisation, it is proposed the Complaint Handling Policy be rescinded and superseded by the Customer Feedback Policy.

### History

The abovementioned policy has been developed in accordance with Council's Record Management Policy and the adopted procedure for Policy Development and Review.

The Complaint Handling Policy has been reviewed and it is proposed the Complaint Handling Policy be rescinded and superseded by the Customer Feedback Policy.

## Report

The Policy has been reviewed with a focus on continuous improvement, meeting our regulatory requirements and refinement of wording.

The Customer Feedback Policy was developed to align with the Customer Experience Strategy and our aspirations to elevate to a customer-centric organisation.

The abovementioned policy incorporates Council's existing Complaint Handling Policy content with the addition of General Feedback and Compliments.

The Policy has been restructured and provides Council with guidance in respect to:

- Objectives
- Types of feedback
- How we handle customer feedback
- Limitations on service or communication
- Review or appeal of limits on service or communication
- How to provide feedback
- What information we require and expect from customers
- Accountability and evaluation of feedback
- Policy Responsibilities


The principles we use to work together towards an appropriate resolution is based on the Australian Standard ISO 10002- 2018 Guidelines for complaints management in organisations and the NSW Ombudsman's Effective Complaint Handling Guidelines for public sector agencies.

It is therefore recommended that the Customer Feedback Policy will replace the Complaint Handling Policy.

## Attachments

8.5.1 Current Policy - Complaint Handling Policy (contained within this report) [↓](#)

8.5.2 Revised Policy - Customer Feedback Policy (contained within this report) [↓](#)

 <b>CAMPBELLTOWN CITY COUNCIL</b>		<b>POLICY</b>
Policy Title	Complaint Handling Policy	
Related Documentation	<ul style="list-style-type: none"> <li>• NSW Ombudsman <i>Effective complaint handling guidelines</i>, 2nd Edition, December 2010</li> <li>• Joint publication of the NSW Ombudsman and Department of Local Government Complaints Management in Councils Practice note no. 9, revised July 2009</li> <li>• NSW Ombudsman <i>Managing Unreasonable Complaint Conduct – a Model Policy and Procedure 2012</i></li> <li>• Workplace Investigations Authorised statement</li> <li>• Customer Feedback Authorised statement</li> <li>• Grievance handling Authorised statement</li> <li>• Grievance handling Procedure</li> <li>• Child Protection Policy</li> <li>• Code of Conduct</li> <li>• Internal reporting Policy – Public Interest disclosures</li> <li>• Council’s access to information Policy</li> </ul>	
Relevant Legislation	<i>Australian and New Zealand Standard Guidelines for complaint handling in organizations AS/NZS 10002:2014</i> <i>Public Interest Disclosures Act 1994</i> <i>Privacy and Personal Information Act 1998</i> <i>Independent Commission Against Corruption Act 1988</i> <i>Government Information (Public Access) Act 2009</i>	
Responsible Officer	Manager Executive Services	

**Policy details may change prior to review date due to legislative changes, therefore this document is uncontrolled when printed.**

### Objectives

This policy is intended to ensure that Council handle complaints fairly, efficiently and effectively.

Council’s complaint management system is intended to:

- enable Council to respond to issues raised by people making complaints in a timely and cost-effective way
- boost public confidence in Council’s administrative process, and
- provide information that can be used by Council to deliver quality improvements in our services, systems and complaint handling.

This policy provides guidance to Council staff and people who wish to make a complaint on the key principles and concepts of our complaint management system.

DATA AND DOCUMENT CONTROL		
<b>Division:</b> Office of the General Manager <b>Section:</b> Executive Services <b>DocSet:</b> 2331578	<b>Adopted Date:</b> 20/05/1997 <b>Revised Date:</b> 15/09/2015 <b>Minute Number:</b> 173 <b>Review Date:</b> 30/09/2018	<b>Page:</b> 1 of 11

**Campbelltown City Council**

**Policy Statement**

Council expects staff at all levels to be committed to fair, effective and efficient complaint handling.

The following table outlines the nature of the commitment expected from staff and the way that commitment should be implemented.

Who	Commitment	How
General Manager	Promote a culture that values complaints and their effective resolution	<ul style="list-style-type: none"> <li>• Report publicly on Campbelltown City Council’s complaint handling.</li> <li>• Provide adequate support and direction to key staff responsible for handling complaints.</li> <li>• Regularly review reports about complaint trends and issues arising from complaints.</li> <li>• Encourage all staff to be alert to complaints and assist those responsible for handling complaints to resolve them promptly.</li> <li>• Encourage staff to make recommendations for system improvements.</li> <li>• Recognise and reward good complaint handling by staff.</li> <li>• Support recommendations for service, staff and complaint handling improvements arising from analysis of complaint data.</li> </ul>
Manager responsible for complaint handling	Establish and manage our complaint management system.	<ul style="list-style-type: none"> <li>• Provide regular reports to the General Manager and Executive team on issues arising from complaint handling work.</li> <li>• Ensure recommendations arising out of complaint data analysis are reviewed with the Executive Team and implemented where appropriate.</li> <li>• Recruit, train and empower staff to resolve complaints promptly and in accordance with Council’s policies and procedures.</li> <li>• Encourage staff managing complaints to provide suggestions on ways to improve the organisation’s complaint management system.</li> <li>• Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly.</li> <li>• Recognise and reward good complaint handling by staff.</li> </ul>
Staff whose duties include complaint handling	Demonstrate exemplary complaint handling practices	<ul style="list-style-type: none"> <li>• Treat all people with respect, including people who make complaints.</li> <li>• Assist people to make a complaint, if needed.</li> <li>• Comply with this policy and its associated Authorised Statement and procedure.</li> <li>• Keep informed about best practice in complaint handling.</li> <li>• Provide feedback to management on issues arising from complaints.</li> <li>• Provide suggestions to management on ways to improve the organisation’s complaints management system.</li> <li>• Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management.</li> </ul>

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<p>All staff</p>	<p>Understand and comply with Campbelltown City Council's complaint handling practices.</p>	<ul style="list-style-type: none"> <li>• Treat all people with respect, including people who make complaints.</li> <li>• Be aware of Campbelltown City Council's complaint handling policies and procedures.</li> <li>• Assist people who wish to make complaints to access Campbelltown City Council's complaints process.</li> <li>• Be alert to complaints and assist staff handling complaints resolve matters promptly.</li> <li>• Provide feedback to management on issues arising from complaints.</li> <li>• Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management.</li> </ul>
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**Scope**

This policy applies to all staff receiving or managing complaints from the public made to or about Council, regarding our services, staff and complaint handling.

Customer feedback or service requests (note definitions below), staff grievances, code of conduct complaints and public interest disclosures are dealt with through separate Council policies.

**Definitions**

**Complaint**

Expression of dissatisfaction made to or about Council, services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.

A complaint covered by this Policy can be distinguished from:

- staff grievances (see Council's Grievance policy)
- public interest disclosures made by staff (see Council's Internal Reporting Policy)
- code of conduct complaints (see Council's Code of Conduct)
- responses to requests for feedback about the standard of Council's service provision (see the definition of 'feedback' below)
- reports of problems or wrongdoing merely intended to bring a problem to Council's notice with no expectation of a response (see definition of 'feedback' below)
- child protection issue (see Council's Child Protection Policy)
- service requests (see definition of 'service request' below), and
- requests for information (see Council's access to information policy).

**Complaint management system**

All policies, authorised statements, procedures, processes, staff, computer hardware and software used by Council in the management of complaints.

**Dispute**

An unresolved complaint escalated either within or outside of Council.

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**Feedback**

Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about Council, about our services or complaint handling where a response is not explicitly or implicitly expected or legally required.

**Service request**

The definition of a service request will include:

- requests for approval
- requests for action
- routine inquiries about Council business
- requests for the provision of services and assistance
- reports of failure to comply with laws regulated by Council
- request for explanation of policies, procedures and decisions.

**Grievance**

A clear, formal written statement by an individual staff member about another staff member or a work related problem.

**Policy**

A document that is adopted by the elected Council that sets out how council should fulfil our vision, mission and goals.

**Authorised Statement**

A document that is approved by the Executive that sets out how council should fulfil our vision, mission and goals.

**Procedure**

A document that sets out how council policies/authorised statements will be implemented and by whom.

**Public interest disclosure**

A report about wrong doing made by a public official in New South Wales that meets the requirements of the *Public Interest Disclosures Act 1994*. (Refer to Council's Internal Reporting Policy)

**Legislative Context**

Australian and New Zealand Standard *Guidelines for complaint handling in organizations*  
 AS/NZS 10002:2014  
*Public Interest Disclosures Act 1994*  
*Privacy and Personal Information Act 1998*  
*Government Information (Public Access) Act 2009*  
*Independent Commission Against Corruption Act 1988.*

**1. Principles**

**1.1 Facilitate complaints**

**People focus**

Council is committed to seeking and receiving feedback and complaints about our services, systems, practices, procedures and complaint handling.

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Any concerns raised in feedback or complaints will be dealt with within a reasonable time frame.

People making complaints will be:

- provided with information about our complaint handling process
- provided with multiple and accessible ways to make complaints
- listened to, treated with respect by staff and actively involved in the complaint process where possible and appropriate, and
- provided with reasons for Council's decision/s and any options for redress or review.

**No detriment to people making complaints**

We will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf.

**Anonymous complaints**

Council will accept anonymous complaints and will carry out an investigation of the issues raised where there is enough information provided.

**Accessibility**

Council will ensure that information about how and where complaints may be made to or about Council is well publicised. Council will ensure that systems to manage complaints are easily understood and accessible to everyone, particularly people who may require assistance.

If a person prefers or needs another person or organisation to assist or represent them in the making and/ or resolution of their complaint, Council will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (e.g. advocate, family member, legal or community representative, member of Parliament, another organisation).

**No charge**

There is no charge to complain to Council.

**1.2 Respond to complaints**

**Early resolution**

Where possible, complaints will be resolved at first contact with Campbelltown City Council. First contact staff will record full details of the complaint (including the expected outcome by the complainant) in council's customer request system.

**Responsiveness**

Council will promptly acknowledge receipt of complaints. Council will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately. Council is committed to managing people's expectations, and will inform them as soon as possible, of the following:

- the complaints process
- the expected timeframes for Council's actions
- the progress of the complaint and reasons for any delay
- their likely involvement in the process, and
- the possible or likely outcome of their complaint.

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Council will advise people as soon as possible when Council is unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

Council will also advise people as soon as possible when Council is unable to meet the timeframes for responding to their complaint and the reason for the delay.

**Objectivity and fairness**

Council will address each complaint with integrity and in an equitable, objective and unbiased manner.

The person handling the complaint will be different from any staff member whose service or conduct is being complained about. Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

**Responding flexibly**

Staff are empowered to resolve complaints promptly and with as little formality as possible. Council will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives.

Council will assess each complaint on its merits and involve people making complaints and/or their representative in the process as far as possible.

**Confidentiality**

Council will protect the identity of people making complaints where this is practical and appropriate. Personal information that identifies individuals will only be disclosed or used by Campbelltown City Council as permitted under the relevant privacy laws, information access provisions and any relevant confidentiality obligations.

**1.3 Manage the parties to a complaint**

**Complaints involving multiple agencies**

Where a complaint involves multiple organisations, Council will work with the other organisation/s where possible to ensure that communication with the person making a complaint and/or their representative is clear and coordinated.

Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.

Where a complaint involves multiple areas within Council, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated. Where Council services are contracted out, Council expects the contracted service providers to have an accessible and comprehensive complaint management system. In such circumstances, Council will take complaints about the services and staff of Council and that of the service providers/contractors.

**Complaints involving multiple parties**

When similar complaints are made by related parties Council will try to arrange to communicate with a single representative of the group.

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**Empowerment of staff**

All staff managing complaints are empowered to implement our complaint management system as relevant to their role and responsibilities.

Staff are encouraged to provide feedback on the effectiveness and efficiency of all aspects of Council’s complaint management system.

**Managing unreasonable conduct by people making complaints**

Council is committed to being accessible and responsive to all people who approach Council with feedback or complaints. At the same time success depends on:

- Council’s ability to do work and perform functions in the most effective and efficient way possible
- the health, safety and security of staff, and
- Council’s ability to allocate resources fairly across all the complaints we receive.

When people behave unreasonably in their dealings with Council, their conduct can significantly affect the progress and efficiency of work. As a result, we will take proactive and decisive action to manage any conduct that negatively and unreasonably affects Council and will support our staff to do the same in accordance with this policy.

For further information on managing unreasonable conduct by complainants please see the Ombudsman’s *Managing Unreasonable Complainant Conduct Model Policy 2012*.

**2. Complaint management system (Customer complaint handling and feedback Management Process Flowchart appendix 1)**

**2.1 Introduction**

When responding to complaints, staff should act in accordance with Council’s complaint handling procedures as well as any other internal documents providing guidance on the management of complaints. Staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback.

**2.2 Receipt of complaints**

The record of the complaint will document:

- the contact information of the person making a complaint
- issues raised by the person making a complaint and the outcome/s they want
- any other relevant information, and
- any additional support the person making a complaint requires.

**2.3 Acknowledgement of complaints**

We will acknowledge receipt of each complaint promptly and preferably within seven working days. Consideration will be given to the most appropriate medium (e.g. email, letter, phone) for communicating with the person making a complaint.

**2.4 Initial assessment and addressing of complaints**

**Initial assessment**

After acknowledging receipt of the complaint, Council will confirm whether the issue/s raised in the complaint are within Council’s control. Council will also consider the outcome/s sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

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When determining how a complaint will be managed, Council will consider:

- how serious, complicated or urgent the complaint is
- whether the complaint raises concerns about people's health and safety
- how the person making the complaint is being affected
- the risks involved if resolution of the complaint is delayed, and
- whether a resolution requires the involvement of other organisations.

**Addressing complaints**

After assessing the complaint, Council will consider how to manage it. To manage a complaint Council may:

- give the person information or an explanation
- gather information from the person or section that the complaint is about, or
- investigate the claims made in the complaint.

Council will keep the person making the complaint up to date on progress particularly if there are any delays. Council will also communicate the outcome of the complaint using the most appropriate medium. Which actions Council decide to take will be tailored to each case and take into account any statutory requirements.

**2.5 Providing reasons for decisions**

Following consideration of the complaint and any investigation into the issues raised, Council will contact the person making the complaint and advise them:

- the outcome of the complaint and any action taken
- the reason/s for the decision
- the remedy or resolution/s that have been proposed or put in place, and
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

If in the course of investigation, there are any adverse findings about a particular individual, Council will consider any applicable privacy obligations under the *Privacy and Personal Information Protection Act 1998* and any applicable exemptions in or made pursuant to that Act, before sharing the findings with the person making the complaint.

**2.6 Closing the complaint, record keeping, redress and review**

Council will keep comprehensive records about:

- how Council managed the complaint
- the outcome/s of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations, and
- any outstanding actions that need to be followed up.

Council will ensure that outcomes are properly implemented, monitored and reported to management.

**2.7 Alternative avenues for dealing with complaints**

Council will inform people who make complaints to or about Council about any internal or external review options available to them (including the NSW Ombudsman or Office of Local Government).

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**2.8 The three levels of complaint handling**

Council will aim to resolve complaints at the first level, the frontline. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision. Where this is not possible, Council may decide to escalate the complaint to a more senior officer. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision/s already made, and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

Where a person making a complaint is dissatisfied with the outcome of Campbelltown City Council’s review of their complaint, they may access the third level of review and seek an external review of the decision.

**3. Accountability and learning**

**3.1 Analysis and evaluation of complaints**

Council will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis.

Regular reports will be run on:

- the number of complaints received
- the outcome of complaints, including matters resolved at the frontline
- issues arising from complaints
- systemic issues identified, and
- the number of requests received for internal and/or external review of our complaint handling.

Regular analysis of these reports will be undertaken to monitor trends, measure the quality of customer service and make improvements. Both reports and their analysis will be provided to senior management for review.

**3.2 Monitoring of the complaint management system**

The responsible officer will continually monitor our complaint management system to:

- ensure effectiveness in responding to and resolving complaints, and
- identify and correct deficiencies in the operation of the system.

Monitoring may include the use of audits, complaint satisfaction surveys and online tools.

**3.3 Continuous improvement**

Council is committed to improving the effectiveness and efficiency of the complaint management system. Council will:

- support the making and appropriate resolution of complaints
- implement best practices in complaint handling
- recognise and reward exemplary complaint handling by staff
- regularly review the complaints management system and complaints data, and
- implement appropriate system changes arising out of analysis of complaints data and continual monitoring of the system.

**3.4 Training and Competence**

Council is committed to staff receiving training relevant to the tasks/activities identified in this Policy. Any training requirements will be reviewed annually and recorded in the training request system. All training regarding complaints handling will be evaluated to ensure continuous improvement.

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**Responsibility**

The Manager Executive Services is responsible for ensuring the principles detailed in the policy are adhered to.

**Effectiveness of this Policy**

The policy will be reviewed annually to ensure it is meeting legislative requirements and is operating effectively.

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**Appendix 1 Customer Complaint handling and feedback Management process flowchart**

<b>Step 1 Receive and Clarify</b>			
May be verbal or in writing If verbal, make comprehensive record of the conversation	Clearly identify issues based on definitions in supporting policy or authorised statement	Refer to appropriate Council policy eg Complaints Handling Policy, Customer feedback Authorised statement, Grievance policy, Internal Reporting policy etc	
<b>Step 2 Register and acknowledge</b>			
Register feedback/complaint in Council's corporate system	Consider nature of feedback/complaint	Determine appropriate person to coordinate management, rate severity of feedback/ complaint	Acknowledge within seven working days If possible, give copy to complainant and check accuracy of record
<b>Step 3 Investigate</b>			
Collect information	Collect applicable standards/policies/procedures/ authorised statements	Identify disputed facts, inconsistencies, reliability, gaps in information, systemic and performance factors	
<b>Step 4 Respond</b>			
Based on evidence	Informed by research into good governance principles and the public interest	Make findings and recommendations to address any system, process or people issues	Clearly communicate outcome and recommendations
<b>Step 5 Finalise</b>			
Final response communication Or at 20 working days from date of receipt communication explaining delay	Then update every 20 days until final response is completed	If customer not satisfied advise of their right to second tier internal review or then third tier external review	
<b>Step 6 Follow up/ Reporting/Analysis</b>			
Monitor and evaluate actions Integrate recommendations into quality improvement systems	Collate statistics	Analyse and Report data	Provide further process improvement recommendations

**END OF POLICY STATEMENT**

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 <b>CAMPBELLTOWN CITY COUNCIL</b>		<b>POLICY</b>
Policy Title	Customer Feedback Policy	
Related Documentation	<p>NSW Ombudsman <i>Effective complaint handling guidelines</i>, 2nd Edition, December 2010                      Joint publication of the NSW Ombudsman and Department of Local Government Complaints Management in Councils Practice note no. 9, revised July 2009                      NSW Ombudsman <i>Managing Unreasonable Complaint Conduct – a Model Policy and Procedure</i> 2012                      Workplace Investigations Authorised statement                      Customer Feedback Authorised statement                      Grievance handling Authorised statement                      Grievance handling Procedure                      Child Protection Policy                      Code of Conduct                      Internal reporting Policy – Public Interest disclosures                      Access to Information Policy                      Councillor Protocol Policy Privacy Management Policy</p>	
Relevant Legislation	<p><a href="#">Privacy and Personal Information Protection Act 1998</a>  <a href="#">Government Information (Public Access) Act 2009</a>  <a href="#">Australian Standard ISO 10002-2018 Guidelines for complaints management in organisations</a>  <a href="#">NSW Ombudsman Good Conduct and Administrative Practice – Guidelines for state and local Guidelines</a>  <a href="#">NSW Ombudsman Enforcement Guidelines for Councils</a>  <a href="#">NSW Ombudsman Unreasonable conduct by Complainant Model policy</a>  <a href="#">NSW Ombudsman Unreasonable conduct by a Complainant</a>  <a href="#">NSW Ombudsman Effective complaint handling guidelines</a>  <a href="#">NSW Ombudsman Complaint management framework and model policy</a>  <a href="#">NSW Ombudsman Apologises – A practical guide</a></p>	
Responsible Officer	Manager Customer Experience	

**Policy details may change prior to review date due to legislative changes, therefore this document is uncontrolled when printed.**

**Policy Statement**

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This Policy ensures Council has an approach to investigate complaints and encourage feedback from customers.

We are committed to seeking and receiving feedback about our services, program delivery, processes, performance and conduct of Council staff and Councillors.

**Objectives**

This Policy will provide customers the opportunity to provide feedback to Council and to ensure feedback is handled consistently, fairly, efficiently and effectively and in line with best practice as set out in this Policy.

Our customers will:

- Be treated with respect, integrity and honesty
- Have their feedback passed onto the responsible/nominated officer(s)
- Receive no charge for providing feedback
- Have their feedback handled in accordance with this Policy
- Have their personal details kept secure
- Not be adversely affected because they have made a complaint

**Scope**

This Policy applies to all Councillors, Council staff and persons carrying out work on behalf of the Council, for example contractors and workplace students.

Council staff are responsible for encouraging feedback, and assisting to lodge feedback, from our internal and external customers.

**Definitions**

Complaint	Defined as an expression of dissatisfaction made to or about Council, services, procedures, staff or the handling of a complaint.
Compliments	Defined as an expression of when we have met or exceeded the needs or expectations of the customer.
Dispute	An unresolved complaint escalated either within or outside of Council.
General Feedback	Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about Council, about our services, performance or complaint handling where a response is not explicitly or implicitly expected or legally required.
Grievance	A clear, formal written statement by an individual staff member about another staff member or a work related problem. (Refer to Council’s Grievance Policy).
Public interest disclosure	A report about wrongdoing made by a public official in New South Wales that meets the requirements of the <i>Public Interest Disclosures Act 1994</i> . (Refer to Council’s Internal Reporting Policy)
Service Coordinator	Defined as the responsible subject matter or service lead.
Service request	Service requests will be recorded in Council’s Request Management System. It is defined as a request for a service or action by a customer and will include:

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	<ul style="list-style-type: none"> <li>• requests for approval</li> <li>• requests for action</li> <li>• routine inquiries about Council business</li> <li>• requests for the provision of services and assistance</li> <li>• reports of failure to comply with laws regulated by Council</li> <li>• request for explanation of policies, procedures and decisions.</li> </ul>
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**Policy Responsibilities**

Role	Key Responsibilities
Mayor and Councillors	<ul style="list-style-type: none"> <li>• Responsible for adhering to this Policy</li> <li>• Refer customer feedback to Council for appropriate action in compliance with the Councillor Protocol Policy.</li> <li>• Input into the proposed strategies and policies in relation to feedback.</li> </ul>
Chief Executive Officer (CEO)	<ul style="list-style-type: none"> <li>• Responsible for adhering to this Policy</li> <li>• Ensure staff awareness and compliance with the Policy</li> <li>• Investigate sensitive and serious complaints or nominate an Investigating Officer</li> <li>• Regularly review reports on feedback, complaints and compliments on arising trends and support recommendations for improvement</li> <li>• Develop a culture of customer centricity and continuous improvement by taking on customer feedback and integrating it into Operational Plan actions to be undertaken within divisions or departments</li> <li>• Encourage staff to make recommendations for improvements.</li> <li>• Recognise and reward good feedback, complaint and compliment handling by staff.</li> </ul>
Supervisors	<ul style="list-style-type: none"> <li>• Responsible for adhering to this Policy</li> <li>• Ensure staff awareness and compliance with the Policy</li> <li>• Investigate complaints or nominate an Investigating Officer</li> <li>• Regularly review reports on feedback, complaints and compliments on arising trends and support recommendations for improvement</li> <li>• Assist and support staff to lodge customer feedback requests and attempt to resolve at first contact</li> <li>• Develop a culture of customer focus and continuous improvement by taking on customer feedback and integrating it into Operational Plan actions to be undertaken within their department</li> <li>• Recognise and reward good feedback, complaint and compliment handling by staff.</li> <li>• Ensure team related processes, guidelines and directives are given in line with this policy, Council Values and Code of Conduct.</li> <li>• Encourage staff to make recommendations for improvements.</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Responsible for adhering to this Policy</li> <li>• Lodge requests, notes on interactions and all associated communication documents in our corporate systems. If its existing, look up the original request and add interaction notes</li> <li>• Attempt to resolve issues or concerns before they escalate to a formal complaint in line with this Policy</li> <li>• Escalate any concerns or issues in meeting established Standards within this policy with your direct supervisor.</li> </ul>

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Manager Customer Experience	<ul style="list-style-type: none"> <li>Responsible for the review of this Policy</li> <li>Assist and support Council employees in relation to administering the Policy.</li> </ul>
Public Officer	<ul style="list-style-type: none"> <li>Manage and allocate Tier 2 Internal Review complaints</li> <li>Manage, assess and investigate serious sensitive complaints.</li> <li>Investigate non-compliance in-line with this Policy, Customer Service Experience Policy and Charter, Council Values and Code of Conduct.</li> </ul>
Investigating Officer	<ul style="list-style-type: none"> <li>Investigate the complaint in line with this Policy.</li> </ul>

**1. Types of feedback**

**a) Compliments**

Compliments are received when we have met or exceeded the needs or expectations of the customer. The receipt of compliments assists us in:

- Understanding what aspects of our service customers value
- Understanding how our service impacts on our customers
- The ability to share and reinforce examples of best practice
- Building morale and provide recognition to our staff.

**b) General Feedback**

Feedback about our program delivery, services, processes and performance assists us in understanding:

- What services our customers require
- How our service impacts on our customers
- What information we could provide to the community.

**c) Complaints**

A complaint is an expression of dissatisfaction with our services, staff or procedures. General complaints are managed in accordance with Council’s three-tier Complaints Handling Model (explained in Section 3 of this Policy). A service request is not classified as a complaint (unless the feedback is related to Council’s response times to a service request). Comments of a harassing nature with no identifiable purpose are not classified as complaints and will not be investigated further.

A complaint is an expression of concern about:

- Delivery of a Council service
- Customer service experience
- Failure to provide information
- Competence or conduct of staff
- Errors of judgement or misinterpretation of information
- Decisions being unfair, unreasonable, inconsistent or lacking in merit
- Poor administrative processes.

A complaint is not:

- Feedback relating to a Council resolution
- Feedback relating to the determination outcome of a development application

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- Feedback relating to the information provided as requested in an access to information application (GIPA)
- A matter that has already been reviewed by an external agency
- Feedback relating to a particular Councillor outside their role as a Councillor
- Any work-related grievance from a Council employee
- A request for services – unless it is a second request where there has been no response to the first
- A request for information or an explanation of policies or procedures
- Making an expression of opinion – where a response or resolution is not expected (for example, a submission or feedback on a service).

#### **d) Types of complaints that will not be investigated**

The CEO and/or the Public Officer may determine that a complaint will not be investigated where that complaint:

- Is considered frivolous (not having purpose or value), vexatious (to cause annoyance or frustration) or not made in good faith or concerns a trivial matter
- Involves a matter where an adequate remedy or right of appeal already exists, whether or not the complainant uses the remedy or right of appeal
- Relates to conduct before a court, coroner or tribunal
- Relates to matters under investigation by the Minister for Local Government, ICAC, the NSW Ombudsman's Office, a Minister of the Crown or government department or the NSW Police
- Relates to the appointment or dismissal of any employee or an industrial or disciplinary issue
- Relates to a decision, recommendation, act or omission which is more than one year old
- Relates to a matter the subject of a current report to Council that has not been considered and/or determined
- Relates to a resolution of Council or a decision dealing with a matter of policy or the adoption of a policy
- Relates to the actions or conduct of private individuals
- Relates to a matter where there is insufficient information available
- Involves a matter where the complainant declines or refuses to provide further information and/or there are threats made against Council, Councillors and/or Council staff.

Complaints relating to alleged breaches of Council's adopted Code of Conduct and procedures by a Councillor, Council staff or delegate of Council will be dealt with in accordance with the procedures prescribed under the Code rather than under Council's normal complaint handling procedures.

#### **e) Anonymous complaints**

We accept anonymous complaints, where there is enough information to be able to investigate the issues raised. We encourage complainants to provide their contact details, as we may not be able to investigate the matter thoroughly without obtaining additional information.

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### **f) Sensitive complaints**

Complaints received naming particular employees are distributed securely to the appropriate department manager for investigation to ensure, as far as practical, the privacy and confidentiality of all parties involved.

Under the principle of natural justice, named employees are entitled to be provided with details of any complaint against them which is investigated. Assistance and support will be provided to both the complainant and the employee (where required) during any investigation.

Complaints received naming Councillors, the Mayor or CEO will be distributed securely to the Public Officer or CEO (as appropriate) for assessment, investigation and possible resolution.

Complaints relating to alleged breaches of Council's adopted Code of Conduct and procedures by a Councillor, Council staff or delegate of Council will be dealt with in accordance with the procedures prescribed under the Code rather than under Council's normal complaint handling procedures.

## **2. Policy Principles**

### **a) How we handle your feedback**

For Compliments, we will:

- Record the details of your compliment in Council systems
- Acknowledge your compliment within ten business days
- Distribute the compliment.

For General Feedback, we will:

- Consultation, public exhibition and survey feedback will be processed as part of the project and in line with community engagement policy
- For all other general feedback, record the details of your feedback in Council systems and distribute to the relevant service Coordinator
- Simple feedback requests or queries will be responded to within 10 business days. For complex or longer-term feedback requests, it will take time to investigate and get the right response to you. In these cases, we will acknowledge your correspondence with 10 business days and keep you informed with progress updates.

For Complaints, we will:

- Record the details of your complaint in Council systems
- Use a three-tier complaint-handling model as outlined below to distribute general complaint
- Assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised.
- Regularly monitor the feedback we receive and use this information to improve our services, program delivery, processes, performance and conduct of Council staff and Councillors.

### **b) Complaint Principles**

#### **i) Objectivity and fairness**

Council will address each complaint with integrity and in an equitable, objective and unbiased manner.

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The person handling the complaint will be different from any staff member whose service or conduct is being complained about. Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

## **ii) Confidentiality and Privacy**

Council will not disclose the identity of a person who has made a complaint. However, Council may be compelled to disclose this information under a Court order.

Personal information that identifies individuals will be collected, retained, disclosed and/or used by Campbelltown City Council as permitted by the Information Protection Principles under the relevant privacy law and as provided in our Privacy Management Policy.

Requests for access to Council information will be considered in accordance with our Access to Information Policy, the relevant access legislation, individual privacy rights as legislated, and any relevant confidentiality and statutory obligations.

## **iii) Accessibility**

We will ensure that information about how and where complaints may be made to or about us is well publicised. We will ensure that our systems to manage complaints are easily understood and accessible to everyone, particularly people who may require assistance. If a person prefers or needs another person or organisation to assist or represent them in the making and/ or resolution of their complaint, we will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (e.g. advocate, family member, legal or community representative, member of Parliament, another organisation).

## **c) Managing the parties responding to a complaint**

### **i) Complaints involving multiple agencies**

Where a complaint involves multiple organisations, we will work with the other organisation/s where possible, to ensure that communication with the person making a complaint and/or their representative is clear and coordinated. Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.

### **ii) Complaints involving multiple areas**

Where a complaint involves multiple areas within our organisation, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated. We take complaints not only about the actions of our staff but also the actions of service providers. Where our services are contracted out, we expect contracted service providers to have an accessible and comprehensive complaint management system.

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**iii) Complaints involving multiple parties**

When similar complaints are made by related parties we will try to arrange to communicate with a single representative of the group.

**d) Managing unreasonable conduct by people making complaints**

We are committed to being accessible and responsive to all people who approach us with feedback or complaints. At the same time our success depends on:

- our ability to do our work and perform our functions in the most effective and efficient way possible
- the health, safety and security of our staff, and
- our ability to allocate our resources fairly across all the complaints we receive.

When people behave unreasonably in their dealings with us their conduct can significantly affect the progress and efficiency of our work. As a result, we will take proactive and decisive action to manage any conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy. Examples of unreasonable behaviour includes:

- Unreasonable persistence
- Unreasonable demands
- Unreasonable absence of cooperation
- Unreasonable arguments
- Unreasonable behaviours

**e) Limitations on service or communication**

We encourage customers to lodge complaints in an appropriate manner. Council expects that the behaviour of customers and the community will stay within reasonable limits. If behaviour strays beyond these limits, we are entitled to place and enforce limits on contact between Council and the person displaying inappropriate behaviour.

We will only apply this part of the policy in exceptional cases, where it is necessary to ensure the health, safety and wellbeing of Council staff or equity in the use of Council resources. These limits can apply to an individual customer or a group. This Policy does not limit legislative access and service rights.

The Public Officer may limit service or communication with a customer if there is evidence that they are an unreasonable complainant. The Public Officer will first consider whether:

- The complaints procedure has been implemented correctly so far as practical to this point and no material element of the complaint has been overlooked or inadequately addressed
- The behaviour of the complainant has become intimidating, threatening, offensive or so habitual or obsessive that it constitutes an unreasonable demand on Council's resources.

Depending on the circumstances, the limitations could include one or more of the following:

- Whom a customer may contact within Council
- The number of opportunities we will give to a customer to address the same or similar issues
- The number of issues we will address in any given period
- The types of issues we will address (e.g. we will only address significant and serious issues)
- The times and days telephone calls will be accepted by Council
- The termination of phone calls or meetings when appropriate, e.g. we may terminate phone calls or meetings if the customer is abusive or threatening or has been instructed to correspond only with a specific staff member who is not available at that time. Staff members may terminate calls

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- or meetings after an initial warning to any customer who is abusive or threatening
- The requirement that the customer must only communicate with Council in writing
- The number of responses to complaints, correspondence, or enquiries on the same or similar issues where he or she does not provide new information
- Correspondence will be received, read, and recorded, but only acknowledged or otherwise responded to if he or she provides new information.

Limitations on the provision of information will not occur if we are under a statutory responsibility to provide the information.

The Public Officer will document the limits on service or communication and inform the customer of the reasons for taking such steps.

#### **f) Review or appeal of limits on service or communication**

Requests to remove a limitation of service or communication must be made in writing to the CEO by the person to whom the limits apply. The CEO will only consider one written request per year. On completion of the review, the CEO will advise the person of any subsequent review dates. If the customer is dissatisfied with the review, he or she may contact the NSW Ombudsman's Office, depending on the circumstances, or the Office of Local Government.

### **3. Three tiers of complaint handling**

#### **a) Tier 1 – Frontline Complaint Handling**

Staff are empowered to resolve complaints promptly and with as little formality as possible. Council will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives.

- Where a written complaint is received, acknowledge receipt within ten working days
- Where a simple or non-contentious complaint is received, staff will attempt to resolve complaint at first point of contact or refer the complaint to a staff member who may be able to resolve the complaint
- Where a complaint is unable to be resolved at first point of contact, the staff member will escalate to the appropriate Service Coordinator, who will nominate an investigating officer
- If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.
- The investigating officer will investigate and will attempt resolution within ten working days. For complex complaints, it will take time to investigate and get the right response to you. In these cases, we will let you know we need more time to investigate and keep you informed with progress updates.

#### **b) Tier 2- Internal Review**

An internal review is not to determine a different response, but to check that all involved in determining the original decision have taken all the required steps in the procedure.

- A request for internal review must be in writing and lodged by email, letter or in person.
- Record the details of request in Council systems and acknowledge receipt within 10 working days.
- The Public Officer will nominate a Senior Officer. Where possible staff involved in the original request will not be involved in internal review. The Public Officer will advise the complainant that the matter has been referred for internal review within 10 working days.
- The Senior Officer will complete the internal review and document recommendations to maintain, amend or rescind the previous decision and propose additional corrective actions or remedies as considered necessary to Public Officer within 15 working days

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- The Public Officer will refer the information to the Deputy General Manager/CEO to authorise the proposed response together with any additional actions or remedies to be implemented within 10 working days. If we require more time to investigate, we will let you know.

### c) Tier 3 – External Review

Where a complaint continues to remain unresolved, the complaint will be referred to the Deputy General Manager who may refer the unresolved complaint for external review or, alternately, advise the complainant of the avenues available to them should they wish to pursue the matter further. The Deputy General Manager will provide such advice to the complainant in writing. Complaints, dependent on their nature, can be referred to the following external agencies for external review: [NSW Ombudsman](#), [Independent Commission Against Corruption \(ICAC\)](#), [the Office of Local Government](#), [Anti-Discrimination NSW](#) and the [NSW Information and Privacy Commission](#).

## 4. Management of Sensitive Complaints

A sensitive complaint naming Council staff must be in writing and lodged by email, letter or in person. For Sensitive Complaints naming a Council staff member, we will:

- Record the details of request in Council systems and acknowledge receipt within 10 working days
- The Service Coordinator will advise the complainant when a response from Council is expected within 10 working days
- The Service Coordinator will be responsible for coordinating the investigation of the complaint. The Service Coordinator may delegate the investigation of the complaint, or parts of the complaint
- In investigating a complaint, the designated investigation officer will follow the rules of procedural fairness. The designated investigation officer must:
  - inform the staff member(s) of the content of any allegations or adverse comments made against them
  - ensure that any enquiries made under this part which might give rise to disciplinary action is done so in accordance with the relevant local government awards.
  - ensure that the person/s who is/are the subject of the complaint is/are aware of their right to be represented
  - provide the staff member(s) with a reasonable opportunity to put their case forward
  - review relevant documents and consider submissions
  - make reasonable enquiries before making a recommendation
  - ensure that no person is involved in enquiries in which they have a direct interest act fairly and without bias
  - conduct the enquiries without undue delay.
- The designated investigation officer will complete the investigation and document recommendations
- The designated investigation officer will refer their recommendations to the relevant Service Coordinator and will then determine what action is to be taken.

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**5. Feedback**

**a) How to provide feedback**

<b>Visit us in person:</b>	Council's Customer Service Centre: 91 Queen Street Campbelltown NSW 2560 Hours: Monday to Friday, 9am to 4pm excluding public holidays
<b>Call Centre:</b>	Phone: 02 4645 4000 Hours: Monday to Friday 8:30am – 4.30pm (excluding public holidays)
<b>Write to us:</b>	Use the <a href="mailto:council@campbelltown.nsw.gov.au">council@campbelltown.nsw.gov.au</a> Campbelltown City Council, PO Box 57, Campbelltown NSW 2560
<b>Online form:</b>	Use the online form available on the Council Webpage <a href="https://www.campbelltown.nsw.gov.au/Have-Your-Say/Feedback-And-Suggestions">https://www.campbelltown.nsw.gov.au/Have-Your-Say/Feedback-And-Suggestions</a>

- Sensitive complaints naming Council's staff must be in writing and lodged by email, letter or in person.
- A request for Tier 2 internal review must be in writing and lodged by email, letter or in person.

**b) What we need to know and expect from customers**

It is important to record information about your feedback. To help us understand your feedback, we ask that you:

- Treat us with respect
- Work with us to solve problems and reach resolution
- Provide us with information that is timely, accurate and complete
- A description of the issue or situation, including any dates, times, locations of incidents and if appropriate, supply supporting documents, photos or videos
- Quote reference numbers when contacting us about an existing matter
- Your contact details including name, address, contact phone numbers and email address.

Council has a zero-tolerance approach towards violent and abusive service interactions. Anyone found to be either violent or abusive may be refused service, asked to leave any one of our offices, buildings or sites or call terminated after an initial warning.

**6. Accountability and learning**

**a) Analysis and evaluation of complaints**

Council will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis.

Regular analysis of these reports will be undertaken to monitor trends, measure the quality of customer service and make improvements. Both reports and their analysis will be provided to senior management for review.

**b) Continuous improvement**

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Council is committed to improving the effectiveness and efficiency of feedback and complaint handling. Council will:

- support the making and appropriate resolution of complaints
- implement best practices in complaint handling
- recognise and reward exemplary complaint handling by staff
- regularly review the complaints data, and
- implement appropriate changes arising out of analysis of complaints data and continual monitoring of the system.

**c) Training and Competence**

Council is committed to staff receiving training relevant to the tasks/activities identified in this Policy. Any training requirements will be reviewed annually and recorded in the training request system. All training regarding complaints handling will be evaluated to ensure continuous improvement.

**d) Responsibility**

The Manager Customer Experience is responsible for ensuring the principles detailed in the policy are adhered to.

**e) Effectiveness of this Policy**

The policy will be reviewed four-yearly, or at a date set by Council resolution, to ensure it is meeting legislative requirements and is operating effectively.

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## 8.6 Investments and Revenue Report - July and August 2024

### Reporting Officer

Executive Manager Corporate Services and Governance and Senior Revenue Accountant  
City Governance

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

### Delivery Program

Principal Activity
PA10 Governance and Administration

### Officer's Recommendation

That the information be noted.

### Purpose

To provide a report outlining the activity in Council's financial services portfolio for the months of July and August 2024.

### Report

#### Investments

Council's investment portfolio as of 31 August 2024 stood at approximately \$244 million. Funds are currently being managed by both Council staff and fund managers and are in accordance with the *Local Government Act 1993*, Local Government (General) Regulation 2021 and Council's Investment Policy.

All investments are placed with approved deposit taking institutions or Treasury Corporation (TCorp) in accordance with Council's Investment Policy.

Council's investment portfolio for the month of August outperformed the benchmark and provided an actual positive return of 0.43 per cent or 5.17 per cent annualised. This return includes the 31-day notice saver account but excludes Council's at call cash and Treasury Corp managed fund accounts.

The portfolio is diversified with maturities with varying lengths ranging up to the maximum 5-year period in accordance with Council's Investment Policy.

Council's investment advisor, Arlo Advisory, have confirmed that Council's investment portfolio is compliant with current policy settings, with clear buffers between exposures to individual entities and is well diversified from a credit rating spread perspective.

Council's total liquidity to meet short to medium term cash flow needs, remains strong with \$10 million held in an at call account and an amount of \$110 million in a 31-day notice account. This notice account offers an attractive rate for short term deposits of 5.20 per cent which also increases in line with movements in the official cash rate.

The Reserve Bank now meets to consider monetary policy 8 times per year namely:

- 5-6 February
- 18-19 March
- 6-7 May
- 17-18 June
- 5-6 August
- 23-24 September
- 4-5 November
- 9-10 December.

The RBA kept rates on hold in its August meeting with the official cash rate holding at 4.35 per cent. Subsequently in the September meeting, the RBA continued to hold the cash rate at 4.35 per cent and cited it will pay close attention to developments in the global economy and financial market, trends in domestic demand, the outlook for inflation and the labour market. The Board remains resolute in its determination to return inflation target with current forecasts not showing inflation returning sustainably to target until 2026.

The market value of the Treasury Corporation Long Term Growth Fund which has a current asset allocation of around 50 per cent in domestic and international shares had a modest 0.38 per cent return for the month of August due to domestic and international market gains. This Treasury Corporation Fund is a long-term growth fund with high return potential over the long term that may experience occasional periods of negative returns. It is intended to be at least a 7-year investment with the expectation of a return of CPI plus 3.5 per cent over a rolling 10-year period.

It is important to note that councils are restricted to conservative investments strictly in line with the Minister's Investment Order of 17 February 2011 and other relevant legislation including the *Local Government Act 1993* and the *Trustee Act 1925*. Investments in equities are prohibited under the legislation and therefore a benchmark such as the Bank Bill Index is used in line with Council's Investment Policy and the recommendations of the Office of Local Government Guidelines.

## Rates

Rates and Charges levied for the period ending 31 August 2024 totalled \$162,193,201 representing 100 per cent of the current budget estimate.

The rates and charges receipts collected to the end of August totalled \$38,424,712. In percentage terms 24 per cent of all rates and charges due to be paid have been collected, compared to 26.3 per cent collected in the same period last year.

To mitigate the risk of debts becoming unmanageable Council staff have been actively assisting ratepayers with their quarterly instalments and provide advice on options available such as regular weekly payments. An on-line application form is available on Council's website to assist ratepayers to apply for hardship which in accordance with Council Policy provides for extended payment terms and the waiving of accrued interest. Council's Recovery Policy also excludes eligible pensioners from legal recovery action.

Debt recovery action during the month involved the issue of 32 Statements of Claim to ratepayers with 2 or more instalments outstanding and a combined balance exceeding \$1,000. Further recovery on accounts with previous action resulted in 72 Judgments being served where suitable payment arrangements were not made or failed on multiple occasions to maintain an agreed payment schedule.

Ratepayers who purchased property since the annual rates and charges notices had been issued, are provided a 'Notice to New Owner' letter. During the month, 119 notices were sent to ratepayers advising them of the amount unpaid on their account and the amount levied in annual rates and charges. In addition, a separate letter is sent containing a request for additional contact points such as mobile number and/or email address.

## Sundry Debtors

Debts outstanding to Council as at 31 August 2024 are \$3,845,702, reflecting an increase of \$1,803,857 since July 2024. During the month, 790 invoices were raised totalling \$3,149,851 and \$1,345,995 in payments were received. The majority of invoices raised in any given month are paid within a 30 day period and those that are not are reflected in the Ageing of Sundry Debtors Report.

Debts exceeding 90 days of age totalled \$489,116 as at 31 August 2024. Most of this debt relates to City Governance Directorate totalling \$328,432 with the most significant amount of \$88,352 relating to cost recovery of events held at Campbelltown Stadium. Contact has been made with the club involved to bring the account up to date and has also referred to the City Lifestyles directorate to assist with management. Meetings have been held with the club who raised queries regarding some specific charges, and Council officers are now working towards a positive resolution and confirmation of a payment date.

Another significant debt relates to a contribution for "The Parklands" totalling \$46,750. Liaison with the debtor has resulted in payment being expected in September 2024.

Also incorporated in this debt is the amount of \$36,382 for various property related debts regarding clean-up orders issued and the recovery of costs associated with restoring private property to a suitable healthy condition. In some cases, property owners are already in financial distress and where the property is vacant may be uncontactable. Council staff continue to

contact owners to seek a positive resolution, and it should be noted that debts are encumbered to the land and are often finalised with the sale of the property.

Categorised in Corporate Governance is an amount of \$11,009 for the recovery of amounts relating to employee debt. One matter has escalated to formal recovery and is currently proceeding through the local court. Other combined debts to the value of \$23,832 relate to employee debt and follow up action is proceeding for full payment or suitable payment plans.

City Planning debt of \$119,338 is outstanding for health licence inspection fees. These fees are generated for various shop premises, household pool inspections, fire safety services and wastewater management systems. Council staff have consulted with our recovery agents and have sent compiled data in the hope of encouraging debtors to seek suitable payment plans or clear debt altogether, from the letters issued to debtors from our recovery agent an amount of \$64,792 has been recovered. Formal recovery through Council agents has commenced on a few accounts which are currently proceeding through the Court. Some of this debt is due to shop owners that have closed their business and are no longer contactable. Where it is uneconomical to recover the debt, a recommendation will be made for write-off.

Bookable hire fees to the value of \$61,944 are broken up into 3 categories of which hall hire fees amount to \$15,893 and relate to debts raised in advance, and in accordance with Council policy, are not required to be finalised until 2 weeks prior to the event. This process provides hirers an opportunity to book early and make smaller regular payments leading up to their event. Included in this category however are a few accounts with a combined outstanding balance of \$18,623. Council staff have reached out to these debtors, with a view to entering a suitable payment arrangement and formal recovery may be considered if no response is received. Sports ground and field hire debt of \$44,309 are also debts raised in advance, and Council staff are continuing to work with sporting groups having difficulties to finalise their payments. Art Centre Hire outstanding balances amount to \$910.

City Lifestyles debt of \$41,228 relates mostly to the outstanding debt of \$9,872 which is for the licence agreement for Bob Prenter Reserve and Council staff are still awaiting direction from Council officers on pursuance of the debt. Also within this category is an amount of \$6,615 relates to hire of various sports grounds to regular sporting clubs in our area, and contact has been made with these debtors, with one sporting club disputing hire to the value of \$1,055. Debts in advance totalling \$5,441 has also been raised for the hire of the Bicycle Education Centre, which also gives hirers the ability to make smaller regular payments leading up to their function, and in accordance with Council policy, do not need to be finalised until 2 weeks prior to the function.

Debt recovery action is normally undertaken in accordance with Council's Sundry Debtors Recovery Procedures Policy and commences with the issue of a tax invoice. A person or entity may be issued any number of invoices during the calendar month for any business, services or activities provided by Council. At the conclusion of each calendar month, a statement of transactions is provided with details of all invoices due and how payments or credit notes have been apportioned. Once an invoice is paid, it no longer appears on any subsequent statement.

All debts that age by 90 days or more are charged a statement administration fee of \$5.50 per statement. Debtors are contacted by telephone, email or in writing to make suitable arrangements for payment of overdue debts. Where a suitable arrangement is not entered into or not maintained as agreed, a 7 day letter is issued referencing referral to Council's debt recovery agents.

Matters referred to Council's recovery agent are conducted in accordance with relevant legislation and the *Civil Procedures Act 2001*. Formal legal recovery commences with a Letter of Demand (or Letter of Intent) providing debtors with at least 14 days to respond. If no response is received, instructions are given to proceed to Statement of Claim allowing a further 28 days to pay or defend the action. Failing this, the matter will automatically proceed to judgment and continue through the *Civil Procedures Act 2001* process.

All costs associated with formal legal recovery are payable by the debtor, and staff continue to make every effort to assist debtors to resolve their outstanding debt before escalating it through the local court.

During the month, no accounts were issued a letter of demand on Council's letterhead.

Council's agents were instructed to issue a Wage Garnishee on one account and 2 statement of liquidated claims for unpaid health licence fees.

Council officers are mindful of the cost of living pressures on our community and continue to provide assistance to debtors experiencing difficulties in paying their accounts. Debtors are encouraged to clear their outstanding debts through regular payments where possible to avoid any additional recovery action.

### **Attachments**

- 8.6.1 Summary of Council's Investment Portfolio - July 2024 (contained within this report) [↓](#)
- 8.6.2 Summary of Council's Investment Portfolio - August 2024 (contained within this report) [↓](#)
- 8.6.3 Rates and Charges Summary and Statistics - August 2024 (contained within this report) [↓](#)
- 8.6.4 Sundry Debtors Summary & Ageing Report - August 2024 (contained within this report) [↓](#)



# Summary of Council’s Investment Portfolio

Portfolio as at 31 July 2024



## Investments Summary\*

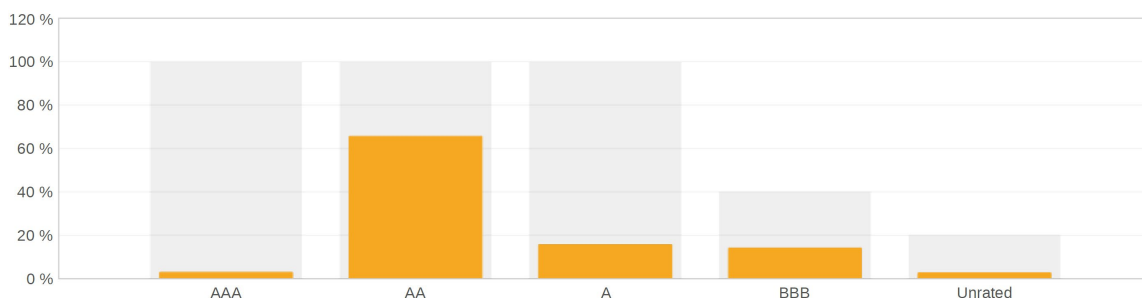
Asset Class as at 31/07/2024

Code	Number of Trades	Invested (\$)	Invested (%)
TD	48	149,031,413.70	61.63
FRN	24	44,893,440.60	18.57
CASH	3	21,163,731.27	8.75
BOND	7	13,855,062.35	5.73
FRTD	2	7,000,000.00	2.89
MGFUND	1	5,858,769.99	2.42
<b>TOTALS</b>	<b>85</b>	<b>241,802,417.91</b>	<b>100</b>

\*Note: valuations of Council’s Senior FRNs on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third-party provider. Council has recorded its FRNs internally at the purchase price or face value. As such, the total portfolio’s balance is likely to differ as at the reporting date).

## Credit Quality

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	AAA	6,447,865.85	2.67	100.00	235,354,552.07
✓	AA	158,528,126.60	65.56	100.00	83,274,291.32
✓	A	37,371,894.11	15.46	100.00	204,430,523.81
✓	BBB	33,595,761.36	13.89	40.00	63,125,205.81
✓	Unrated	5,858,769.99	2.42	20.00	42,501,713.59
<b>TOTALS</b>		<b>241,802,417.91</b>	<b>100.00</b>		



Summary of Council's Investment Portfolio cont

**Maturity Compliance**

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 90 days	59,163,731.27	24.47	0.00	100.00	182,638,686.65
✓	91 - 365 days	83,504,586.00	34.53	0.00	100.00	158,297,831.92
✓	1 - 2 years	55,842,722.90	23.09	0.00	100.00	185,959,695.02
✓	2 - 5 years	37,432,607.75	15.48	0.00	100.00	204,369,810.17
✓	5 - 10 years	5,858,770.00	2.42	0.00	20.00	42,501,713.59
<b>TOTALS</b>		<b>241,802,417.92</b>	<b>100.00</b>			

**Portfolio Return**

Council's performance for the month ending July 2024 (excluding cash accounts and TCorp LTGF) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.08%	2.15%	0.36%	4.30%
AusBond Bank Bill Index	0.37%	1.10%	2.18%	0.37%	4.37%
T/D Portfolio	0.45%	1.29%	2.55%	0.45%	5.04%
FRT/D Portfolio	0.45%	1.34%	2.66%	0.45%	5.39%
FRN Portfolio	0.46%	1.35%	2.66%	0.46%	5.39%
Bond Portfolio	0.17%	0.47%	0.84%	0.17%	1.51%
<b>Council's Total Portfolio<sup>^</sup></b>	<b>0.43%</b>	<b>1.25%</b>	<b>2.48%</b>	<b>0.43%</b>	<b>4.91%</b>
<b>Relative (to Bank Bills)</b>	<b>0.06%</b>	<b>0.15%</b>	<b>0.30%</b>	<b>0.06%</b>	<b>0.53%</b>

<sup>^</sup>Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.35%	4.35%	4.30%
AusBond Bank Bill Index	4.49%	4.45%	4.42%	4.49%	4.37%
T/D Portfolio	5.37%	5.23%	5.19%	5.37%	5.04%
FRT/D Portfolio	5.47%	5.41%	5.40%	5.47%	5.39%
FRN Portfolio	5.57%	5.45%	5.41%	5.57%	5.39%
Bond Portfolio	2.05%	1.89%	1.69%	2.05%	1.51%
<b>Council's Total Portfolio<sup>^</sup></b>	<b>5.20%</b>	<b>5.07%</b>	<b>5.04%</b>	<b>5.20%</b>	<b>4.91%</b>
<b>Relative (to Bank Bills)</b>	<b>0.71%</b>	<b>0.62%</b>	<b>0.61%</b>	<b>0.71%</b>	<b>0.53%</b>

<sup>^</sup>Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

# Summary of Council's Investment Portfolio

Portfolio as at 31 August 2024



## Investments Summary\*

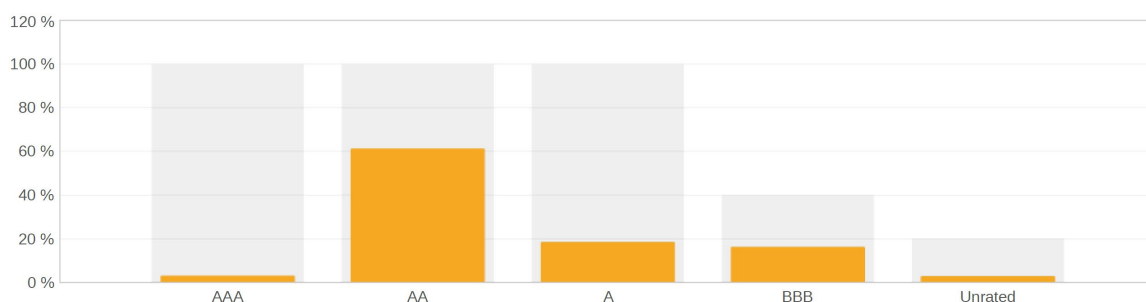
Asset Class as at 31/08/2024

Code	Number of Trades	Invested (\$)	Invested (%)
TD	49	149,031,413.70	61.15
FRN	25	46,678,771.55	19.15
CASH	3	21,251,955.19	8.72
BOND	7	13,890,801.20	5.70
FRTD	2	7,000,000.00	2.87
MGFUND	1	5,881,086.56	2.41
<b>TOTALS</b>	<b>87</b>	<b>243,734,028.20</b>	<b>100.0</b>

\*Note valuations of Council's Senior FRNs on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third party provider. Council has recorded its FRNs internally at the purchase price or face value. As such, the total portfolio's balance is likely to differ as at the reporting date).

## Credit Quality

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	AAA	6,459,997.95	2.65	100.00	237,274,030.25
✓	AA	148,568,364.72	60.95	100.00	95,165,663.48
✓	A	44,177,539.81	18.13	100.00	199,556,488.39
✓	BBB	38,647,039.16	15.86	40.00	58,846,572.12
✓	Unrated	5,881,086.56	2.41	20.00	42,865,719.08
<b>TOTALS</b>		<b>243,734,028.20</b>	<b>100.00</b>		



## Maturity Compliance

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 90 days	58,252,300.19	23.90	0.00	100.00	185,481,728.01
✓	91 - 365 days	101,501,588.00	41.64	0.00	100.00	142,232,440.20
✓	1 - 2 years	40,525,579.10	16.63	0.00	100.00	203,208,449.10
✓	2 - 5 years	37,573,474.35	15.42	0.00	100.00	206,160,553.85
✓	5 - 10 years	5,881,086.56	2.41	0.00	20.00	42,865,719.08
<b>TOTALS</b>		<b>243,734,028.20</b>	<b>100.00</b>			

### Portfolio Return

Council's performance for the month ending August 2024 (excluding cash accounts and TCorp LTGF) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.08%	2.17%	0.73%	4.32%
AusBond Bank Bill Index	0.38%	1.11%	2.22%	0.75%	4.39%
T/D Portfolio	0.44%	1.29%	2.58%	0.87%	5.08%
FRT/D Portfolio	0.45%	1.33%	2.68%	0.90%	5.39%
FRN Portfolio	0.46%	1.35%	2.70%	0.91%	5.39%
Bond Portfolio	0.17%	0.49%	0.89%	0.34%	1.58%
<b>Council's Total Portfolio<sup>^</sup></b>	<b>0.43%</b>	<b>1.25%</b>	<b>2.51%</b>	<b>0.85%</b>	<b>4.94%</b>
<b>Relative (to Bank Bills)</b>	<b>0.05%</b>	<b>0.15%</b>	<b>0.29%</b>	<b>0.10%</b>	<b>0.55%</b>

<sup>^</sup>Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.35%	4.35%	4.32%
AusBond Bank Bill Index	4.54%	4.46%	4.44%	4.52%	4.39%
T/D Portfolio	5.33%	5.23%	5.19%	5.26%	5.08%
FRT/D Portfolio	5.48%	5.38%	5.39%	5.39%	5.39%
FRN Portfolio	5.57%	5.45%	5.42%	5.48%	5.39%
Bond Portfolio	2.06%	1.97%	1.78%	2.02%	1.58%
<b>Council's Total Portfolio<sup>^</sup></b>	<b>5.17%</b>	<b>5.07%</b>	<b>5.04%</b>	<b>5.10%</b>	<b>4.94%</b>
<b>Relative (to Bank Bills)</b>	<b>0.63%</b>	<b>0.61%</b>	<b>0.59%</b>	<b>0.58%</b>	<b>0.55%</b>

<sup>^</sup>Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.



## Rates Summary

Statement of all Outstanding Rates and Extra Charges

Rate - Charge	30/06/2024	Net Levy for Year	Pension Rebates	Extra Charges	Total Receivable	Cash Collected	Net Amount Due	Postponed Rates & Interest	Gross Amount Due
Residential Business	4,744,997.77	81,403,962.57	1,306,518.89	251,709.03	85,094,150.48	18,312,094.57	66,782,055.91	310,020.74	67,092,732.49
Farmland	676,244.18	23,994,019.66	396.69	16,187.75	24,686,451.59	8,686,665.12	15,999,786.47		15,999,786.47
Mining SR - Loan	35,519.17	498,666.60		1,158.42	534,947.50	140,758.91	394,188.59	204,626.49	598,815.08
SR - Infrastructure	0.76	32,390.70		0.00	32,391.46	32,391.46	0.00		0.00
	919.88	0.00		14.63	934.51	0.00	934.51	0.00	934.51
	481,112.23	7,999,363.75		4,035.26	8,484,511.24	2,006,687.50	6,477,823.74	50,450.25	6,528,373.99
<b>Total</b>	<b>\$5,938,793.99</b>	<b>\$113,928,403.28</b>	<b>\$1,306,915.58</b>	<b>\$273,105.09</b>	<b>\$118,833,386.78</b>	<b>\$29,178,497.56</b>	<b>\$89,654,889.22</b>	<b>\$565,097.48</b>	<b>\$90,220,642.54</b>
Garbage	1,659,164.85	41,107,948.02	1,024,746.92	16,444.95	41,758,810.90	8,847,286.32	32,911,524.58		32,911,524.58
Stormwater	93,856.82	1,506,562.13		584.77	1,601,003.72	398,928.46	1,202,075.26		1,202,075.26
<b>Grand Total</b>	<b>\$7,691,815.66</b>	<b>\$156,542,913.43</b>	<b>\$2,331,662.50</b>	<b>\$290,134.81</b>	<b>\$162,193,201.40</b>	<b>\$38,424,712.34</b>	<b>\$123,768,489.06</b>	<b>\$565,097.48</b>	<b>\$124,334,242.38</b>

Total from Rates Financial Transaction Summary	123,748,779.88
Overpayments	-585,462.50
Difference	0.00

### Analysis of Recovery Action

Rate accounts greater than 6 months less than 12 months in arrears	539,151
Rate accounts greater than 12 months less than 18 months in arrears	80,460
Rate accounts greater than 18 months in arrears	24,977
<b>TOTAL rates and charges under instruction with Council's agents</b>	<b>644,588</b>



### Rates Statistics

No. of documents Issued	July	August	September	October	November	December	January	February	March	April	May	June	Aug-23
Rate Notices	59,641	121											
Electronic - DoH													
Instalment Notices													
Electronic - DoH													
Missed Instalment Notices													
- Pensioners > \$15,000	143	119											163
Notice to new owner													
7-day Letters - Council Issued													
- Pensioners > \$1000	215	32											12
7-day Letters - Agent Issued	28	72											41
Statement of Claim	6	1											
Judgments													
Writs													
Electronic - eRates & BPAYview	18,412	18,496											16,557
Pensioner applications	81	61											48
Arrangements	73	86											81

**DEBTORS SUMMARY 1 August 2024 to 31 August 2024**



DEBTOR TYPE/DESCRIPTION	ARREARS AT 31/07/2024	RAISED THIS PERIOD	RECEIVED THIS PERIOD	BALANCE AT 31/08/2024	% DEBT RATIO
City Lifestyles	158,825	288,361	155,015	292,171	7.60%
City Governance	1,529,445	1,989,191	278,431	3,240,205	84.26%
City Futures	0	748,788	748,788	0	0.00%
City Services	38,039	122,710	42,868	117,882	3.07%
City Planning	302,036	801	107,393	195,444	5.08%
Office of the CEO	13,500	0	13,500	0	0.00%
	<b>2,041,845</b>	<b>3,149,851</b>	<b>1,345,995</b>	<b>3,845,702</b>	<b>100%</b>

**AGEING OF SUNDRY DEBTOR ACCOUNTS - 31 August 2024**



	Current Charges	Total 30 Days	Total 60 Days	Total 90+ Days	Balance Due	Previous Month 90+ days
City Lifestyles	241,565	6,816	2,562	41,228	292,171	48,152
City Governance	2,505,745	74,146	331,882	328,432	3,240,205	275,217
City Futures	0	0	0	0	0	763
City Services	117,764	0	0	118	117,882	118
City Planning	45,537	25,255	5,313	119,338	195,444	129,184
Office of the CEO	0	0	0	0	0	0
	<b>2,910,612</b>	<b>106,217</b>	<b>339,756</b>	<b>489,116</b>	<b>3,845,702</b>	<b>453,435</b>

## 8.7 Reports and Letters Requested

### Reporting Officer

Manager Governance and Risk  
City Governance

### 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
PA10 Governance and Administration

### Officer's Recommendation

That the comments and updates to the reports and letters requested be noted.

### Report

Attached for the information of Councillors is a status list of reports and letters requested from Council as at 22 October 2024.

### Attachments

8.7.1 Reports Requested Register (contained within this report) [↓](#)

8.7.2 Letters Requested Register (contained within this report) [↓](#)



**Reports requested effective 22 October 2024**

Date of Decision Mover	Action Item	Comments / updates	Expected completion date
<p><b>City Services</b> 12.9.23 Hunt</p>	<p>NM 11.2 Bus Stop Shelters</p> <p>2. That Council, subject to confirmation of bus routes and service standards, review the current installation program of bus stop shelters and explore options to expand to meet community growth and expectations; and</p> <p>3. That a report is presented on the information received and options to be considered.</p>	<p>Currently under review.</p>	<p>February 2025</p>
<p>13.10.22 Bricevic</p>	<p>NM 11.3 Footbridge over Bow Bowling Creek</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. provide a report on the feasibility of building a footbridge over Bow Bowling Creek (causeway) at Bow Bowling towards Minto.</li> <li>2. Ensure the report includes particular reference to any current legislative requirements for pedestrian footbridges and addresses accessibility for those with mobility and/or disability issues.</li> <li>3. That Council also advocate to the Member for Macquarie Fields in relation to the development of the bridge to seek funding to ensure it is built to an appropriate standard.</li> </ol>	<p>The feasibility report is currently being prepared.</p>	<p>February 2025</p>

**Reports requested effective 22 October 2024**

Date of Decision Mover	Action Item	Comments / updates	Expected completion date
<b>City Planning and Environment</b>			
13.02.24 Oates	<p>ORD 8.2 - Planning Proposal Request - Hollylea Road, Leumeah</p> <p>5. That following the completion of public exhibition either:</p> <p>a. where submissions are received by Council in response to public exhibition, a submissions report be presented to Council, or</p> <p>b. where no submissions are received by Council in response to public exhibition, the Planning Proposal be finalised.</p>	<p>Waiting on Gateway Determination which will detail public exhibition requirements. Post exhibition report, if required expected early 2025</p>	<p>March 2025</p>
<b>City Futures</b>			
14.9.21 Oates	<p>NM 11.2 - Creative Arts Fund</p> <p>1. That a report be presented investigating the establishment/trial of a local creative arts fund with the purpose of providing opportunities to improve the wellbeing, resilience and social cohesion of our community through creative expression and social connection.</p> <p>2. That the report also include the current and past, small and localised art funding initiatives undertaken by Campbelltown City Council including the cost associated with these initiatives.</p>	<p>A report is currently being drafted that investigates the opportunity of a local creative arts fund to improve our community's well-being, resilience, and social cohesion through creative expression and social connection. The report will include the current and past, small and localised art funding initiatives undertaken by Campbelltown City Council.</p>	<p>March 2025</p>
13.10.20 Lake	<p>NM 11.1 - Charging for parking within the Campbelltown Local Government Area</p> <p>That a full feasibility report be presented to Council outlining the financial and non-financial implications of introducing paid parking into the Campbelltown Local Government Area.</p>	<p>Further studies are required for paid parking to form a part of a parking strategy.</p>	<p>December 2024</p>

**Letters requested effective 22 October 2024**

Date of Decision Mover	Action Item	Comments / updates
<b>City Planning and Environment</b>		
09.07.24 Stellino	<p>NIM 11.2 - Menangle Creek Rezoning</p> <ol style="list-style-type: none"> <li>1. Write to the Hon. Paul Scully MP, NSW Minister of Planning asking them to rezone the Menangle Creek-Noorumba Corridor including Condition 22A land as C2 as a matter of urgency.</li> <li>2. Write to the Hon. Penny Sharpe MLC as the Minister for the Environment seeking her support for the rezoning.</li> <li>3. Write to Greg Warren MP as the local state representative seeking his support for the rezoning.</li> </ol>	<p>Letters dated 23.07.2024 included in August Business Paper sent to: The Hon. Paul Scully MP, NSW Minister of Planning The Hon. Penny Sharpe MLC as the Minister for the Environment Mr Greg Warren MP, Member for Campbelltown</p> <p>Response letters, included in the October Business Paper, received from: Mr Greg Warren MP, Member for Campbelltown, providing response received from the Hon Paul Scully MP on 25.09.2024 Mr Greg Warren MP, Member for Campbelltown, providing response received from the Hon John Graham MLC on 26.09.2024</p>
14.05.24 Stellino	<p>NIM 11.2 - Cat enclosure program for the protection of wildlife</p> <ol style="list-style-type: none"> <li>2. That Council write to the local Members of Parliament seeking their support for the establishment of this community grant program</li> </ol>	<p>Letters dated 22.05.2024 sent to: Mr Nathan Hagarty MP, Member for Leppington The Hon Penny Sharpe MLC, Minister for Environment (cc The Hon Ron Hoenig MP, Minister for Local Government) The Hon Anouack Chanthivong MP, Member for Macquarie Fields Mr Greg Warren MP, Member for Campbelltown</p> <p>Response received from the Hon Penny Sharpe MLC, Minister for Environment dated 17.07.2024 Response received from the Hon Ron Hoenig MP, Minister for Local Government 14.08.2024, included in the August Business Paper.</p>

**Letters requested effective 22 October 2024**

Date of Decision Mover	Action Item	Comments / updates
<p><b>City Services</b> 09.07.24 Stellino</p>	<p>NIM 11.3 - Hume Motorway - Eastbound Onramp</p> <p>1. Write to Jo Haylen MP, NSW Minister for Transport &amp; John Graham MP, NSW Minister for Roads seeking urgent attention for repair works to the Hume Motorway eastbound onramp at Campbelltown Road and Raby Road.</p> <p>2. Write to Mr Greg Warren MP, Mr Nathan Hagarty MP, the Hon Anoulack Chanthivong MP, Ms Anne Stanley MP &amp; Dr. Mike Freeland MP as the respective State &amp; Federal representatives to seek their attention and support for the repairs.</p>	<p>Letters dated 17.07.2024, included in the August business paper sent to: The Hon Jo Haylen MP, Minister for Transport The Hon John Graham MP, Minister for Roads Mr Nathan Hagarty MP, Member for Leppington Mr Greg Warren MP, Member for Campbelltown The Hon Anoulack Chanthivong MP, Member for Macquarie Fields Ms Anne Stanley MP, Member for Werriwa Dr. Mike Freeland MP, Federal Member for Macarthur</p> <p>Response letter received from: Ms Anne Stanley MP, Member for Werriwa on 25.07.2024 The Hon Anoulack Chanthivong MP, Member for Macquarie Fields on 31.07.2024</p> <p>Response letters, included in the October Business Paper, received from: Ms Anne Stanley MP, Member for Werriwa, providing response received from Hon John Graham MLC on 30.08.2024 The Hon Anoulack Chanthivong, Member for Macquarie Fields, providing response received from the Hon John Graham MLC on 27.09.2024 Mr Greg Warren MP, Member for Campbelltown, providing response received from the Hon John Graham MLC on 26.09.2024 Letter from Dr Mike Freeland MP, Federal Member for Macarthur to The Hon Kristy McBain MP on 20.08.2024</p>
<p><b>Office of Chief Executive Officer</b> 11.6.24 Morrison</p>	<p>CO 7.4 - Western Sydney Transport Infrastructure Panel</p> <p>2. That Council write to the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, requesting further detail on the following commitments in the recent Federal Budget:</p> <ul style="list-style-type: none"> <li>a. South West Sydney Roads – Planning</li> <li>b. South West Sydney Rail Planning – Business Case</li> <li>c. Western Sydney Roads - Planning</li> </ul>	<p>Letter sent 18.06.2024 to The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government</p> <p>Response received from the Hon Kristy McBain MP on behalf of the Hon Catherine King MP 13.08.2024</p>

## 8.8 State of our City Report 2022-2024

### Reporting Officer

Corporate Planning and Strategy Officer  
City Futures

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

### Delivery Program

Principal Activity
PA Strategy, Engagement, and Advocacy

### Officer's Recommendation

1. That Council note the State of Our City Report 2022-2024.
2. That Council note the State of Our City Report 2022-2024 will be made publicly available as an attachment to the Annual Report 2023-2024. The attachment will be published on Council's website by 30 November 2024.

### Purpose

To provide the *State of Our City Report 2022-2024* outlining progress made against the indicators contained within the Community Strategic Plan, *Campbelltown 2032*.

### History

The State of our City Report, which replaces the former End of Term Report, is a requirement under the Integrated Planning and Reporting Framework. Presented to the second meeting of the newly elected Council for noting, it covers the term of the previous Council (2021 to 2024) and objectively tracks progress against the Community Strategic Plan (CSP). The report provides information that sets the scene for the new council and assists to undertake a review of the CSP.

The Report presents available data on all *Campbelltown 2032* indicators, which are structured around the 5 Community Strategic Plan outcomes. The Report also contains observations on what our city can celebrate and future focus areas.

The Report draws on multiple internal and external data sources to report on trends for each indicator. Potential changes in indicators over time were analysed using appropriate statistical tests (e.g., z-tests of proportions, Kendall rank correlation).

## Report

The *State of Our City Report 2022-2024* reports on progress against 168 indicators. Refer to Attachment 1 for details on each indicator and its desired trend, 2012-2024 trend, longer term trend, and source and data.

A summary of what our city can celebrate, and future focus areas is provided below.

### What our City can celebrate

#### Outcome 1 – Community and Belonging

- Our population continues to grow and diversify. Our increased cultural diversity offers substantial benefits to enrich our LGA.
- Primary school attendance rates improved relative to the rest of NSW. Other primary and secondary school outcomes (e.g., NAPLAN) remained stable but need to be monitored over time.
- There were improvements in several Aboriginal and Torres Strait Islander indicators. For example, there was an increase in the proportion of Aboriginal and Torres Strait Islander residents who had completed Year 12, along with a reduction in the unemployment rate.
- Our rates of several crime categories (e.g., break and enter, robbery, and malicious property damage) decreased over the past 10 years.

#### Outcome 2– Places for People

- Most residents surveyed indicated they were satisfied with local community facilities.
- In addition, most residents live in close proximity to community facilities.
- There was a reduction in the percentage of residents who lived in a crowded dwelling.

#### Outcome 3 – Enriched Natural Environment

- Continued positive trends around water usage, carbon emissions, and solar capacity.
- While no changes over time, our community continues to have comparably important levels of satisfaction with management of local waste and recycling.
- Positive trends around community satisfaction with local efforts to respond to extreme weather.

#### Outcome 4 – Economic Prosperity

- Over the 2021-2024 term, we have seen an increase in the proportion of residents that work in the LGA.
- Growing number of residents with a bachelor's degree or higher.
- Several indicators point to a strengthening of our local economy – especially in relation to local business numbers and gross domestic product. There has also been increased investment in non-residential buildings within the LGA.

#### Outcome 5 – Strong Leadership

- There has been an increase in the proportion of residents who are satisfied with local leadership and feeling informed about local issues.
- There has also been an increase in the proportion of residents who feel that public funds and infrastructure are responsibly managed.
- There is evidence of increased engagement between Council and our community.
- Government grant funding has increased in the LGA, and Council income has also increased.

### **Future Focus Areas**

#### Outcome 1 – Community and Belonging

- While this Report focused on summary indicators, it is recognised that Campbelltown has a large population of Aboriginal and Torres Strait Islander people and there is a need to continue to improve health and education outcomes and utilise our unique knowledge and heritage.
- Campbelltown has higher rates of chronic health conditions compared with all of Greater Sydney, and long-term increases in all-cause hospitalisations and hospitalisations related to overweight and obesity.
- During 2021 and 2024, rates of domestic assault, non-domestic assault, and 'steal from retail store' increased. Furthermore, there has been a long-term increase in sexual assault. Continuing efforts are needed to address these trends.

#### Outcome 2 – Places for People

- Like all Greater Sydney, housing affordability (including buying a house and rental costs) continue to increase at a rate faster than inflation.
- As our LGA continues to grow, it will be critical to ensure residents have access to quality open space, essential services, and public transport options.

#### Outcome 3 – Enriched Natural Environment

- As our community continues to grow, there needs to be ongoing efforts to promote sustainable use of natural resources and ensure cohabitation with our natural environment.

#### Outcome 4 – Economic Prosperity

- The proportion of residents satisfied with the Campbelltown and Ingleburn city centres is low, and retail spending in the Campbelltown CBD decreased. This suggests that there is a need to continue to activate the city centres.

#### Outcome 5 – Strong Leadership

- Continue to improve engagement with our community to understand their changing needs and wants, and ensure they have a voice.
- Continue to increase advocacy on local issues to ensure Campbelltown receives infrastructure and investment to support its growth.

### **Attachments**

8.8.1 State of Our City Report 2022-2024 (contained within this report) [↓](#)



# STATE OF OUR CITY REPORT

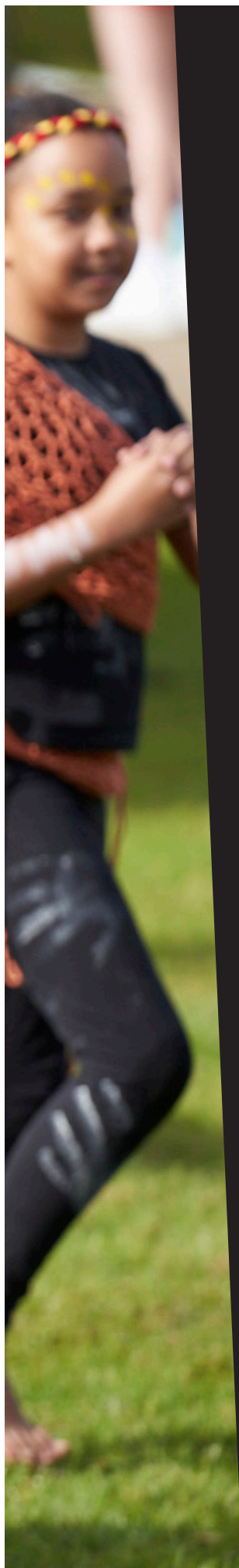
CAMPBELLTOWN CITY 2021- 2024



Image: Jay Patel







# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land, the Dharawal people, and their unique and spiritual connections to the land. We also respectfully acknowledge Elders past, present and emerging, for the role they continue to play in guiding future generations.

We also acknowledge Aboriginal and Torres Strait Islander peoples who reside in our local government area and the traditional custodial Nations.





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## Message from the Chief Executive Officer

**I'm delighted to present this State of our City Report, providing an important update on our progress towards the objectives set out by the community within the Campbelltown 2032 (Community Strategic Plan).**

The Community Strategic Plan is the guiding strategic document for everything that Council does; from day-to-day services such as waste management, park and reserve maintenance, local events and maintenance of our road network; to advocacy and planning for the long-term future of our city.

The State of our City Report keeps us accountable to the community and the incoming elected councillors to ensure we are addressing the issues and challenges that are most important to the community.

I'm pleased to report that we have taken positive steps forward across several key indicators.

Increases in local business numbers and the Gross Regional Product reflect a strengthened local economy. This has coincided with an increase in the number of residents working within the area.

Our city is continuing to become more sustainable, with a reduction in carbon emissions and water usage and greater capacity for solar in the local housing market.

Usage of community facilities continues to grow; with our libraries, leisure services and community halls recording increased usage as well as positive feedback in our Community Satisfaction Survey.

While there is plenty to celebrate, it's important that we continue to work to address the challenges we face within our community.

The community has been clear about a desire to see revitalisation in the Campbelltown and Ingleburn CBDs.

We are committed to the revitalisation of the Campbelltown CBD with the On Q program of activations and events, infrastructure improvements to the streetscape, small business support and the City Centre Planning Proposal.

The imminent relocation of HJ Daley Library to Queen Street is expected to bring a major economic boost to the area while further infrastructure works are planned to improve the Ingleburn CBD through the Western Sydney Infrastructure Grant Program.

We will continue to work with partners in the community and advocate to NSW and Federal Government to ensure access to essential services is improved.

Recent years have seen a significant investment to improve the quality and accessibility of open spaces across Campbelltown. The Campbelltown Billabong Parklands is a new open space of high quality within the city centre and district-level parks have been established at Glenfield Park in Glenfield, Milton Park in Macquarie Fields and Marsden Park in Campbelltown.

Council works closely with government and non-government community partners to address challenges within the community. I'd like to thank the many organisations we've worked with these past few years and look forward to continuing these partnerships moving forward.

It's important that we work collaboratively to continue tackling the issues that face our community and ensure Campbelltown continues to be a great place for those who call it home.

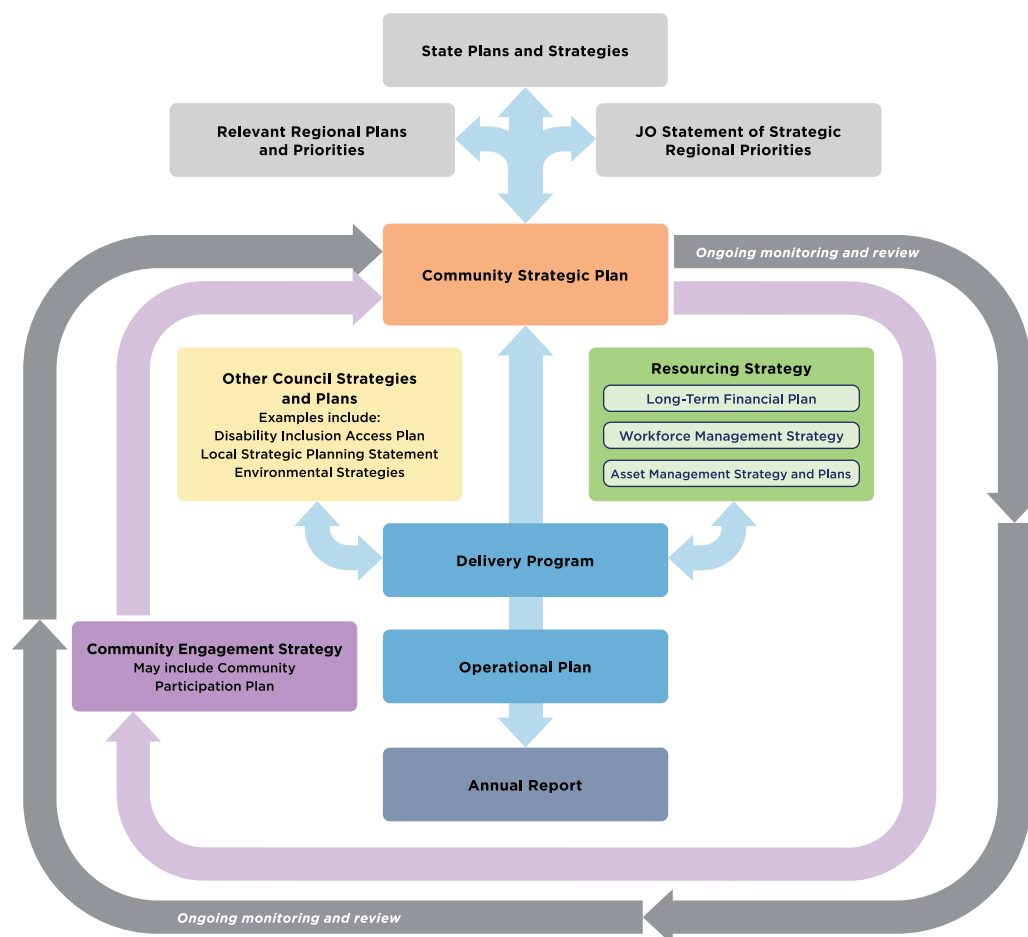
I look forward to working alongside the new Council to continue improving local services and programs for the benefit of residents over the next four years, and into the future.

**Lindy Deitz**  
Chief Executive Officer

# ABOUT THIS REPORT

This State of our City Report (2021-2024) has been prepared in accordance with the Integrated Planning and Reporting requirements of the Local Government Act 1993. This Report outlines progress against the outcomes articulated in *Campbelltown 2032* (Community Strategic Plan) during the 2021-2024 term of Council. This Report also identifies outcomes needing further attention from Key Delivery Partners during the development of their future strategies and plans, including Council's Delivery Program and Operational Plan.

The State of our City Report will inform the incoming Council following the September 2024 local government elections as well as the development of Council's next suite of documents required under the Integrated Planning and Reporting Framework, including the revised Community Strategic Plan, Resourcing Strategy, four-year Delivery Program 2025-2029 and the annual Operational Plan.



The Integrated Planning & Reporting Framework - Office of Local Government 2021



# DELIVERING OUR COMMUNITY STRATEGIC PLAN





# How Campbelltown City has changed

## POPULATION

**+ 3.9%**

2021 - 2023



**165,143** in 2017   **177,778** in 2021   **184,784** in 2023

## NUMBER OF JOBS

**- 5.0%**

2021 - 2022



**56,006** in 2017   **59,991** in 2021   **58,792** in 2022

## NUMBER OF DWELLINGS

**+ 14.1%**

2016 - 2021



**51,333** 2011   **63,123** 2021

## CRIME RATES ABOVE THE NSW AVERAGE

**9 OUT OF 13** CATEGORIES in 2021

**6 OUT OF 13** CATEGORIES in 2023



## PROPORTION OF SECONDARY SCHOOLS MEETING YEAR 9 NATIONAL NAPLAN AVERAGE IN 3 OR MORE SUBJECTS



**36.4%** in 2018   **33.3%** in 2021   **33.3%** in 2024

## ECONOMY GROSS REGIONAL PRODUCT

**- 2.8%**

2021 - 2022



**\$7.77 billion** 2017   **\$8.63 billion** 2021   **\$8.39 billion** 2022

## PROPORTION OF PRIMARY SCHOOLS MEETING YEAR 5 NATIONAL NAPLAN AVERAGE IN 3 OR MORE SUBJECTS



**22.2%** in 2018   **33.3%** in 2021   **38.6%** in 2024

## NUMBER OF BUSINESSES

**+ 11.7%**

2021 - 2023



**8,869** 2017   **10,653** 2021   **11,896** 2023

## OVERALL LEVELS OF SOCIO-ECONOMIC ADVANTAGE/DISADVANTAGE (SEIFA)



**943** in 2011   **950** in 2016   **947** in 2021

# Our Community Strategic Plan - Campbelltown 2032

The Community Strategic Plan (*Campbelltown 2032*) is the highest-level plan we prepare for the city. It identifies the community's priorities for the future and details strategies to achieve these goals. Delivering the outcomes of *Campbelltown 2032* and achieving its vision - 'A city of opportunity for all' - is the shared responsibility of all stakeholders committed to the future of Campbelltown.

*Campbelltown 2032* addresses five key outcomes that cover the full spectrum of social, cultural, economic, environmental and governance related areas. These translate what our community has told us into a succinct, high-level plan.

**OUTCOME 1 -**  
COMMUNITY AND BELONGING

**OUTCOME 2 -**  
PLACES FOR PEOPLE

**OUTCOME 3 -**  
ENRICHED NATURAL ENVIRONMENT

**OUTCOME 4 -**  
ECONOMIC PROSPERITY

**OUTCOME 5 -**  
STRONG LEADERSHIP







# Strategies and Plans delivering the Community Strategic Plan

It is important to note that the future of Campbelltown is also influenced and guided by state and regional plans. Some of these plans are listed below:

- Resilient Sydney: A strategy for city resilience 2018
- Greater Sydney Regional Plan: A Metropolis of Three Cities
- Campbelltown – Macarthur Place Strategy
- The Western City District Plan
- Future Health - Guiding the next decade of care in NSW 2022-2032
- South West District - Sydney Green Grid
- Aboriginal health plans
- Disability Inclusion Action Plan
- Future Transport 2056

Council’s high-level strategies and enabling plans guide how we respond to our broader strategic context and relevant legislative requirements.

Lead Strategies	Supporting Plans	Enabling Plans
Community Facilities Strategy	Destination Management Plan	Aboriginal Interpretation Strategy
Creative Campbelltown Cultural Strategy	Grey-Headed Flying-Fox Camp Management Plan	Asset Management Plans
Domestic and Family Violence Strategy	Koala Plan of Management	Asset Management Strategy
Economic Development Strategy	Library Strategic Plan	Community Engagement Strategy
Employment Lands Strategy	Noxious Weed Strategy	Community Participation Plan
Local Housing Strategy	Property Strategy	Disability Inclusion Action Plan
Local Strategic Planning Statement	Sport and Recreation Strategy	Enterprise Risk Management Strategy
Net Zero Strategy	State of Play Playspace Strategy	ICT Roadmap
Open Space Strategic Plan	Urban Greening Plan	Long-Term Financial Plan
Reimagining Campbelltown City Centre Masterplan	Waste and Resource Recovery Education Strategy	Reconciliation Action Plan
Resilience Hazard Assessment	Youth Action Plan	Workforce Management Strategy
Urban Renewal & Revitalisation Policy	Urban Greening Plan	

# Tracking progress against *Campbelltown 2032*

A comprehensive performance indicator framework has been developed and implemented to monitor progress against *Campbelltown 2032* and all Integrated Planning and Reporting documents. The framework draws on multiple internal and external data sources to track all outcomes and focus areas in *Campbelltown 2032*.

This State of Our City Report covers the elected term of Council - 2021 to 2024. The Report presents available data on all *Campbelltown 2032* indicators, which are structured around the 5 Community Strategic Plan outcomes. For each indicator, the following information is provided:





- **Desired Trend:** The desired outcome the community would like to see over time, such as an improvement in health outcomes, decreases in crime rates etc. Due to their nature, some indicators (e.g., cultural diversity) are simply monitored rather than interpreted in the context of desired trends.
- **2021 – 2024 Trend:** This indicates whether there was a statistically significant change in the indicator between 2021 and 2024 (please see ‘Determining and Interpreting Trends’ below). The trend is colour-coded in the Report to indicate whether it is consistent with the desired trend. It is important to note that the underlying datasets are updated at different intervals and do not always align with the elected term. For example, the ABS census is conducted every 5 years, which means it is not possible to assess whether there was any change within this 3-year elected term of Council. In these instances, the trends are reported as N/A.
- **Longer Term Trend:** While this Report focuses on the elected term, it is important to also consider longer-term changes in the indicators. Therefore, this Report provides an indication of trends beyond the elected term (approximately 10 years, depending on data availability). Longer-term trends are not available for all indicators.
- **Source and Data:** This column notes the data source (e.g., ABS Census) and provides high-level summary data for the elected term.

## Determining and Interpreting Trends

Potential changes in indicators over time were analysed using appropriate statistical tests (e.g., z-tests of proportions, Kendall rank correlation). Use of these statistical tests is important for determining whether observed data:

1. Indicate 'true' change over time. If so, one can conclude with confidence that there is a real increase or a real decrease over time.
2. Do not indicate true change over time. For example, observed trends over time may be due to error (e.g., sampling error, measurement error) rather than a true change.

In this report, statistical significance was determined by a p value < .05; a more conservative p value of < .001 was used for indicators from the ABS census.

Interpreting Trends	Definition
	Indicates that the actual trend was consistent with the direction of the Desired Trend.
	Indicates a neutral outcome for one of following reasons: <ul style="list-style-type: none"> <li>• The indicator was found to be stable over time</li> <li>• The indicator is being monitored, and not interpreted in terms of positive or negative outcomes.</li> </ul>
	Indicates that the actual trend was in the opposite direction to the Desired Trend.
	Indicates unavailability of data, or that the statistical significance of the trend could not be reliably estimated.



# OUTCOME 1 COMMUNITY AND BELONGING



This outcome reflects our community's aspirations for Campbelltown to be a culturally diverse, healthy and inclusive city.

### Key Delivery Partners

- Campbelltown City Council
- NSW Police Force – South West Metropolitan Region
- NSW Department of Planning and Environment
- Tharawal Aboriginal Corporation
- Resilient Sydney
- Heritage NSW
- Resilience NSW
- South Western Sydney Primary Health Network
- State and Australian Government agencies
- Local sporting organisations
- NSW Department of Communities and Justice
- South Western Sydney Local Health District
- Local schools and education providers
- Community and cultural groups
- Tharawal Local Aboriginal Land Council
- The Australian Botanic Garden Mount Annan

## PROGRESS TOWARDS OUTCOME 1

Focus Area 1.1 – A proud and inclusive Community				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Community satisfaction with arts and cultural activities in your local area				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 42.3% 2024: 45.5%
% dissatisfied	Decrease	Stable	N/A	2022: 17% 2024: 13.7%
Community satisfaction with events and festivals in your local area				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 52.7% 2024: 51.4%
% dissatisfied	Decrease	Stable	N/A	2022: 18.3% 2024: 17.4%
Community satisfaction with feeling part of your neighbourhood				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 52.7% 2024: 53.7%
% dissatisfied	Decrease	Stable	N/A	2022: 18.3% 2024: 17.4%
% residents born overseas	Monitor	N/A	Increase	ABS Census 2016: 31% 2021: 35%
% residents who speak language other than English at home	Monitor	N/A	Increase	ABS Census 2016: 30% 2021: 36%
% of family households	Monitor	N/A	Decrease	ABS Census 2016: 79.3% 2021: 77.8%
% of family households that are 'couple family with children'	Monitor	N/A	Increase	ABS Census 2016: 48.8% 2021: 49.6%
Average number of people per household	Monitor	N/A	Decrease	ABS Census 2016: 3.0 2021: 2.9

Focus Area 1.2 – Community health, wellbeing and resilience				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Proportion of population with at least one long-term health condition	Decrease	N/A	N/A	ABS Census 2016: N/A 2021: 27.2%.
Proportion of adult population with the following health:	Decrease			NSW Ministry of Health
- Self-rated poor health		N/A	Decrease	2012: 16.3% 2018: 15.8%
- High psychological distress		N/A	Increase	2012: 11.5% 2018: 14.6%
- Overweight or obese		N/A	Increase	2012: 67.2% 2018: 70.1%
- Current smokers		N/A	Decrease	2012: 18.3% 2018: 16.6%
- High alcohol consumption		N/A	Increase	2012: 4.9% 2018: 9.9%
Proportion of adults with the following:				ABS Census
- Arthritis	Decrease	N/A	N/A	2016: N/A 2021: 8.6%
- Asthma	Decrease	N/A	N/A	2016: N/A 2021: 8.5%
- Diabetes	Decrease	N/A	N/A	2016: N/A 2021: 6.7%
- Mental health condition	Decrease	N/A	N/A	2016: N/A 2021: 7.7%
- Cardiovascular condition	Decrease	N/A	N/A	2016: N/A 2021: 4.6%
Hospitalisations per 100,000 population				NSW Ministry of Health
- All causes	Decrease	Increase	Increase	2021/22: 37,088 2022/23: 40,495
- Alcohol	Decrease	N/A	Increase	2015/16: 358 2021/22: 420
- Cardiovascular	Decrease	Stable	Stable	2021/22: 1,445 2022/23: 1,489
- Dementia	Decrease	N/A	Decrease	2015/16: 2,014 2021/22: 1,756
- Overweight & Obesity	Decrease	N/A	Increase	2015/16: 797 2021/22: 965
Proportion of schools with NAPLAN results above the national average in 3 or more subjects				Australian Curriculum, Assessment and Reporting Authority
- Year 3	Increase	Stable	N/A	2018: 29.5% 2022: 35.6%
- Year 5	Increase	Stable	N/A	2018: 22.2% 2022: 38.6%
- Year 7	Increase	Stable	N/A	2018: 33.3% 2022: 38.1%
- Year 9	Increase	Stable	N/A	2018: 36.4% 2022: 33.3%



Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Proportion of schools with attendance rates above the NSW average				Australian Curriculum, Assessment and Reporting Authority
- Primary school	Increase	Increase	N/A	2018: 7.9% 2022: 30.8%
- Secondary school	Increase	Stable	N/A	2018: 18.8% 2022: 20.0%
- Combined	Increase	Stable	N/A	2018: 100% 2022: 100%
Proportion of childcare centres meeting or exceeding national benchmarks	Stable	Stable	N/A	Australian Children's Education & Care Quality Authority 2022: 85.9% 2024: 84.7%
Levels of socio-economic advantage/ disadvantage (SEIFA)	Increase	N/A	N/A	ABS Census SEIFA percentile of 33 in 2016 and 29 in 2021.
Crime rate per 100,000 population				NSW Bureau of Crime Statistics and Research <sub>2</sub>
- Murder	Decrease	N/A	N/A	2022: 1.7 2024: 1.1
- Domestic assault	Decrease	Increase	Stable	2022: 536 2024: 622
- Non-domestic assault	Decrease	Increase	Stable	2022: 345 2024: 491
- Sexual assault	Decrease	Stable	Increase	2022: 122 2024: 133
- Sexual touching	Decrease	Stable	Stable	2022: 126 2024: 120
- Robbery	Decrease	Stable	Decrease	2022: 32 2024: 26
- Break and enter dwelling	Decrease	Stable	Decrease	2022: 179 2024: 184
- Break and enter non-dwelling	Decrease	Stable	Decrease	2022: 69 2024: 65
- Motor vehicle theft	Decrease	Stable	Decrease	2022: 135 2024: 167
- Steal from motor vehicle	Decrease	Stable	Decrease	2022: 397 2024: 349
- Steal from retail store	Decrease	Increase	Stable	2022: 273 2024: 405
- Other stealing offences	Decrease	Stable	Decrease	2022: 157 2024: 175
- Malicious property damage	Decrease	Stable	Decrease	2022: 710 2024: 680
Community satisfaction with feeling safe in your neighbourhood				Community Satisfaction Survey
% Satisfied	Increase	Stable	N/A	2022: 64.5% 2024: 62.6%
% Dissatisfied	Decrease	Stable	N/A	2022: 17.6% 2024: 17.8%
Community satisfaction with support services available to you				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 40.2% 2024: 40.9%
% dissatisfied	Decrease	Stable	N/A	2022: 14.7% 2024: 14.6%

Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
% of Homelessness	Decrease	N/A	Decrease	ABS Census 2016: 928 2021: 812
% Children in low-income welfare dependent families	Decrease	N/A	Increase	Compiled by PHIDU based on data from the Department of Social Services 2017: 14.4% 2022: 18.1%
% residents aged ≥ 65 years who received aged pension	Monitor	N/A	Increase	Compiled by PHIDU based on data from the DSS Payment Demographic Data 2017: 71.1% 2022: 65.4%
% residents receiving unemployment benefits	Decrease	N/A	Increase	Compiled by PHIDU based on data from DSS Payment Demographic Data 2017: 5.7% 2022: 7.0%
<b>Focus Area 1.3 - Our cultural heritage</b>				
Community satisfaction with local efforts to recognise and celebrate Campbelltown's history and cultural heritage				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 50.9% 2024: 54.6%
% dissatisfied	Decrease	Stable	N/A	2022: 14.5% 2024: 12.1%
Number of heritage items	Monitor	Stable	Stable	Campbelltown City Council 2022: 94 2024: 94
Indigenous Yr 12 attainment as a percentage of total Indigenous population (over 15)	Increase	N/A	Increase	ABS Census 2016: 30.2% 2021: 32.7%
Indigenous residents with a bachelors degree or higher as a percentage of total Indigenous population (over 15)	Increase	N/A	Stable	ABS Census 2016: 5.0% 2021: 5.6%
Indigenous unemployment rate	Decrease	N/A	Decrease	ABS Census 2016: 14.2% 2021: 9.9%
Indigenous employment participation rate	Increase	N/A	Decrease	ABS Census 2016: 58.2% 2021: 51.3%
Community satisfaction with local efforts to respect and learn from local Aboriginal and Torres Strait Islander Culture				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 42.9% 2024: 48.4%
% dissatisfied	Decrease	Decrease	N/A	2022: 16.9% 2024: 12.8%

<sup>1</sup> The Australian Bureau of Statistics cautions against comparing SEIFA scores over time or making conclusions about change over time. This Report follows these recommendations by presenting SEIFA deciles for 2016 and 2021 but not inferring any change over time.

<sup>2</sup> 2021 - 2024 Crime rates are calculated by comparing the following periods: April 2021 - March 2022 and April 2023 - March 2024. Longer-term Crime rates are calculated by comparing the following periods: April 2014 - March 2015 and April 2023 - March 2024.

# WHAT OUR CITY CAN CELEBRATE

- Our population continues to grow and diversify. Our increased cultural diversity offers substantial benefits to enrich our LGA.
- Primary school attendance rates improved relative to the rest of NSW. Other primary and secondary school outcomes (e.g., NAPLAN) remained stable but need to be monitored over time.
- There were improvements in several Aboriginal and Torres Strait Islander indicators. For example, there was an increase in the proportion of Aboriginal and Torres Strait Islander residents who had completed Year 12, along with a reduction in the unemployment rate.
- Our rates of several crime categories (e.g., break and enter, robbery, and malicious property damage) decreased over the past 10 years.

# FUTURE FOCUS AREAS

- Campbelltown has higher rates of chronic health conditions compared with all of Greater Sydney, and long-term increases in all-cause hospitalisations and hospitalisations related to overweight and obesity.
- During 2021 and 2024, rates of domestic assault, non-domestic assault, and 'steal from retail store' increased. Furthermore, there has been a long-term increase in sexual assault. Continuing efforts are needed to address these trends.
- While this Report focused on summary indicators, it is recognised that Campbelltown has a large population of Aboriginal and Torres Strait Islander people and there is a need to continue to improve health and education outcomes and utilise our unique knowledge and heritage.













# OUTCOME 2 PLACES FOR PEOPLE

This outcome reflects the community's aspirations for Campbelltown to be a city of great places that connect, inspire and celebrate our lifestyle and heritage.



### Key delivery partners

- Campbelltown City Council
- Transport for NSW
- NSW Department of Planning and Environment
- Resilient Sydney
- Heritage NSW
- Local businesses
- Local schools and education providers
- State and Australian Government agencies
- Local sporting organisations
- Sydney Water
- South Western Sydney Local Health District
- Tharawal Local Aboriginal Land Council
- NSW Department of Education
- The Australian Botanic Garden Mount Annan







## PROGRESS TOWARDS OUTCOME 2

Focus Area 2.1 - Public spaces and facilities				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Community facilities provision benchmarks met				Campbelltown City Council <sup>(1)</sup>
- Community Halls	1:20,000	Exceed	N/A	1:11,273 benchmark
- Libraries	1:45,000	Meet	N/A	1:45,091 benchmark
- Aquatic Centres	1:70,000	Exceed	N/A	1:60,122 benchmark
- Indoor Sports Courts	1:20,000	Below	N/A	1:22,546 benchmark
Community satisfaction with local schools and childcare centres				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 59.9% 2024: 58.7%
% dissatisfied	Decrease	Stable	N/A	2022: 7.8% 2024: 8.7%
Community satisfaction with local health and medical services				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 62.4% 2024: 62.0%
% dissatisfied	Decrease	Stable	N/A	2022: 19.5% 2024: 19.7%
Community satisfaction with local community facilities (e.g libraries and leisure centres)				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 65.8% 2024: 68.5%
% dissatisfied	Decrease	Stable	N/A	2022: 12.6% 2024: 7.6%
Residents within 400m of a park	Increase	N/A	N/A	Australian Urban Observatory 2021: 81.4%
Community satisfaction with local parks, reserves and green spaces				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2021: 67.6% 2024: 67.8%
% dissatisfied	Decrease	Stable	N/A	2021: 16.7% 2024: 16.2%
Community satisfaction with local places for leisure, recreation and physical activity				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 59.0% 2024: 61.4%
% dissatisfied	Decrease	Stable	N/A	2022: 19.3% 2024: 17.7%



Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Community satisfaction with the overall appearance of your neighbourhood				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 50.2% 2024: 52.3%
% dissatisfied	Decrease	Stable	N/A	2022: 23.9% 2024: 19.6%
<b>Focus Area 2.2 - Accessibility and Connectivity</b>				
Bus patronage	Increase	Increase	Decrease	Transport for NSW 2019: 3.86 million 2021: 1.83 million 2023: 3.74 million
Motor vehicle accident count	Decrease	N/A	Stable	Transport for NSW 2018: 341 2020: 337 2022: 358
Community satisfaction with local public transport				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 50.5% 2024: 47.5%
% dissatisfied	Decrease	Stable	N/A	2022: 14.6% 2024: 16.9%
Residential land within 1km of a supermarket	Increase	N/A	N/A	Australian Urban Observatory 2021: 35.5%
Community satisfaction with local road network				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 42.4% 2024: 47.1%
% dissatisfied	Decrease	Stable	N/A	2022: 33.0% 2024: 29.4%
Community satisfaction with local walking paths and cycleways				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 47.9% 2024: 48.7%
% dissatisfied	Decrease	Stable	N/A	2022: 27.2% 2024: 23.3%
Community satisfaction with the quality of internet available to your household				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 54.8% 2024: 54.8%
% dissatisfied	Decrease	Stable	N/A	2022: 21.1% 2024: 22.9%
Community satisfaction with public WIFI				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 33.3% 2024: 35.9%
% dissatisfied	Decrease	Stable	N/A	2022: 20.3% 2024: 19.3%

Focus Area 2.3 - Housing a growing city				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Median house sale prices	Decrease	Stable	Increase	Department of Communities and Justice - Rent and Sales Tables  2019: \$580k 2021: \$770k 2023: \$790k
Community satisfaction with current or recent housing development in your area				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 37.2% 2024: 35.8%
% dissatisfied	Decrease	Stable	N/A	2022: 22.7% 2024: 26.5%
Median weekly rent prices (relative to Housing CPI)	Decrease	Increase	Increase	Department of Communities and Justice  2019: \$390 2021: \$430 2023: \$525
Community satisfaction with the type of home you live in				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 78.0% 2024: 78.5%
% dissatisfied	Decrease	Stable	N/A	2022: 7.7% 2024: 8.0%
% households experiencing housing stress	Decrease	N/A	Stable	ABS Census  2016: 21.1% 2021: 21.9%
% Social housing	Monitor	N/A	Decrease	ABS Census  2016: 9.9% 2021: 8.7%
% residents living in a crowded dwelling	Decrease	N/A	Decrease	ABS Census  2016: 10.7% 2021: 10.1%
% Households requiring an extra room	Decrease	N/A	Stable	ABS Census  2016: 5.6% 2021: 5.2%
Building approvals	Increase	Decrease	Stable	ABS - Building Approvals  2016 - 2019: 6,858 2020 - 2023: 5,605
Building completions	Increase	Decrease	Stable	DPIE - Metropolitan Housing Monitor  2016 - 2019: 5,249 2020 - 2023: 3,570

# WHAT OUR CITY CAN CELEBRATE

Some trends were inconclusive during this time period, with several indicators remaining fairly stable. This is not unexpected, since many indicators may require a longer period of time to observe notable changes over time. Nevertheless, there were some positive trends:

- Most residents surveyed indicated they were satisfied with local community facilities.
- In addition, most residents live in close proximity to community facilities.
- There was a reduction in the percentage of residents who lived in a crowded dwelling.

# FUTURE FOCUS AREAS

- Like all Greater Sydney, housing affordability (including buying a house and rental costs) continue to increase at a rate faster than inflation.
- As our LGA continues to grow, it will be critical to ensure residents have access to quality open space, essential services, and public transport options.

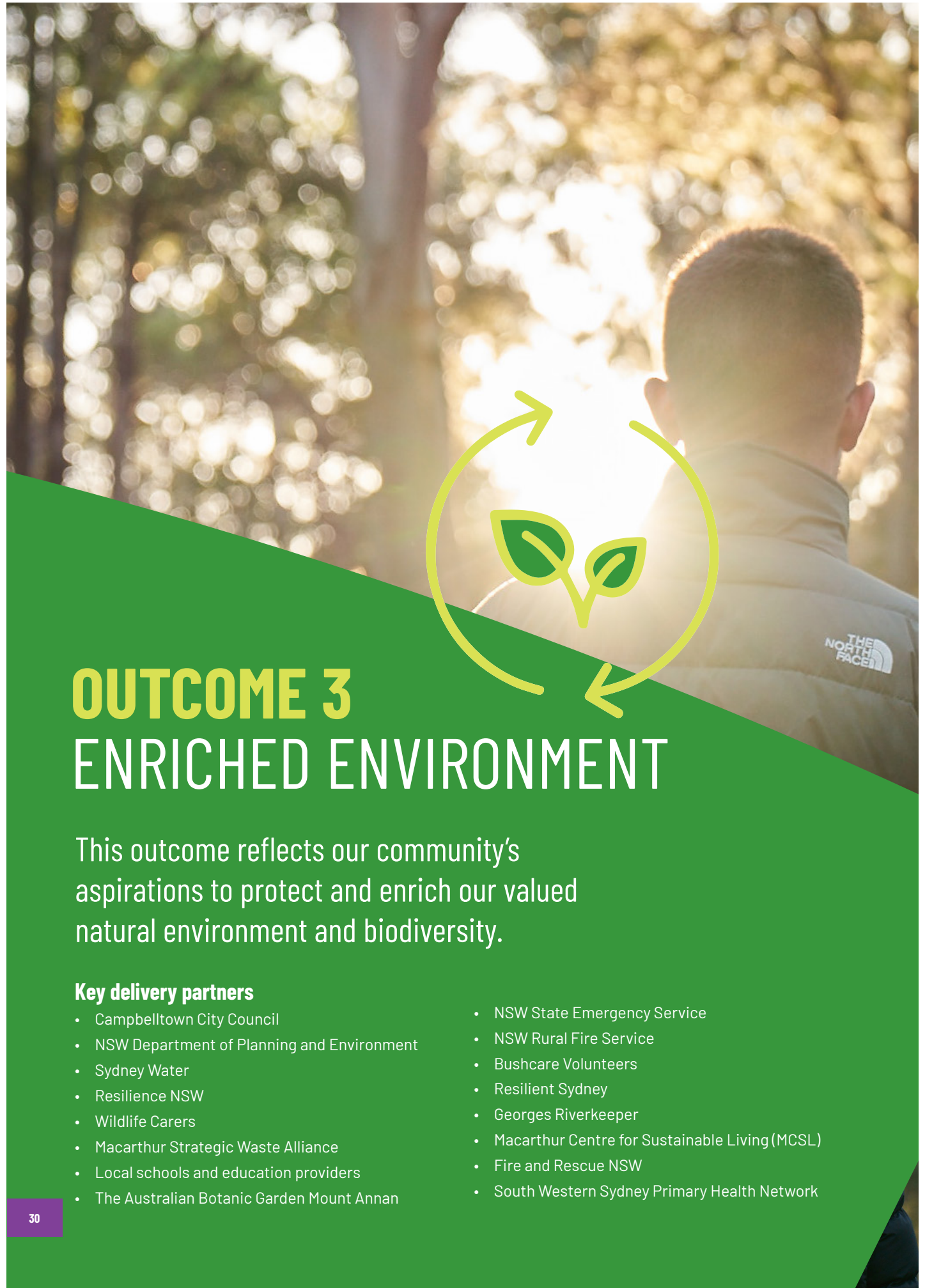












# OUTCOME 3 ENRICHED ENVIRONMENT

This outcome reflects our community’s aspirations to protect and enrich our valued natural environment and biodiversity.

### Key delivery partners

- Campbelltown City Council
- NSW Department of Planning and Environment
- Sydney Water
- Resilience NSW
- Wildlife Carers
- Macarthur Strategic Waste Alliance
- Local schools and education providers
- The Australian Botanic Garden Mount Annan
- NSW State Emergency Service
- NSW Rural Fire Service
- Bushcare Volunteers
- Resilient Sydney
- Georges Riverkeeper
- Macarthur Centre for Sustainable Living (MCSL)
- Fire and Rescue NSW
- South Western Sydney Primary Health Network





## PROGRESS TOWARDS OUTCOME 3

Focus Area 3.1 - Our natural environment and biodiversity				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Proportion of waterways in fair/good condition	Increase	N/A	N/A	Campbelltown City Council 2022: 66.2%
Proportion of Riparian zones in fair/good condition	Increase	N/A	N/A	Campbelltown City Council 2022: 75.4%
Proportion of aquatic habitat meeting high/medium ecological condition	Increase	N/A	N/A	Campbelltown City Council 2022: 65.3%
Community satisfaction with local efforts to protect and conserve the natural environment				Community Satisfaction Survey
% satisfied	Increase	Increase	N/A	2022: 45.5% 2024: 51.3%
% dissatisfied	Decrease	Stable	N/A	2022: 23.1% 2024: 18.9%
Focus Area 3.2 - Our Natural Resources				
Residential dry recycling per household per week	Increase	N/A	Stable	EPA - Local Council Waste and Resource Recovery Data Reports 2019/20: 3.8 2021/22: 3.9
Residential Waste kgs per household per week	Decrease	N/A	Stable	EPA - Local Council Waste and Resource Recovery Data Reports 2019/20: 11.8 2021/22: 12.8
Residential organics kgs per household per week	Decrease	N/A	Stable	EPA - Local Council Waste and Resource Recovery Data Reports 2019/20: 5.4 2021/22: 7.5
Community satisfaction with local waste management and recycling				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 67.9% 2024: 69.6%
% dissatisfied	Decrease	Stable	N/A	2022: 11.3% 2024: 10.8%

Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Water consumption (Megalitres per capita)	Decrease	N/A	Decrease	Resilient Sydney 2017/18 - 97.2 2019/20 - 83.6 2021/22 - 79.6
Emissions Co2e (tonnes per capita)	Decrease	N/A	Decrease	Resilient Sydney 2017/18 - 298.0 2019/20 - 281.4 2021/22 - 248.4
Solar capacity LGA (watts per capita)	Increase	N/A	Increase	Resilient Sydney 2017/18 - 146.4 2019/20 - 256.0 2021/22 - 564.8
<b>Focus Area 3.3 - Climate change and extreme weather events</b>				
Community satisfaction with local efforts to respond to climate change				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 25.6% 2024: 27.6%
% dissatisfied	Decrease	Decrease	N/A	2022: 21.9% 2024: 13.6%
Community satisfaction with local efforts to respond to extreme weather events (eg floods, bush fires, storms)				Community Satisfaction Survey
% satisfied	Increase	Increase	N/A	2022: 49.0% 2024: 56.9%
% dissatisfied	Decrease	Decrease	N/A	2022: 16.3% 2024: 7.0%
Proportion of tree canopy cover in urban zones (trees over 3 metres)	Increase	N/A	N/A	Campbelltown City Council 2022: 10.7%
Days with over 25mm of rain	Monitor	Stable	Stable	Bureau of Meteorology 2018 - 2020: 22 2021 - 2023: 38

# WHAT OUR CITY CAN CELEBRATE

- Continued positive trends around water usage, carbon emissions, and solar capacity.
- While no changes over time, our community continues to have comparably high levels of satisfaction with management of local waste and recycling.
- Positive trends around community satisfaction with local efforts to respond to extreme weather.

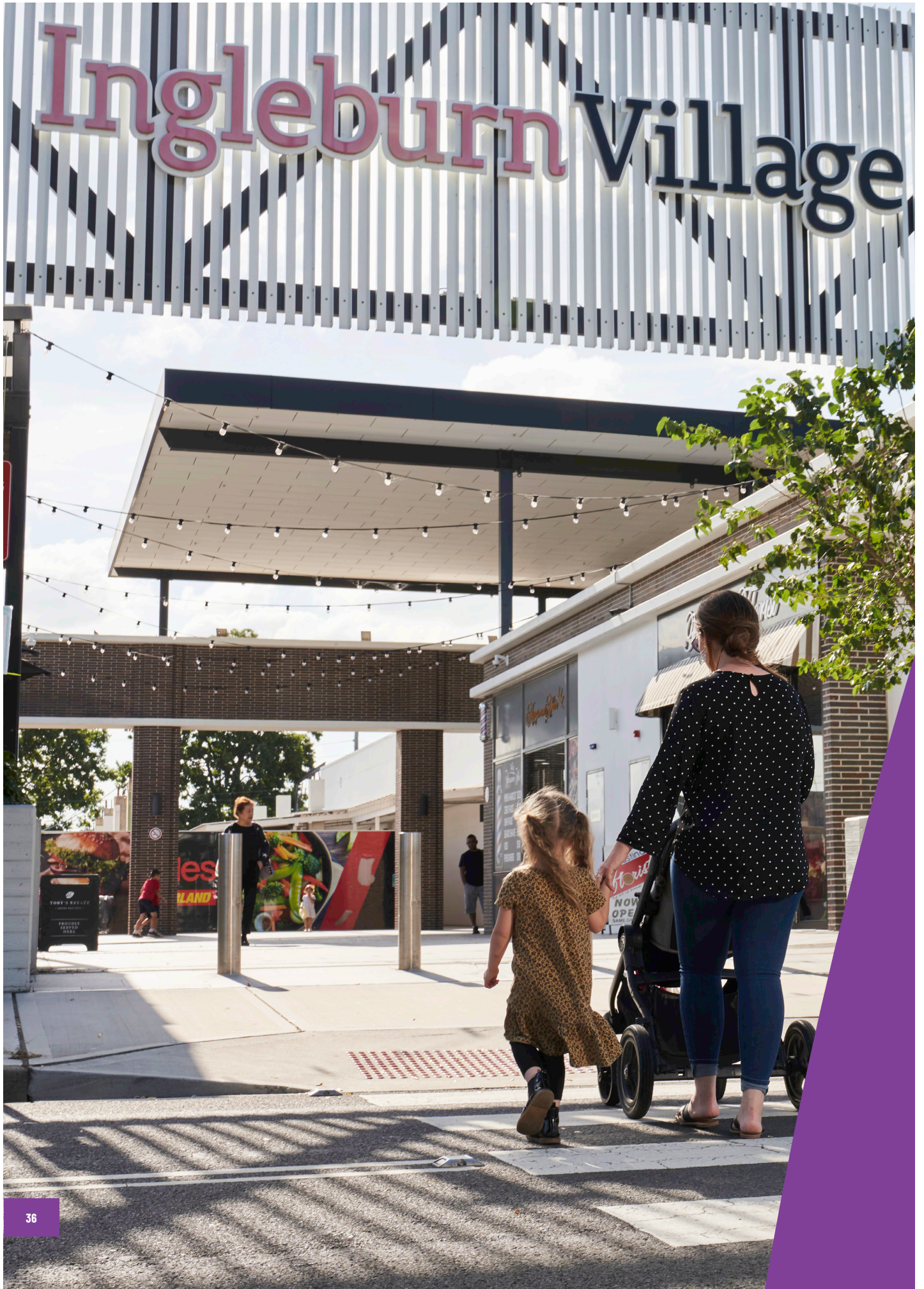
# FUTURE FOCUS AREAS

- As our community continues to grow, there needs to be ongoing efforts to promote sustainable use of natural resources, and ensure cohabitation with our natural environment.













# OUTCOME 4 ECONOMIC PROSPERITY



This outcome reflects our community’s aspirations to build a strong and vibrant local economy with diverse jobs, services and education opportunities.

### Key delivery partners

- Campbelltown City Council
- Universities, TAFE, and other Registered Training Organisations
- NSW Department of Education
- South Western Sydney Local Health District
- Resilient Sydney
- Visit NSW
- The Australian Botanic Garden Mount Annan
- Local schools and education providers
- Local business operators
- Greater Cities Commission
- Western Sydney Business Chamber
- Destination NSW Western Sydney Investment Attraction Office
- Invest NSW
- CSIRO

## PROGRESS TOWARDS OUTCOME 4

Focus Area 4.1 - Local jobs and workforce				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
% Residents who work in the LGA (containment rate)	Increase	N/A	Increase	ABS Census 2016: 34.0% 2021: 34.6%
Jobs to resident workers ratio	Increase	Decrease	Decrease	National Institute of Economic and Industry Research 2019: 0.74 2021: 0.75 2023: 0.72
White collar jobs to resident workers ratio	Increase	N/A	Increase	ABS Census 2016: 0.72 2021: 0.74
Number of local jobs:	Increase	N/A	Increase	National Institute of Economic and Industry Research 2018: 57,253 2020: 59,638 2023: 62,203
Unemployment rate	Decrease	Stable	Decrease	Jobs and Skills Australia - Small Area Labour Markets Trends calculated based on quarterly unemployment rates.
% residents who have completed Year 12	Increase	N/A	Increase	ABS Census 2016: 47.4% 2021: 53.5%
% residents with bachelors degree or higher	Increase	N/A	Increase	ABS Census 2016: 15.3% 2021: 20.8%
Community satisfaction with local tertiary education and training opportunities (e.g. university, TAFE, VET)				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 52.5% 2024: 53.4%
% dissatisfied	Decrease	Stable	N/A	2022: 10.3% 2024: 11.6%
Community satisfaction with local job opportunities				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 34.9% 2024: 30.0%
% dissatisfied	Decrease	Stable	N/A	2022: 21.9% 2024: 25.2%



Focus Area 4.2 – Business growth and investment				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Real Gross Regional Product (\$m)	Increase	Stable	Increase	National Institute of Economic and Industry Research  2018 – \$7.9 billion 2020 – \$8.3 billion 2023 – \$8.97 billion
Business numbers in LGAs	Increase	Increase	Increase	ABS – Count of Businesses  2019: 9,882 2021: 10,653 2023: 11,896
Real Retail expenditure.	Increase	Stable	Stable	Spendmapp by Geographia  2021: \$3.45 billion 2023: \$3.16 billion
Community satisfaction with support for local business	Increase	Stable	N/A	Community Satisfaction Survey 2022: 32.1% 2024: 34.8%
% satisfied	Increase	Stable	N/A	2022: 32.1% 2024: 34.8%
% dissatisfied	Decrease	Stable	N/A	2022: 12.6% 2024: 14.9%
Community satisfaction with the range and quality of local shops	Increase	Stable	N/A	Community Satisfaction Survey 2022: 61.8% 2024: 60.7%
% satisfied	Increase	Stable	N/A	2022: 61.8% 2024: 60.7%
% dissatisfied	Decrease	Stable	N/A	2022: 15.2% 2024: 19.9%

Focus Area 4.3 – Revitalise the city				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Retail spend in Campbelltown <sup>3</sup>	Increase	Stable	Decrease	Spendmapp by Geographia 2021: \$1.9 billion 2023: \$1.8 billion
Retail spend in Ingleburn <sup>3</sup>	Increase	Stable	Increase	Spendmapp by Geographia 2021: \$308 million 2023: \$365 million
Business Counts Campbelltown-Woodbine	Increase	Stable	Stable	ABS – Count of Businesses 2018: 1,974 2020: 2,016 2022: 2,224
Business Counts Ingleburn	Increase	Stable	N/A	ABS – Count of Businesses 2020: 1,776 2022: 1,874
New non-residential building values Campbelltown Woodbine	Increase	Decrease	Decrease	ABS – Building Approvals 2019: \$58.4 million 2021: \$29.7 million 2023: \$6.5 million
New non-residential building values Ingleburn	Increase	Decrease	Decrease	ABS – Building Approvals 2019: \$22.4 million 2021: \$34.6 million 2023: \$14.1 million
Community satisfaction with Campbelltown City Centre				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 43.4% 2024: 43.4%
% dissatisfied	Decrease	Stable	N/A	2022: 25.6% 2024: 26.5%
Community satisfaction with Ingleburn City Centre				Community Satisfaction Survey
% satisfied	Increase	Stable	N/A	2022: 30.2% 2024: 30.1%
% dissatisfied	Decrease	Stable	N/A	2022: 18.7% 2024: 16.9%

<sup>3</sup> Indexed against population growth

<sup>4</sup> Adjusted for inflation

# WHAT OUR CITY CAN CELEBRATE

- Over the 2021-2024 term, we have seen an increase in the proportion of residents that work in the LGA.
- Growing number of residents with a bachelor's degree or higher.
- Several indicators point to a strengthening of our local economy – especially in relation to local business numbers and gross domestic product. There has also been increased investment in non-residential buildings within the LGA

# FUTURE FOCUS AREAS

- The proportion of residents satisfied with the Campbelltown and Ingleburn city centres is low, and retail spending in the Campbelltown CBD decreased. This suggests that there is a need to continue to activate the city centres.











# OUTCOME 5 STRONG LEADERSHIP

This outcome reflects the community's aspirations for strong local leadership that ensures we realise our shared vision for Campbelltown.

### Key delivery partners

- Campbelltown City Council
- Greater Cities Commission
- Local community organisations
- Resilient Sydney
- Resilience NSW
- Local businesses
- Media outlets
- NSW Department of Planning and Environment





## PROGRESS TOWARDS OUTCOME 5

Focus Area - 5.1 Responsive Customer Service				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Residents engaged through online platform	Increase	Increase	N/A	Campbelltown City Council 2021: 1,700 2023: 3,600
Community satisfaction with local leadership % satisfied	Increase	Increase	N/A	Community Satisfaction Survey 2022: 31.7% 2024: 38.6%
	Decrease	Stable	N/A	2022: 24.3% 2024: 21.4%
Community satisfaction with being informed about local issues % satisfied	Increase	Increase	N/A	Community Satisfaction Survey 2022: 35.6% 2024: 41.3%
	Decrease	Stable	N/A	2022: 31.7% 2024: 28.4%
Community satisfaction with opportunities to have a say on local matters % satisfied	Increase	Stable	N/A	Community Satisfaction Survey 2022: 29.0% 2024: 33.5%
	Decrease	Stable	N/A	2022: 31.3% 2024: 28.1%
Focus Area 5.2 - Plan and lead for the future				
Indicator	Desired Trend	2021-2024 Trend	Long-Term Trend	Source and Data
Council Income	Increase	Increase	Increase	Campbelltown City Council 2018/19: \$207 million 2020/21: \$227 million 2022/23: \$249 million
Advocacy to State and Federal Government on local issues	Increase	Stable	N/A	Campbelltown City Council 2022/23: 282 2023/24: 257
Accounting benchmarks met	Increase	Stable	Stable	Campbelltown City Council 2018/19: 7 of 8 2020/21: 8 of 9 2022/23: 8 of 9
Other government funding	Increase	Increase	N/A	Campbelltown City Council 2021 - \$122 million 2023 - \$148 million
Community satisfaction with public funds and local infrastructure being responsibly managed % satisfied	Increase	Increase	N/A	Community Satisfaction Survey 2022: 27.5% 2024: 34.0%
	Decrease	Stable	N/A	2022: 29.2% 2024: 25.3%

# WHAT OUR CITY CAN CELEBRATE

- There has been an increase in the proportion of residents who are satisfied with local leadership and feeling informed about local issues.
- There has also been an increase in the proportion of residents who feel that public funds and infrastructure are responsibly managed.
- There is evidence of increased engagement between Council and our community.
- Government grant funding has increased in the LGA, and Council income has also increased.

# FUTURE FOCUS AREAS

- Continue to improve engagement with our community to understand their changing needs and wants, and ensure they have a voice.
- Continue to increase advocacy on local issues to ensure Campbelltown receives infrastructure and investment to support its growth.







# DATA SOURCES

## External Data Sources

- Australian Bureau of Statistics - Building Approvals
- Australian Bureau of Statistics - Census of the Population
- Australian Bureau of Statistics - Counts of Australian Businesses
- Australian Bureau of Statistics - Labour Force
- Australian Bureau of Statistics - Socio-Economic Indexes for Areas (SEIFA)
- Australian Curriculum Assessment and Reporting Authority - National Assessment Program - Literacy and Numeracy (NAPLAN)
- Australian Curriculum Assessment and Reporting Authority - School Attendance Rates
- Australian Children's Education and Care Quality Authority - Childcare Register
- Australian Urban Observatory
- Bureau of Meteorology - Rainfall and Max Temp
- Economy ID - Gross Regional Product (GRP)
- Economy ID - Local Employment
- Labour Market Information Portal - Small Area Labour Force Estimates
- New South Wales Bureau of Crime Statistics and Research
- New South Wales Department of Communities and Justice - Rent and Sales Report
- New South Wales Department of Planning, Housing and Infrastructure - Metropolitan Housing Monitor
- New South Wales Environmental Protection Authority - Waste and Recycling Performance Data
- Public Health Information Development Unit - Social Health Atlas of Australia
- Resilient Sydney
- Spendmapp - Retail Spend
- SportsEye
- Transport for New South Wales - Bus Patronage
- Transport for New South Wales - Crash and Casualty Statistics
- Transport for New South Wales - Opal Trips Bus

## Internal Data Sources

- Campbelltown City Council - Community Facilities Register
- Campbelltown City Council - Community Satisfaction Survey
- Campbelltown City Council - Financial Data
- Campbelltown City Council - Over to You Registrations
- Campbelltown City Council - Waterway Health





Campbelltown City Council  
PO Box 57, Campbelltown NSW 2560  
T 02 4645 4000

[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)



## 8.9 Six-Month Progress Report January to June 2024 of Delivery Program 2022-26 and Operational Plan 2023/24

### Reporting Officer

Manager Insights and Corporate Strategy and Corporate Planning and Strategy Officer  
City Futures

### Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

### Delivery Program

Principal Activity
PA Strategy, Engagement, and Advocacy

### Officer's Recommendation

That Council note the 6-month report outlining progress against the Delivery Program 2022-2026 and Operational Plan 2023-2024, for the period 1 January 2024 to 30 June 2024.

### Purpose

To provide Council with a 6-month report on progress against the Delivery Program 2022-2026 and Operational Plan 2023-2024, for the period 1 January 2024 to 30 June 2024.

### Report

The Delivery Program 2022-26 and Operational Plan 2023-24 is Council's plan to address the community's vision for Campbelltown, outlined in Campbelltown 2032: Community Strategic Plan.

Campbelltown 2032 includes 5 Community Outcomes, which have underlying 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

Under the Integrated Planning and Reporting framework, and Section 404(5) of the *Local Government Act 1993*, Council must provide 6-month progress reports for the delivery program and operational plan. These progress reports ensure the Council, community, and stakeholders can monitor Council's progress.

The full set of 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>

The Delivery Program 2022-26 and Operational Plan 2023-24 includes the following components, which set out Council's 4-yearly (Delivery Program) and annual (Operational Plan) commitments:

- 6 Major Projects and Initiatives
- 52 Principal Activities
- 165 Ongoing Activities (covering ongoing service delivery)
- 193 Performance Indicators
- 153 annual actions

This report provides a summary of progress against these components, with a detailed progress report provided in Attachment 1.

### Summary of Progress: Activities and Actions

<b>Delivery Program Activities - 6 Month Progress Summary</b>			
<b>Status</b>	<b>Description</b>	<b>Number of Activities</b>	<b>% of Activities</b>
Completed/ On Track	2023-24 Deliverables have been completed or are on track	160	97%
Off Track/Not delivered as planned/ Cancelled	2023-24 Deliverables were not delivered as planned, are off track, or have been cancelled	5	3%

<b>Operational Plan Actions - 6 Month Progress Summary</b>			
<b>Status</b>	<b>Description</b>	<b>Number of Actions</b>	<b>% of Actions</b>
Completed/ On Track	2023-24 Deliverables have been completed or are on track	126	82%
Off Track/Not delivered as planned/ Cancelled	2023-24 Deliverables were not delivered as planned, are off track, or have been cancelled	27	18%

**Financial Summary**

	<b>% Actions on track/ complete</b>	<b>Original Budget (\$)</b>	<b>Forecast Budget (\$)</b>	<b>Jan-Jun 2024 YTD Actual (\$)</b>	<b>Balance (\$)</b>	<b>YTD % Var</b>
<b>Outcome 1 Community &amp; Belonging</b>	92%	31,427,320	39,479,461	41,063,674	1,584,214	4.01%
<b>Outcome 2 Places for People</b>	83%	101,451,320	114,490,084	88,470,842	-26,019,242	-22.73%
<b>Outcome 3 Enhanced Natural Environment</b>	67%	35,950,220	36,473,292	40,928,200	4,454,908	12.21%
<b>Outcome 4 Economic Prosperity</b>	73%	17,132,920	23,183,848	10,112,373	-13,071,475	-56.38%
<b>Outcome 5 Strong Leadership</b>	81%	64,538,420	47,514,385	69,009,329	21,494,944	45.24%
<b>TOTALS</b>	<b>82%</b>	<b>250,500,200</b>	<b>261,141,071</b>	<b>249,584,420</b>	<b>-11,556,651</b>	<b>-4.43%</b>

**Attachments**

8.9.1 Six-Month Progress Report January to June 2024 of Delivery Program 2022-26 and Operational Plan 2023-24 (contained within this report) [↓](#)



Delivery Program 2022-2026 and Operational Plan 2023-2024

# SIX-MONTH PROGRESS REPORT

January to June 2024



**Fledgling Powerful Owls**  
Image: Ben White

# Contents

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## About this report

The Delivery Program 2022-2026 and Operational Plan 2023-2024 is Council's plan to address the community's vision for Campbelltown, outlined in Campbelltown 2032: Community Strategic Plan.

Under the Integrated Planning and Reporting framework, and Section 404(5) of the Local Government Act 1993, Council must provide 6-month progress reports for the delivery program and operational plan. These progress reports ensure the Council, community, and stakeholders can monitor Council's progress.

This information contained within this report provides a detailed progress update against Council's delivery program activities, operational plan actions and indicators.

## How to read this report

Our Delivery Program Activities and Operational Plan Actions are presented in tables like the example below:

Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Creative Life</b>	1.1.1.1.K3	Deliver a multidisciplinary artistic program that develops and presents new work, and engages diverse communities and industry partners	■	■	Campbelltown Arts Centre delivered a suite of exhibitions in Macarthur and Beyond, a new theatre commission, Sweet Mama by Candy Bowers.
Council team responsible for delivery	Reference Only	Describes the Delivery Program Activity (Services, Ongoing Programs, BAU) or Operational Plan Actions (Specific Actions for year) that will be undertaken	Previous Quarter Progress Indicator	Current Quarter Progress Indicator	Provides an overall commentary, clearly & concisely identifying actual performance, gaps & variances, for the current quarter

Our Performance Indicators are presented in tables like the example below:

Section	Indicator	Q3 Actual	Q4 Actual
<b>City Revitalisation &amp; Renewal</b>	Update on Council's land register and provide a quarterly update	#	#
Council team responsible for delivery	Describes the Measure being reported that allows us to monitor delivery progress or performance	Previous Quarter actual result	Actual result for the current Quarter

The status of our Activities and Actions are presented like the example below:

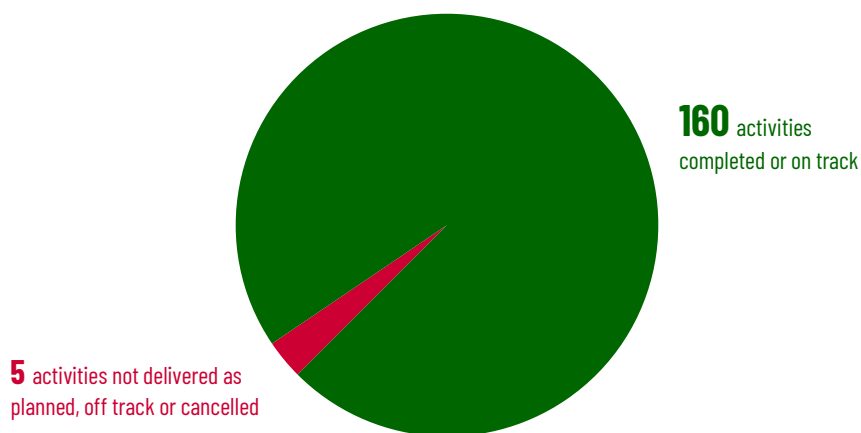
■	The Activity or Action is completed or on track	■	The Activity or Action is off track, not delivered as planned or cancelled	■	Data not available for the reporting period
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## Summary - January to June 2024

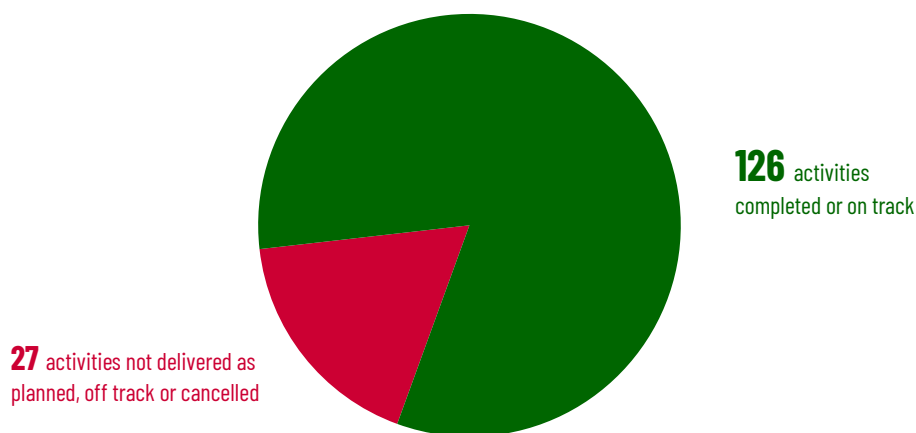
### Delivery Program Activities

Q4 Status	Description	Number	%
■	2023-24 Deliverables have been completed or are on track	160	97%
■	2023-24 Deliverables are not delivered as planned, off track, or have been cancelled	5	3%



### Operational Plan Actions

Q4 Status	Description	Number	%
■	2023-24 Deliverables have been completed or are on track	126	82%
■	2023-24 Deliverables are not delivered as planned, off track, or have been cancelled	27	18%



## Exceptions - January to June 2024

### Exceptions

#### Delivery Program Activities

Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Community Life</b>	1.3.2.1.K1	Oversee the implementation of the Reconciliation Action Plan			Initiatives and progress from the Action Plan have informed the updated Reconciliation Action Plan (RAP). Document is being finalised for submission to RA for review.
	2.1.2.2.K4	Support sporting clubs to participate in the development of site masterplanning			The draft Masterplan for Lynwood Park is completed and will be brought to Council for consideration early 2025.
<b>Corporate Support &amp; Systems</b>	5.1.1.2.K3	Implement a knowledge management system (Note: Program to be delivered by 23-24)			This action is currently in the procurement stage and is due for completion in the second half of 2024-25.
<b>Infrastructure</b>	2.2.1.2.K2	Coordinate the design, renewal and maintenance of roads, kerb and gutter, bus shelters, footpaths and car parks			95% of the program was completed in the financial year.
<b>Open Space</b>	2.1.2.1.K4	Plan and deliver strategies and policies that enhance quality and condition of active and passive Open Spaces within the LGA			This activity was paused to allow for delivery of other priority actions.

### Exceptions

#### Operational Plan Actions

Section	Code	Action	Q3	Q4	Q4 Comment
<b>City Standards and Compliance</b>	1.2.2.1.A4	Source and implement an electronic infringement management system			The implementation of the infringement management system will occur in 2024-25.
<b>City Strategy and Outcomes</b>	2.2.1.1.A1	Investigate opportunities to promote mode shift and efficient use of existing carparking in the City Centre			The parking options paper has been placed on hold, and the City Centre Planning Proposal project will deliver a car parking strategy. Research for the Billabong Parklands Access Strategy was completed.
	3.1.2.1.A3	Develop Design Guides for the Campbelltown City Centre and greenfield development			The Preliminary Design Guide for the City Centre was completed and will be reviewed through the City Centre Planning Proposal project and Public Domain Plan.
	3.2.1.1.A1	Implement Council's Transition to Net Zero Plan			Delivery of Actions from the Net Zero Plan continue and will carry over into 2024-25.

CAMPBELLTOWN CITY COUNCIL **Progress Report January to June 2024**

Section	Code	Action	Q3	Q4	Q4 Comment
	3.3.1.2.A1	Embed resilience into Council's Asset Management planning			Resilience principles continued to be incorporated into Council's Asset Management Strategy and Plans, and will carry over into 2024-25.
	4.1.1.1.A1	Deliver a Council endorsed Investment Attraction Strategy and Framework			An Investment Attraction Strategy was drafted, while the development of a Regional Economic Development Strategy with Western Sydney Parklands Councils has been delayed.
	4.3.1.1.A2	Refresh Reimagining Campbelltown City Centre Master Plan to reflect changes in context and progress to date			This project has been deferred to 2024-25.
	5.2.1.2.A1	Coordinate Campbelltown Collaboration Area Steering Group and associated working groups			Changes to the State Government Commissions and Departments has discontinued a coordinated approach across government agencies. Council continues to progress actions under its control.
	5.2.1.4.A3	Facilitate the creation of neighbourhood-based resilience champions/groups to lead and embed resilience programs and actions			Initiatives were delivered to build resilience to natural hazards in the Pacifica Community, through reference groups and workshops. This action will continue into 2024-25.
<b>Community Businesses</b>	2.1.2.2.A9	Develop the Leisure Centre Future Planning strategy			The Leisure Centre Future Planning consultancy has been completed. The Leisure Services Plan is now in development.
<b>Community Life</b>	1.3.2.1.A1	Update Council's Reconciliation Action Plan			The update to the Action Plan is underway, with key stakeholder engagement occurring.
	2.1.2.2.A12	Deliver replacement sports amenities building at Bensley Reserve			Replacement building design has commenced and is progressing as planned.
	4.3.1.1.A5	Deliver Place Programs in Leumeah, Ingleburn and key centres			The action was paused due to the focus on the Campbelltown city centre. The action plan will be reevaluated and updated.
<b>Corporate Support &amp; Systems</b>	5.1.1.2.A1	Deliver digital improvements to customer service			These digital improvements are due for completion in early 2024-25.
<b>Creative Life</b>	4.3.1.1.A6	Develop and launch Public Arts Policy			This action will continue into 2024-25.
<b>Infrastructure</b>	2.2.1.2.A1	Develop and manage bridge maintenance program			85% of program for 2024-25 was completed.
	2.2.1.2.A4	Develop and manage street lighting upgrades			20% of program for 2024-25 was completed.
	3.1.1.1.A1	Deliver Stormwater Levy Program			70% of program was completed. Undertaking investigations to deliver remainder of program.
<b>Internal Audit</b>	5.2.2.3.A1	Develop and complete Audit, Risk and Improvement Committee Annual Effectiveness Survey			This action was delayed and is due for completion in July 2024.

CAMPBELLTOWN CITY COUNCIL **Progress Report January to June 2024**

Section	Code	Action	Q3	Q4	Q4 Comment
<b>Open Space</b>	2.1.2.1A1	Finalise detailed design for trail, signage and picnic upgrades at Nepean River Reserve, Menangle Park as part of NSW Government's Places to Swim Program	■	■	This project was delayed due to flooding and is due for completion in late 2024.
	2.1.2.1A11	Prepare draft open space design manual to guide the development of open space in the LGA	■	■	This action was paused to allow for delivery of other priority actions.
	3.1.1.2.A3	Continue to develop Natural Assets Management Plans and conduct baseline surveys	■	■	This action was paused to allow for delivery of other priority actions.
<b>Planning and Development</b>	2.3.1.2.A1	Develop Affordable Housing Strategy	■	■	The strategy has been drafted and is due to be presented to Council in August 2024.
<b>Property Services</b>	5.2.2.5.A6	Manage critical land and property information	■	■	This action was delayed due to a system upgrade and will be progressed during 2024-25.
<b>Waste &amp; Recycling Services</b>	3.2.2.1A1	Develop Illegal Dumping Education Program	■	■	This action was paused to allow for delivery of other priority actions.
	3.2.3.1A2	Increase resource recovery from waste generated at the Campbelltown Stadium and Athletics Centre	■	■	This action was discontinued due to a change in strategic priorities.
	3.2.3.1A3	Conduct Feasibility Study into functions of the Effluent Disposal	■	■	The Study was delayed due to discovery of contaminated material at the site. This means that site remediation works must first be undertaken. It is expected that the Study will commence in 2024-25.

## All Activities, Actions & Indicators - January to June 2024

### Outcome 1 – Community and Belonging Delivery Program Activities

Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>City Standards and Compliance</b>	12.2.1.K10	Monitor development sites for compliance with Development Applications conditions and Environmental Protection Legislation	■	■	Council Officers continued to monitor development sites for compliance with Development Applications conditions and Environmental Protection Legislation, responding to 455 customer requests in Q3 and Q4.
	12.2.1.K11	Provide education and compliance program that outlines the importance of swimming pool safety within the community	■	■	A total of 438 inspections were carried out in Q3 and Q4; 162 pools were issued certificates of compliance.
	12.2.1.K4	Respond to the community's customer requests to ensure safety and compliance through the Rangers, Animal Care and Compliance services	■	■	City Standards and Compliance Rangers, Animal Care, and Compliance teams responded to 4,804 service requests during Q3 and Q4.
	12.2.1.K5	Manage and operate the Animal Care Facility	■	■	The Animal Care Facility was operated as planned. A total of 909 animals were cared for, with 464 dogs and 388 cats adopted or rehomed.
	12.2.1.K6	Inspect regulated food premises and deliver food safety and education training to food security groups to ensure food is safe and healthy	■	■	All mandatory high and medium-risk food premises were inspected (606 inspections during Q3 and Q4).
	12.2.1.K7	Inspect regulated public health premises to ensure compliance and high standards of safety	■	■	Fifty-six inspections were undertaken in Q3 and Q4. Minimal concerns were identified under the Public Health Regulation 2022.
	12.2.1.K9	Monitor and investigate illegal land use across Campbelltown	■	■	Council Officers monitored and investigated illegal land use across Campbelltown, responding to 236 requests in Q3 and Q4.
<b>City Strategy and Outcomes</b>	12.2.1.K12	Support the community and local economy to recover and become more resilient following COVID-19	■	■	This action has been completed.
	12.2.1.K2	Actively participate in the Campbelltown Health and Education Precinct Partnership and the Western Sydney Health Alliance	■	■	Council continued participation in the partnership and alliance.

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Communications</b>	1.1.2.1.K1	Celebrate our diverse community and their achievements through an engaging program of civic events, award programs and ceremonies	■	■	The Civic Events Program was delivered as planned.
<b>Community Businesses</b>	1.2.1.1.K3	Provide a caring, nurturing educational environment enabling our children to prosper through centre-based services, outside school hours care and family day care services	■	■	Council continued to provide care for 398 children enrolled in long day care, 186 children enrolled in after school care, and 426 children enrolled in family day care.
	1.2.2.1.K1	Deliver Bicycle Education programs to increase awareness and participation in cycling	■	■	The Bicycle Education Centre Programs continued to be delivered as planned.
	1.2.2.1.K3	Deliver the Childhood Immunisation Clinic	■	■	The final immunisation clinic was delivered in December 2023. No further clinics had been planned for 2023-24.
<b>Community Learning and Library Services</b>	1.2.1.1.K1	Deliver outstanding library and visitor services to the community	■	■	Library visitation increased to 86,000 with the Visitor Information Centre having over 800 visitors.
	1.1.1.1.K1	Support and deliver library programs and events that cultivate creativity, connection and learning in the community	■	■	Across the financial year, the library delivered 1,244 programs attended by 22,671 people.
	1.1.1.3.K1	Deliver digital inclusion initiatives that support those in need	■	■	The Digital Inclusion Project with Western Sydney Parkland City Digital Equity and Inclusion Program was completed. This provided training for the community and a catalogue of library digital queries.
	1.2.1.1.K2	Provide a relevant library collection in a variety of formats	■	■	Council continued to review, evaluate, and refine its library collections against industry standards and customer feedback.
	1.1.1.1.K2	Deliver awareness, cultural and celebration programs	■	■	Council delivered Ramadan on Q, and supported local cultural events through outdoor event approvals processes.
<b>Community Life</b>	1.1.1.2.K1	Oversee the implementation of the Disability Inclusion Action Plan	■	■	Implementation of the Plan is continuing as planned.
	1.1.2.1.K2	Deliver Council's annual calendar of key community and cultural events	■	■	Community events were delivered as planned.
	1.1.2.1.K3	Actively seek and promote additional funding and community grants that assist in delivering local events and activations	■	■	Council secured funding through the Vibrant Streets Program to deliver an arts and culture event in the Campbelltown CBD.



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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
Creative Life	1.2.1.2.K1	Collaborate with local community groups, Non-Government Organisations, key sponsorships and community sector to contribute to positive community outcomes for the Campbelltown community	■	■	Council continued to engage with the local community to deliver positive outcomes. Engagement activities encompassed Seniors, Youth, First Nations, CALD, Claymore and Airds Community and Domestic Violence groups.
	1.2.3.1.K1	Support and collaborate with Campbelltown Domestic Violence Committee to positively contribute to community social outcomes	■	■	Council continues to administer the Campbelltown Domestic Violence Convoy and support local prevention and awareness initiatives.
	1.3.2.1.K1	Oversee the implementation of the Reconciliation Action Plan	■	■	Initiatives and progress from the Action Plan have informed the updated Reconciliation Action Plan (RAP). Document is being finalised for submission to RA for review.
	1.3.2.1.K2	Support and collaborate with the Aboriginal and Torres Strait islander community to promote inclusion, awareness and focused programming	■	■	Council continued to facilitate the Campbelltown Aboriginal Reference Group, which provides advice to Council and sharing of cultural knowledge.
	1.1.1.1.K3	Deliver a multidisciplinary artistic program that develops and presents new work, and engages diverse communities and industry partners	■	■	The diverse arts program included touring exhibition of Karla Dickens, Embracing Shadows at Gosford Regional Gallery. Key exhibitions included: Imogen Jade and Jenny Kee; Friends Annual and Focus, Yana Taylor, and First Nations work by George Williams.
	1.1.1.1.K4	Develop and deliver an artist-led program of education, community engagement and creative learning activities that engages our diverse communities	■	■	Targeted creative activities continued to be delivered at the Arts Centre and in the community.
	1.1.1.2.K2	Deliver program to engage communities and artists living with a disability	■	■	Little Orange Artist Studio program was delivered weekly, and supported 10 artists to develop their practice, and create new work.
Open Space	1.3.1.1.K1	Work with artists, educators and partners to implement a range of creative learning, education and Aboriginal and Torres Strait Islander Arts programs that engage our community	■	■	Arts education and creative learning programs were delivered for schools and the community, with a focus on Aboriginal art and artists.
	1.2.1.3.K1	Design and deliver programs that engage and build capacity of community volunteers including Bushcare and Citizen Science programs	■	■	Completed 21 Bushcare sessions across 8 sites engaging 199 attendees in Q4 with a total of 747 for 2023-24.

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
	1.2.1.3.K2	Deliver an annual events program to engage community volunteers in the environment	■	■	Wild Koala Day tree planting day held on first weekend of May at Cook Reserve with 43 attendees including 12 from local early learning centres planting 1000 native stems.
<b>Waste &amp; Recycling Services</b>	1.2.2.1.K8	Deliver compliance and waste education programs to the community at key events	■	■	The Chemical Cleanout Event was delivered, with education provided through Fisher's Ghost and the Largest Garage Sale Trail.

## Outcome 1 – Community and Belonging

### Operational Plan Actions

Section	Code	Action	Q3	Q4	Q4 Comment
<b>City Projects</b>	1.2.1.1A6	Relocation of HJ Daley Library to transitional site	■	■	The relocation of the Library is on track, and will be completed in 2024-25.
	1.2.2.1A1	Deliver education program on food safety requirements to residents and home-based food businesses	■	■	Education was provided to residential and commercial food businesses as part of the food premises monitoring program. The Retail and Food Service Information Session was also delivered, with approximately 100 attendees.
<b>City Standards and Compliance</b>	1.2.2.1A2	Ensure the Home-Based Skin Penetration/Beauty/Hairdresser legal requirements are clear for the community to understand	■	■	Legal requirements for home-based skin pen, beauty, and hairdressing businesses were regularly monitored and updated on the Council's website
	1.2.2.1A4	Source and implement an electronic infringement management system	■	■	The implementation of the infringement management system will occur in 2024-25.
<b>Communications</b>	1.1.2.1A1	Deliver annual civic events	■	■	Multiple initiatives were delivered, including Australia Day Awards, Mayor's Charity Gala, Citizenship ceremonies, Billabong Parklands opening, Marsden Park playground opening, celebration of athletes attending the South West Sydney Academy of Sport, and ANZAC day events.
	1.1.2.1A2	Develop a program of activities to recognise 40th anniversary of Campbelltown's Sister City Relationship with Koshigaya	■	■	Multiple activities were delivered, including delegation visits, public art projects, tree plantings, events and public programs, and a creative logo design competition
<b>Community Businesses</b>	1.2.1.1A3	Provide high quality education and care services that meet the needs of our future generation	■	■	Council continued to provide high quality education and care services.
	1.2.1.1A4	Improve the aesthetics of our education and care facilities	■	■	Site improvements have been delivered as planned at our education and care facilities.

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Section	Code	Action	Q3	Q4	Q4 Comment
<b>Community Learning and Library Services</b>	1.2.1.1A5	Improve families access to our education and care services	■	■	Improvements focused on digitising customer forms to improve access and customer experience. A total of 13 forms were created into e-forms, with 2 outdated forms rescinded.
	1.1.1.3A1	Improve digital accessibility of library services	■	■	Loanable technology has been investigated and will be implemented with the relocation of Campbelltown Library. Library technology team established relationships with Cyber Seniors through Digital Literacy initiatives.
	1.2.1.1A1	Lead relocation of the library in Campbelltown City Centre	■	■	The relocation of the Library is on track, and will be completed in 2024-25.
	1.2.1.1A2	Develop and implement online library resources	■	■	Several initiatives were completed, including the evaluation matrix, Library App, and promotion of readers advisory tools.
<b>Community Life</b>	1.1.1.1A3	Provide events that support and promote social inclusion and cultural diversity	■	■	Events delivered included the Australia Day Event, Challenge Walk, Ingleburn Alive, and Ramadan on Q.
	1.1.1.2A1	Deliver the Disability Inclusion Action Plan 2022-26	■	■	Initiatives from the Action Plan were delivered as planned. Implementation of the Plan will continue into 2024-25.
	1.1.2.1A3	Provide a range of events to the local community	■	■	The calendar of events was delivered as plan.
	1.2.1.2A1	Improve customer experience for community groups hosting events	■	■	Additional resources were put in place to support the experience for community groups that host events. Improvements included an Event Toolkit and implementation of an online form to streamline Section 68 applications.
	1.2.1.3A2	Improve understanding of volunteer network within the Campbelltown LGA	■	■	Council supported the Commonwealth Home Support Programme, which covers volunteering opportunities in Camden, Campbelltown, Wollondilly and Wingecarribee
	1.2.3.1A1	Launch and deliver the Domestic and Family Violence Strategy 2023-2026	■	■	The strategy was launched and is being implemented.
	1.3.2.1A1	Update Council's Reconciliation Action Plan	■	■	The update to the Action Plan is underway, with key stakeholder engagement occurring.
	1.3.2.1A2	Provide community events to acknowledge dates of significance and commemorations for Aboriginal and Torres Strait Islander communities	■	■	The Events Team commenced planning for NAIDOC 2024, and supported the local community Sorry Day.
<b>Creative Life</b>	1.1.1.1A1	Develop and launch Cultural Strategy	■	■	The inaugural Cultural Strategy - Creative Campbelltown 2024 to 2030 was developed and launched.
	1.1.1.1A2	Conduct Annual Arts Centre Survey	■	■	The survey was completed as planned.

CAMPBELLTOWN CITY COUNCIL **Progress Report January to June 2024**

Section	Code	Action	Q3	Q4	Q4 Comment
	1.3.1.1A1	Deliver artistic and cultural programs with Aboriginal and Torres Strait Islander artists and communities	■	■	The following programs were delivered: Wiritjiribin Girls Dance Group and Sorry Day Event, Burra Bumal NAISDA workshops/showcase, NAIDOC Week youth justice exhibition.
<b>Infrastructure</b>	1.2.2.1A3	Construction of dangerous dog enclosure at the Animal Care Facility (Phase 2)	■	■	This project has been scheduled for delivery in 2024-25.
<b>Open Space</b>	1.2.1.3A1	Undertake survey and monitoring of key species to understand local distribution	■	■	The Platypus distribution/absence survey was completed, and report finalised. Community Gang Gang and Grey-Headed Flying-Fox surveys were completed.

## Outcome 1 – Community and Belonging Indicators

Section	Indicator	Q3 Actual	Q4 Actual
<b>City Standards &amp; Compliance</b>	Percentage of public health premises inspections conducted as scheduled	100%	100%
	Percentage of food premises inspections conducted as scheduled	100%	100%
	Percentage of pool safety inspection program completed	100%	100%
	Percentage of complaints acknowledged within 14 business days	100%	100%
	Percentage of suitable incoming dogs and cats to be rehomed / released	89%	92%
	Percentage of dog attacks reported within timeframes	100%	100%
	Percentage completion of inspection program for public health premises	100%	100%
	Percentage completion of inspection program for food premises	100%	100%
<b>Communications</b>	Percentage of candidates attending Citizenship Ceremonies within 3 months	100%	100%
	Number of civic events and ceremonies	22	27
<b>Community Business</b>	Percentage of Council’s Child Care Facilities achieving a ‘meeting or exceeding rating’	100%	100%
	Number of hours enrolled per week for Family Day Care	5,785	6,486
	Percentage of customers satisfied with our childcare service	87%	88%

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Section	Indicator	Q3 Actual	Q4 Actual
	Percentage utilisation for Before and After School Care	61.85%	64.27%
	Percentage utilisation for Long Day Care	71.57%	79.17%
	Percentage utilisation for School Holiday Care	78.45%	83.24%
	Number of specialised programs implemented at Child and Family Centre	3	3
	Number of group bookings engaged in educational programs	19	21
	Number of people engaged in each learn to ride program	9	22
	Number of visitors to the Bicycle Education Centre during open days	2,924	2,210
	Number of hours of private bookings at the Bicycle Education Centre	119	92
	Number of specialised Mobile Toy & Book Library programs implemented	1	1
	Number of children immunised at the Childhood Immunisation Clinic	0	0
	Number of participants in Library Events and Programs	15,556	22,671
	Percentage of participants who learnt a new skill when attending STEM and Creative Studio programming	79%	82%
	Percentage of participants satisfied with Lego Club	100%	100%
	Number of bookings made using the technology available in the Creative Studio	335	459
<b>Community Learning &amp; Libraries</b>	Number of library visits (cumulative)	246,393	333,172
	Percentage of people who would recommend the Library to others	84%	100%
	Number of online library downloads (cumulative)	56,228	74,351
	Number of downloads of Curious Campbelltown podcast	368	502
	Percentage increase in the Visitor Information Centre Group Touring Program	80%	80%
	Number of Non-Council grants and funding that support festivals and events	1	2
	Satisfaction rating with events program	89%	89%
<b>Community Life</b>	Total attendance at festivals and events	54,000	0
	Pre-Season and Post-Season meetings held with sporting associations	Data not available	Data not available
	Percentage of vendors offering healthy food and drink options at events	20%	20%
	Number of attendees at Art Centre	23,172	27,210
<b>Creative Life</b>	Number of social media followers of Arts Centre	24,222	24,627
	Number of participants in workshops and creative activities delivered at Arts Centre	4,732	4,804

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Section	Indicator	Q3 Actual	Q4 Actual
	Number of public art projects	2	3
	Number of workshops/activities at Arts Centre	104	64
	Number of artists engaged (including emerging artists)	87	110
	Number of Works/Projects developed, commissioned and presented	16	15
	Number of accessible workshops held at Arts Centre	28	24
	Number of artists living with a Disability engaged in artistic and creative learning programs	11	32
	Number of Aboriginal Artists and project participants	114	146
	Number of Arts Centre project partnerships	8	11
	Number of Aboriginal Arts & Engagement projects/activities delivered	30	18
<b>Open Space</b>	Number of hours provided by Bushcare volunteers	1,348	1,945
	Number of Bushcare events held	574	95
	Number of attendees at Bushcare events	548	747
<b>Waste and Recycling Services</b>	Percentage of illegal dumping and littering complaints actioned within 10 days	100%	100%
	Percentage of representations from illegal dumping and littering offences	15%	38%



## Outcome 2 – Places for People

### Delivery Program Activities

Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>City Standards and Compliance</b>	2.1.1.3.K7	Provide Technical Support to assist the delivery of regulatory functions	■	■	During Q3 and Q4, the technical support team processed 945 Notices and Orders, with 4,804 customer requests actioned.
	2.2.2.1.K1	Monitor school parking and road safety through the School Safety Program	■	■	During Q3 and Q4, 266 schools were monitored for safe parking with fines issued for parking-related offences.
<b>City Strategy and Outcomes</b>	2.1.1.3.K1	Lead the high-level strategic planning direction for Campbelltown, including advocacy for its role as a key Metropolitan Centre for the Western Parkland City	■	■	Ongoing initiatives included engagement with Transport for NSW on Macarthur and Campbelltown stations and the Local Health District on the Cycling and Walking Strategy. Work is continuing on the City Centre Design Framework and the City Centre Planning Proposal.
	2.1.1.3.K2	Provide high-level advice on strategic city planning, urban and place design, healthy places, connectivity and mobility, to inform a range of projects and proposals	■	■	Advice was provided for the City Centre Planning Proposal, development of the traffic and transport modelling, Blue / Green Grid strategy, and Bicycle Plan.
	2.2.1.3.K1	Lead advocacy and awareness to achieve design excellence, high-quality and healthy built environments and great places	■	■	Advocacy focused on improved bus transport and active transport options for Campbelltown.
	2.2.2.1.K2	Develop a strategic approach to sustainably manage car parking in key centres and transport nodes	■	■	A Car Parking Strategy has been included as part of the overarching City Centre Planning Proposal.
	2.2.2.2.K1	Lead advocacy for, and work with, government to secure improved mobility, connectivity, access, and more sustainable modes of transport	■	■	Continued to advocate for improved transport accessibility and connectivity within Campbelltown
	<b>Community Businesses</b>	2.1.1.2.K1	Manage and promote Stadia as a leading regional sporting and events facility	■	■
2.1.1.2.K2		Investigate and implement new business strategy for Stadia	■	■	A formal strategy is no longer required. The planned addition of the Centre of Excellence and recent agreement to update the existing Leumeah Live proposal document have superseded this requirement.

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Community Life</b>	2.1.1.2.K3	Continue to improve venue facilities and ensure first class customer service at Stadia	■	■	All planned customer experience works have been delivered including deep cleaning, lighting and general repairs and maintenance in key high traffic areas.
	2.1.2.2.K1	Deliver high level of customer service across all leisure services and programs within a financially sustainable framework	■	■	Basic site improvements delivered across all centres.
	2.1.2.2.K2	Partner with local sporting clubs to deliver grant-funded upgrades at sporting facilities	■	■	Support was provided to clubs through the ClubGrants Category 3 program, Local Sports Grants program, Community Building Partnership grants, and Local Small Commitments Allocation grants.
	2.1.2.2.K3	Manage sporting ground booking process	■	■	The Sportsground booking process for seasonal, school and casual use of Council's Sports Grounds was delivered as planned.
	2.1.2.2.K4	Support sporting clubs to participate in the development of site masterplanning	■	■	The draft Masterplan for Lynwood Park was completed and will be brought to Council for consideration early 2025.
	2.1.2.2.K5	Deliver sports field improvement program to install lighting and irrigation to meet Australian Standards	■	■	Field drainage at Raby Sports Complex progressed as planned. Lighting upgrades at Hazlett Oval and Woodlands Baseball Complex were impacted by weather but remain within an acceptable range for delivery date and due for completion in early 2024-25.
<b>Creative Life</b>	2.1.1.2.K4	Manage and promote the Campbelltown Arts Centre as a cultural hub and regional space for creativity and art	■	■	Several initiatives delivered including re-branding of Art and Design festival, and communication methods to engage new audiences.
	2.1.1.2.K5	Facilitate the hire and promotion of Campbelltown Arts Centre venue and gardens to community, corporate, and private events and functions	■	■	Opportunities to increase venue hire continued to be identified and implemented.
	2.1.1.2.K6	Promote and enhance a retail opportunity to sell locally made arts and craft merchandise including the hosting of an artisan market and online retail experience	■	■	The annual Artist Exchange Market was delivered, with over 1000 visitors, 26 stalls, and 11 creative workshops.
<b>Infrastructure</b>	2.2.1.2.K2	Coordinate the design, renewal and maintenance of roads, kerb and gutter, bus shelters, footpaths and car parks	■	■	95% pf the program was completed in the financial year.
	2.2.1.3.K3	Implement the Cycleways Program	■	■	This action was completed in Q1 of the financial year.

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Open Space</b>	2.1.2.1.K1	Undertake master planning exercises for key open space reserves to ensure a clear strategy for how the land will be managed and enhanced	■	■	Draft master plans were developed for 3 strategic sites.
	2.1.2.1.K2	Undertake design and delivery of play spaces within the Campbelltown LGA guided by the State of Play Campbelltown Strategy	■	■	Three play spaces were delivered, with another 3 play spaces under construction. The district playspace upgrade at Marsden Park was completed.
	2.1.2.1.K3	Undertake design and delivery of new passive park infrastructure to increase the quality of our open space and parklands	■	■	Masterplanning was completed for 3 key open space reserves.
	2.1.2.1.K4	Plan and deliver strategies and policies that enhance quality and condition of active and passive Open Spaces within the LGA	■	■	This activity was paused to allow for delivery of other priority actions.
	2.1.2.1.K5	Prepare manuals and plans to guide the development of open space and public domain in the LGA. Review applications and proposals to ensure the development adheres to relevant guidelines	■	■	This activity continued as planned to support the delivery of open spaces across the LGA.
	2.1.2.1.K6	Ensure new open space infrastructure is accessible and inclusive for the local community	■	■	This activity continued as planned, with accessibility and inclusive principles reflected in new parks and play spaces.
	2.1.2.1.K7	Develop Plans of Management for Community and Crown Land	■	■	Draft Plans of Management for Crown Land completed as planned.
<b>Operational Services</b>	2.1.1.1.K2	Deliver city cleansing program including street sweeping, graffiti removal, beautification and cleaning on Council assets and public spaces	■	■	The city cleansing program was delivered as planned.
	2.1.2.1.K8	Deliver open space development and maintenance programs	■	■	The open space development and maintenance programs were delivered as planned.
	2.2.1.2.K1	Deliver the Road Maintenance Program	■	■	The road maintenance program was delivered as planned.
	2.2.1.3.K2	Implement the Public Spaces and Urban Forest Programs	■	■	The urban forest program was delivered as planned, with quarter 4 activities focusing on high target areas (childcare centres).

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Planning and Development</b>	2.1.1.3.K3	Coordinate strategic land use planning and assessment of planning proposals	■	■	Council continued to coordinate strategic land use planning and assessment of planning proposals.
	2.1.1.3.K4	Administer the Design Excellence Planning Panel and Local Planning Panel	■	■	Design Excellence Panel meetings continued to occur in accordance with Council's adopted plan.
	2.1.1.3.K5	Administer Contributions Plans and Voluntary Planning Agreements	■	■	The Contribution Plan audit requirements for user access and exception reports were completed. The Development Contributions Steering Committee was formed and met regularly.
	2.1.1.3.K6	Provide development engineering services	■	■	This ongoing activity was delivered as planned, and included provision of subdivision work certificates, DA referrals, and progress inspections of works underway.
	2.3.1.1.K1	Provide Heritage based planning advice and grants for Campbelltown	■	■	Heritage advice provided in accordance with expected requirements. Applications for Council grants for works to heritage items received and assessed.
	2.3.1.2.K1	Deliver an efficient development application assessment service	■	■	This ongoing activity was delivered as planned. Several initiatives were implemented to improve the development application service: Development Acceleration Panel, DAs on a Page framework, DA Guideline.
	2.3.1.2.K2	Provide building certification services	■	■	Building certification services provided which included Construction Certificates, Occupation Certificates, Building Information Certificates and critical stage inspections undertaken.
	2.3.1.2.K3	Provide environmental assessment service	■	■	Environmental assessments were provided in accordance with expected service requirements.
	2.3.1.2.K4	Provide application lodgement and duty planner service	■	■	Development Application and lodgement services continued to be delivered during Q3 and Q4.
	<b>Strategic Partnerships</b>	2.2.1.1.K1	Collaborate with NSW Government agencies on key rail and bus connections to Western Sydney Airport	■	■
2.2.3.1.K1		Support the implementation of the Western Parkland City Digital Action Plan and advocate for initiatives which bridge the digital divide in Campbelltown	■	■	Continued to be involved in the Parks' alliance to enhance digital outcomes for the community, particularly through the Digital Equity and Inclusion program.

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Waste &amp; Recycling Services</b>	2.1.1.1.K1	Monitor Campbelltown and key hotspots for illegal dumping and littering to assist in the protection of the environment	■	■	Council officers continued to monitor hotspots for illegal dumping and littering. Across the full financial year, a total of 5,373 waste and 100 building compliance jobs were completed.

## Outcome 2 – Places for People

### Operational Plan Actions

Section	Code	Action	Q3	Q4	Q4 Comment
<b>City Projects</b>	2.1.2.2.A4	Construction of Campbelltown Billabong Parklands	■	■	The Billabong Parklands formally opened in June 2024.
	2.1.2.2.A5	Undertake design of Campbelltown Sports and Health Centre of Excellence	■	■	Design progressed as planned
	2.1.2.2.A6	Construction of Raby Indoor Sports Centre	■	■	Construction of the Raby Indoor Sports Centre progressed as planned.
<b>City Standards and Compliance</b>	2.2.2.1.A3	Design Farrow Road commuter carpark	■	■	Design completed and construction commenced. Temporary carparks were also completed and opened.
	2.2.2.1.A1	Research and trial Smart Parking technology to assist parking management	■	■	Investigations of options for smart parking technology were undertaken, followed by a 9-week trial. Next steps will be considered during the next financial year.
<b>City Strategy and Outcomes</b>	2.1.1.3.A2	Commence work to review Campbelltown’s Local Environmental Plan, Development Control Plan and Campbelltown Local Infrastructure Contributions Plan for the Campbelltown City Centre	■	■	The City Centre Planning Proposal project progressed, with 21 technical studies completed. This multi-year project will continue into 2024-25.
	2.1.1.3.A3	Deliver a traffic and transport model to inform the LEP review of the Campbelltown City Centre	■	■	A traffic and transport model has been completed by Transport for NSW and is being implemented to support the City Centre Planning Proposal. This action will continue into 2024-25.
	2.2.1.1.A1	Investigate opportunities to promote mode shift and efficient use of existing carparking in the City Centre	■	■	The parking options paper has been placed on hold, and the City Centre Planning Proposal project will deliver a car parking strategy. Research for the Billabong Parklands Access Strategy was completed.

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Section	Code	Action	Q3	Q4	Q4 Comment
<b>Community Businesses</b>	2.1.1.2.A1	Deliver annual calendar of events for Stadia	■	■	All recurring and one-off community and sport events/activations were successfully delivered
	2.1.1.2.A2	Develop and implement new business strategy to amplify the entire Stadia precinct at Leumeah	■	■	A formal strategy is no longer required. The planned addition of the Centre of Excellence and recent agreement to update the existing Leumeah Live proposal document has superseded this requirement.
	2.1.1.2.A3	Improve the quality of facilities across Stadia	■	■	All planned safety, cleanliness and presentation works have been delivered including tree/garden maintenance, high pressure cleaning and painting.
	2.1.2.2.A10	Implement actions from the Campbelltown Aquatic and Indoor Sports Strategy - Improvement of service delivery and site conditions	■	■	Actions from the Strategy were delivered as planned.
	2.1.2.2.A7	Deliver the grand opening of the Billabong Parklands venue	■	■	The Billabong Parklands formally opened in June 2024.
	2.1.2.2.A8	Operate the Billabong Parklands venue and events	■	■	The Billabong Parklands is fully operational.
	2.1.2.2.A9	Develop the Leisure Centre Future Planning strategy	■	■	The Leisure Centre Future Planning consultancy has been completed. The Leisure Services Plan is now in development.
	2.1.2.2.A1	Partner with local sporting clubs to deliver grant funded upgrades at Eschol Park Sporting Complex, Raby Sports Complex, Bob Prenter Reserve and Jackson Park	■	■	Good progress has occurred across all agreed projects with completion of Stage 1 of Bob Prenter Reserve, and Drainage works for Raby Sports Complex underway.
	2.1.2.2.A2	Audit sport and recreation fields and amenities	■	■	Sportsgrounds audited and checked throughout the year. Audit checks for use, field condition and operational compliance will continue in 2024-25.
<b>Community Life</b>	2.1.2.2.A3	Develop Sport and Recreation feedback register	■	■	The register was developed and will be maintained on an ongoing basis.
	2.1.2.2.A11	Deliver amenities and lighting upgrade at Bob Prenter Reserve	■	■	Lighting works completed, and amenities upgrades progressed.
	2.1.2.2.A12	Deliver replacement sports amenities building at Bensley Reserve	■	■	Replacement building design has commenced and progressed as planned.
	2.1.2.2.A13	Commence renewal of Lynwood Park synthetic surface	■	■	From the Council resolution, the project design and procurement requirements are progressing.
<b>Infrastructure</b>	2.2.1.2.A1	Develop and manage bridge maintenance program	■	■	85% of program for 2024-25 completed.
	2.2.1.2.A2	Develop and manage footpath renewal program	■	■	The footpath renewal program was delivered as planned. Actions included new footpaths at Warrina Road, Watsford Road, Cathedral Road.



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Section	Code	Action	Q3	Q4	Q4 Comment
Open Space	2.2.1.2.A3	Deliver and manage kerb and gutter renewal program	■	■	The kerb and gutter renewal program was delivered as planned. Actions included works at Bradbury Oval Car Park.
	2.2.1.2.A4	Develop and manage street lighting upgrades	■	■	20% of the program for 2024-25 was completed.
	2.2.2.1.A2	Car park renewal program	■	■	The car park renewal program was delivered as planned. This included the car park at the Billabong Parklands as well as Farrow Road, Leumeah Carpark (North), and Clark Reserve.
	2.1.2.1.A1	Finalise detailed design for trail, signage and picnic upgrades at Nepean River Reserve, Menangle Park as part of NSW Government's Places to Swim Program	■	■	This project was delayed due to flooding and is due for completion in late 2024.
	2.1.2.1.A10	Undertake preliminary master planning of Rosemeadow Sports complex to understand active and passive open space opportunities	■	■	Preliminary masterplanning was completed as planned.
	2.1.2.1.A11	Prepare draft open space design manual to guide the development of open space in the LGA	■	■	This action was paused to allow for delivery of other priority actions.
	2.1.2.1.A2	Deliver signage, access and trail upgrades at Smiths Creek Reserve to encourage leisure, recreation and physical activity	■	■	Upgrades were delivered as planned, with public artwork installed. The remaining works will be completed from 2024-25.
	2.1.2.1.A3	Deliver upgrades at Ingleburn Reserve including carpark refurbishment and accessible pathways to encourage leisure, recreation and physical activity	■	■	The design phase was completed, and the upgrades will be delivered in 2024-25.
	2.1.2.1.A4	Develop master plan for Varroville Reserve, Varroville to allow for staged, strategic capital investment	■	■	Masterplan was completed as planned.
	2.1.2.1.A5	Design and deliver a quality and inclusive district playspace upgrade at Marsden Park, Campbelltown	■	■	Marsden Park district playspace was completed and opened in June 2024.
2.1.2.1.A6	Design a quality and inclusive regional playspace upgrade at Koshigaya Park, Campbelltown	■	■	This multi-year project progressed as planned. The landscape masterplan was completed, with design and construction to continue over the next 2 years.	

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Section	Code	Action	Q3	Q4	Q4 Comment
	2.1.2.1A7	Design and deliver a range of quality and inclusive local and neighbourhood playspace upgrades at key reserves to encourage physical activity	■	■	Three new playspaces were delivered, and another 3 under construction.
	2.1.2.1A8	Participate in the master planning process of Glenfield Parklands	■	■	This action was completed in Q3, and the masterplan has been submitted to the Department of Planning and Environment. Council will continue to liaise with the Department on updates and the progression of the project.
	2.1.2.1A9	Undertake preliminary master planning of Koshigaya Park to allow for staged, strategic capital investment	■	■	The masterplanning was completed as planned.
<b>Operational Services</b>	2.1.1.1A1	Deliver city cleansing services to control litter, waste and minimise illegal dumping	■	■	The city cleansing program was delivered as planned.
	2.2.1.2.A5	Develop and deliver road renewal, reconstruction and maintenance program	■	■	The program was delivered as planned, with some minor delays for planned work on Hurley Street.
	2.2.1.2.A6	Deliver bus shelters program	■	■	The bus shelter program was delivered as planned.
	2.2.1.3.A1	Deliver pavement construction and maintenance	■	■	The pavement construction and maintenance program was delivered as planned.
	2.2.1.3.A2	Deliver the tree planting program	■	■	The tree planting program was delivered as planned.
<b>Planning and Development</b>	2.1.1.3.A1	Assess Planning Proposal Requests and progress supported proposals through the Planning Proposal process	■	■	Multiple planning proposals were assessed, including 80 O'Sullivan Road, Leumeah and Mt Carmel precinct, Varroville.
	2.2.2.2.A1	Update Campbelltown Local Infrastructure Plan 2018 to reflect identified traffic management improvements	■	■	This action was completed in Q2. The Campbelltown Local Infrastructure Plan 2018 (Amendment 1) came into effect on 27 November 2023.
	2.3.1.1.A1	Refer Development Applications related to State Listed Heritage Items to Heritage NSW	■	■	All development applications for State listed Heritage items referred to Heritage NSW in accordance with the "Integrated Development" requirements under Section 4.47 of the Environmental Planning and Assessment Act 1979.
	2.3.1.2.A1	Develop Affordable Housing Strategy	■	■	The strategy has been drafted and is due to be presented to Council in August 2024.

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Section	Code	Action	Q3	Q4	Q4 Comment
	2.3.1.2.A2	Collaborate with NSW Land and Housing Corporation to advance urban renewal of Airds and Claymore to provide suitable mix of private and public social housing	■	■	Regular meetings were held between Council and NSW Land & Housing Corporation to facilitate the on-going urban renewal of Claymore and Airds.

## Outcome 2 – Places for People

### Indicators

Section	Indicator	Q3 Actual	Q4 Actual
<b>City Standards &amp; Compliance</b>	Number of schools monitored through the School Safety Program	91	175
<b>City Strategy &amp; Outcomes</b>	Council responds to all relevant government strategic documents of relevance to Campbelltown	Data not available	Data not available
	Percentage of City Strategy Local Strategic Planning Statement actions progressed	Data not available	Data not available
	Percentage of input that includes local advocacy	Data not available	Data not available
	Percentage of input and feedback delivered within external timeframes	Data not available	Data not available
<b>Civil &amp; Services</b>	Percentage of customer requests actioned within 2 business days	Data not available	Data not available
	Number of complaints for CBD area maintained in a clean condition	Data not available	Data not available
	Percentage of waste bins emptied in accordance with the scheduled program	Data not available	Data not available
	Percentage reduction in illegal dumping	Data not available	Data not available
	Increase in pit/drain cleaning activities	Data not available	Data not available
	Number of bookings at the Campbelltown Athletics track	102	133
<b>Community Business</b>	Number of major sporting events held at Campbelltown Sports Stadium	21	26
	Number of visitors across Council Stadia (cumulative)	131,543	207,472
	Customer Feedback Score	4.56	4.64
	Number of visits to leisure centres (cumulative)	73,0471	963,436
	Number of enrolments in learn to swim program	4,107	4,100
	Number of school swimming carnival bookings	72	72
	Leisure Customer Satisfaction rating	83%	83%
	Number of Fitness & Swim Memberships	3,033	2,069

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Section	Indicator	Q3 Actual	Q4 Actual
<b>Community Life</b>	Levels of satisfaction from Council's seasonal hirers of sports grounds and facilities	Data not available	Data not available
	Positive Customer Feedback at Arts Centre	Data not available	89
<b>Creative Life</b>	Percentage increase in revenue generated from Arts Centre facility hire	-0.15%	-10%
	Number of Artist Exchange Markets per year	0	0
	Percentage increase in revenue generated through Arts Centre retail outlet and gallery	-0.17%	35%
	Road Assets Pavement Condition Index (PCI)	1.76	1.52
<b>Infrastructure</b>	Road Assets Surface Condition Index (SCI)	1.61	1.33
	Road Assets Overall Service Level Index (OSI)	1.69	1.43
	Car Park Assets Pavement Condition Index (PCI)	1.04	0.95
	Car Park Assets Surface Condition Index (SCI)	1.54	1.47
	Car Park Assets Overall Service Level Index (OSI)	1.32	1.24
	Footpath Assets Overall Service Level Index (OSI)	2.03	2.25
	Bridge Assets Overall Service Level Index (OSI)	1.82	1.81
	Kerb Assets Overall Service Level Index (OSI)	1.31	1.31
<b>Open Space</b>	Community reports increase in quality of our open space reserves	N/A – Establish baseline	N/A – Establish baseline
	Percentage increase in community visitation to open spaces	Data not available	Data not available
<b>Planning &amp; Development</b>	Percentage of Planning Information Certificates delivered in less than 10 working days	92%	95%
	Net median number of days to determine development applications	70	55
	Percentage of Building Information Certificates issued under 40 days	25%	30%

## Outcome 3 – Enriched Natural Environment

### Delivery Program Activities

Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
City Strategy and Outcomes	3.2.1.1.K1	Lead the transition of Council's operations to Net Zero including utility consumption, waste generation and vehicle fleet emissions	■	■	Actions continued to be delivered, including solar system maintenance and improvements, upgrade of streetlight network to LEDs, sustainable procurement opportunities, and increased monitoring of Council's emissions profile.
	3.2.1.1.K2	Lead the increase of renewable energy generation and uptake (both on-site and off-site) across Council and the community	■	■	Council is part of a Power Purchasing Agreement that provides 70% of electricity from 3 solar farms. Maintenance was undertaken to improve efficiency and performance of Council's rooftop solar assets.
	3.2.1.1.K3	Lead the increase of Electric Vehicles in Council's fleet and access to charging stations across the LGA	■	■	Initiatives continued to be delivered, leading to a total of 10 electric vehicles in the Council vehicle fleet.
	3.2.1.1.K4	Embed actions to increase resilience and sustainability outcomes within Council-led and community developments	■	■	Council continued to embed resilience into Council-led developments, asset management, and operations.
	3.2.2.1.K1	Lead and support the delivery of sustainability aspirations for Council and the community	■	■	Key actions delivered included electric vehicles, urban heat, emergency preparedness, and climate initiatives.
	3.3.1.1.K1	Actively respond to and support the local community, businesses and emergency support services in times of need	■	■	Ongoing engagement with local emergency services has led to increased information exchange and involvement in community programs.
	3.3.1.1.K2	Facilitate and lead the Emergency Management Committee	■	■	Council continued to facilitate quarterly meetings and provide Executive Support to the Local Emergency Management Committee.
	3.3.1.2.K1	Increase the community's awareness of, and resilience to, urban heat	■	■	The heat wave awareness programs continued. A partnership with the Local Health District was formed to investigate heat mitigation strategies in Airds, Bradbury, and Claymore.
Infrastructure	3.1.1.1.K1	Manage stormwater design and maintenance and provide advice, guidance and support to mitigate the effects of flooding and ensure water quality outcomes	■	■	Stormwater design for Badgally Road was completed as planned.

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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
Open Space	3.1.1.1.K2	Undertake riparian health assessments and water quality monitoring to inform catchment and waterway management and restoration	■	■	Council continued to provide annual water quality monitoring, including macro-invertebrate sampling and riparian health assessments.
	3.1.1.1.K3	Participate in development of the Georges River Coastal and Catchment Management Program with key internal and external stakeholders	■	■	Council continued to participate in this program, along with the other 7 Member Councils. A project plan was developed for the next 3 years.
	3.1.1.1.K4	Deliver aquatic weed treatment program with annual weed survey	■	■	Campbelltown Aquatic Weed Program 2023-24 was completed with previously known and new incursions treated. The combined Council Nepean River Alligator Weed Program was completed in May 2024.
	3.1.1.2.K1	Deliver strategic projects and implement key management actions and plans that monitor, protect and enhance biodiversity including threatened species, populations and ecological communities	■	■	Council continued to deliver actions to protect Grey-Headed Flying Fox, Koala, and threatened flora in the LGA.
	3.1.1.2.K2	Deliver the NSW Weed Action Program and collaborate with key stakeholders to minimise the impacts of priority weeds on the community and environment	■	■	A total of 503 inspections for priority weeds were conducted in Q3 and Q4. The Wedderburn Blackberry Containment Project and Priority Weed Control project were completed.
	3.1.1.2.K3	Work collaboratively with key stakeholders to reduce the impacts of pest species on the community and environment	■	■	Several programs continued to be delivered, focusing on fox, goat, and Myna Bird management.
	3.2.2.1.K2	Deliver events and programs that engage and educate the community, schools and early learning centres to foster stewardship for the environment	■	■	Eight community events were held in Q4, including Wild Koala Day, Eucalyptus I.D. training, and Smith's Creek Art Project.
	3.3.1.1.K3	Actively participate in the Bush Fire Management Committee and deliver Bushfire Management Program including fire trail and asset protection zone maintenance and hazard reduction to ensure community safety for bushfire	■	■	The Asset Protection Zone Maintenance program and Fire Trail Vegetation Maintenance program were completed as planned.
Planning and Development	3.1.2.1.K1	Provide regulatory program for building fire safety	■	■	The Fire Safety program continued to be provided and was expanded to cover additional buildings.



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Section	Code	4-Year Activity	Q3	Q4	Q4 Comment
<b>Waste &amp; Recycling Services</b>	3.2.2.1.K3	Implement actions from the Waste and Resource Recovery Education Strategy 2021-2024	■	■	The strategy was implemented as planned. There were 12 visits to schools, community groups, and organisations, 5 waste initiatives delivered, and hazardous waste drop offs were completed.
	3.2.2.1.K4	Deliver Nappy Rebate Scheme	■	■	The Nappy Rebate Scheme was delivered as planned.
	3.2.2.1.K5	Deliver recycling education through Recycle Smart	■	■	RecycleSmart continued to provide doorstep recycling solution for residents registered on the app. Approximately 500-700 bags per month of household recyclable items were collected each month, to divert waste from landfills.
	3.2.3.1.K1	Provide a reliable and cost-effective waste and recycling service to our community	■	■	The service was delivered as planned.
	3.2.3.1.K2	Implement a new regional processing and disposal contract for household waste and recycling streams (Project 24)	■	■	The contract was finalised in Q3.
	3.2.3.1.K3	Develop and implement Regional Waste and Resource Recovery Strategy	■	■	The Strategy was developed, and implementation will occur in 2024-25.
	3.2.3.1.K4	Operate the Community Recycling Centre (CRC) for households to dispose of problem waste	■	■	The Community Recycling Centre was operated as planned.

### Outcome 3 – Enriched Natural Environment

#### Operational Plan Actions

Section	Code	Action	Q3	Q4	Q4 Comment
<b>City Strategy and Outcomes</b>	3.1.2.1.A3	Develop Design Guides for the Campbelltown City Centre and greenfield development	■	■	The Preliminary Design Guide for the City Centre was completed, and will be reviewed through the City Centre Planning Proposal project and Public Domain Plan.
	3.2.1.1.A1	Implement Council's Transition to Net Zero Plan	■	■	Delivery of Actions from the Net Zero Plan continued, and will carry over into 2024-25.
	3.2.1.1.A2	Review Council's fleet with the aim of transitioning to hybrid and electric vehicles	■	■	This review was completed. The fleet has increased to 10 electric vehicles.
	3.3.1.1.A2	Create a network map of the services that support our community to better understand roles, connection points and leverage synergies	■	■	The Resilience Sub-Committee continued to map the services available to the community. This information has been incorporated into the Emergence Help Hub.

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Section	Code	Action	Q3	Q4	Q4 Comment
	3.3.1.2.A1	Embed resilience into Council's Asset Management planning	■	■	Resilience principles continue to be incorporated into Council's Asset Management Strategy and Plans, carrying into 2024-25.
	3.3.1.2.A2	Develop a standard operating procedure that details Council's response requirements to each shock event	■	■	This ongoing action continued to be delivered, and complimented the Consequence Management Guides developed by the Local Emergency Management Committee.
<b>Infrastructure</b>	3.1.1.1.A1	Deliver Stormwater Levy Program	■	■	70% completed. Undertaking investigations to deliver remainder of program.
	3.3.1.1.A4	Deliver upgrade and fit out to Macarthur Fire Control Centre	■	■	The grant funded part of the project has been completed with additional works to commence mid July 2024.
<b>Open Space</b>	3.1.1.1.A2	Collaborate with Sydney Water and key stakeholders to further investigate swim site activation in the Georges and Nepean Rivers	■	■	Wet weather sampling was undertaken across 4 swim sites. Investigations continuing for the development of water quality modelling for freshwater systems.
	3.1.1.1.A3	Continue to develop stages 2-5 of the Georges River Coastal and Catchment Management Program in partnership with the George's River Keeper and member councils	■	■	Council continued to participate in this program, along with the other 7 Member Councils. A project plan was developed for the next 3 years.
	3.1.1.1.A1	Manage Biodiversity Stewardship Agreements on Council land	■	■	This ongoing work continued as planned.
	3.1.1.2.A2	Deliver key actions from management plans for threatened flora species, koalas and grey-headed flying fox	■	■	Restoration works were delivered at Bingara Reserve and Farrow Road sites, with 4,500 Sydney River Flat Forest native stems planted. Koalatown community education initiatives continued to be delivered.
	3.1.1.2.A3	Continue to develop Natural Assets Management Plans and conduct baseline surveys	■	■	This action was paused to allow for delivery of other priority actions.
	3.3.1.1.A1	Implement recommendations of the Bush Fire Management Committee	■	■	The recommendations were implemented as planned. These included fire trail maintenance, asset protection zone maintenance, roadside slashing, and planning for hazard reduction.
	3.3.1.2.A3	Deliver annual tree planting projects in strategic locations to increase public amenity and urban cooling including Council's - Request a Tree and Greening Our City grant programs	■	■	Planting scheduled for completion in Q1 2024-25.

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Section	Code	Action	Q3	Q4	Q4 Comment
	3.3.1.2.A4	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	■	■	Construction commenced in Q4 and will continue into 2024-25FY.
<b>Operational Services</b>	3.3.1.1.A3	Deliver new security fence for the boundaries of the Lynwood Park Rural Fire Brigade	■	■	This project was completed as planned.
<b>Planning and Development</b>	3.1.2.1.A1	Apply Building Sustainability Index (BASIX) to all applicable developments	■	■	BASIX was applied to all applicable building types through the assessment of development applications.
	3.1.2.1.A2	Provide feedback on changes to state policy relating to environmental standards	■	■	Feedback on the NSW Housing reforms was provided through multiple submissions.
<b>Waste &amp; Recycling Services</b>	3.2.2.1.A1	Develop Illegal Dumping Education Program	■	■	This action was paused to allow for delivery of other priority actions.
	3.2.3.1.A1	Finalise regional waste processing and disposal arrangements (Project 24) for commencement 1 July 2024	■	■	The process progressed as planned, ready for implementation from mid-2024.
	3.2.3.1.A2	Increase resource recovery from waste generated at the Campbelltown Stadium and Athletics Centre	■	■	This action was discontinued due to a change in strategic priorities.
	3.2.3.1.A3	Conduct Feasibility Study into functions of the Effluent Disposal	■	■	The Study was delayed due to discovery of contaminated material at the site. This means that site remediation works must first be undertaken. It is expected that the Study will commence in 2024-25.
	3.2.3.1.A4	Upgrade the Community Recycling Centre to become sustainable and incorporate more Recycling opportunities	■	■	Project scoping commenced and the upgrades will be completed in 2024-25.

## Outcome 3 – Enriched Natural Environment

### Indicators

Section	Indicator	Q3 Actual	Q4 Actual
<b>City Strategy &amp; Outcomes</b>	Percentage of renewable electricity generated from Council’s onsite and offsite solar systems	70%	70%
	Percentage reduction of greenhouse gas emissions from Council operations	Data not available	8%
	Percentage increase in Council's fleet of hybrid and/or electric vehicles	23%	23%
	Percentage increase in the number of residents using the Get Prepared App	Data not available	Data not available
	Community engagement with social media campaigns	N/A	110,301
	Number of assets (categories) incorporating resilience principles	4	4
<b>Open Space</b>	Water quality <ul style="list-style-type: none"> <li>average annual rate of compliance with NSW Water Quality Objectives for physiochemical properties and nutrient levels across 13 testing locations.</li> <li>average annual compliance rate with NHMRC Guidelines for safe levels of faecal contamination for primary contact across four swim sites</li> </ul>	N/A	56.2%
	Number of lineal Km’s treated within Campbelltown for priority weeds	7.8	47.7
	Number of new incursions of priority weeds or pest animals recorded	21	27
	Number of actions implemented within threatened species plans	29	29
	Number of inspections completed for priority weeds	210	293
	Number of hectares treated for priority weeds	0	22.7
	Number of residents engaged in Pest Animal Management	10	11
	Number of priority pest species targeted	4	4
	Number of hectares of bushland under active management	34.65	46.35
	Number of residents engaged in environmental initiatives	7,128	7,272
	Number of environmental events and workshops	60	79
	Number of art and photography entries received for the Threatened Species Art Competition and Macarthur Nature Photography Competition	3,824	N/A
	Number of hectares of Bushfire Hazard Reduction activities	65	91.9
	Number of lineal Km’s fire trail maintained	25.65	45.65
	Number of trees planted	1350	6683
	Number of play spaces and/or parks treated for urban cooling	0	4

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Section	Indicator	Q3 Actual	Q4 Actual
<b>Waste and Recycling Services</b>	Number of visits to schools, community groups and organisations to provide recycling and waste education	6	6
	Number of waste initiatives undertaken at council events	2	3
	Percentage of waste diverted from landfill (diversion rate)	Data only available for January & February 2024 58.71% Diversion Rate (all 4 streams) 15,056 T collected and 8,883.1 T diverted	Data only available for April 2024 - 58.71% Diversion rate for all four streams. Total tonnes Collect - 6390.60 and total tonnes diverted - 2173.37
	Percentage of customer complaints received related to waste collection service	0.25%	0.10%
	Percentage of contaminated recycled material at Community Recycling Centre	0%	0%

## Outcome 4 – Economic Prosperity

### Delivery Program Activities

Section	Code	4-Year Activities	Q3	Q4	Q4 Comment
City Strategy and Outcomes	4.1.1.1.K1	Work proactively and responsively to attract businesses to Campbelltown	■	■	Council continued to engage existing and potential businesses to support opportunities for growth. This included supporting businesses during the DA process, and connecting them with funding opportunities.
	4.2.1.1.K1	Actively engage local industries to facilitate development and growth opportunities (e.g. partnerships with Southern Strength, ASPIRE, Generation STEM, Spark Festival, and circular economy opportunities)	■	■	Continued working with businesses to access grants and identify growth opportunities. Also continued to partner with Southern Strength and Service NSW to support industry.
	4.2.2.1.K1	Actively promote Campbelltown as a place to do business, invest and visit	■	■	The economic insights report was completed, with support provided to businesses to access grants and identify growth opportunities
	4.2.3.1.K1	Deliver various learning and development opportunities for local businesses, including workshops and events, and specific programs such as Street Appeal and grant funded programs	■	■	This ongoing activity was delivered as planned. Round 2 of the outdoor dining grants was delivered, online workshops continued, 1 Southern Strength event was delivered, and 3 Wander On Q business workshops were held.
	4.2.3.1.K2	Deliver local business support programs to encourage the community to support local businesses	■	■	This ongoing activity was delivered as planned, with 6 business learning opportunities, and multiple business support workshops provided.
	4.3.1.1.K2	Lead the cross-functional program to revitalise Queen Street	■	■	Initiatives delivered included new weekly markets, maintenance works, and securing grant funding for further designs on traffic and pedestrian movements.
	4.3.1.1.K3	Manage the overall program to implement Reimagining Campbelltown and the Campbelltown-MacArthur Place Strategy	■	■	The City Centre Planning Proposal progressed, with 21 underlying technical studies. The Cultural Heart Masterplan was completed.
Communications	4.3.2.1.K1	Embed Campbelltown’s brand in all that we do ensure a sense of pride and belonging in the community	■	■	Council’s core brand was promoted through initiatives such as the Billabong Parklands opening, and updating of signage and wayfinding at Ingleburn Library.
Community Life	4.3.1.1.K1	Deliver responsive and people focused Place Activation and Tactical Urbanism programs in prime location(s)	■	■	Programs such as the Handmade and Homegrown Markets were delivered as planned.



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Section	Code	4-Year Activities	Q3	Q4	Q4 Comment
Creative Life	4.3.1.1.K4	Deliver public art plan and creative activities that contribute to revitalising the Campbelltown City Centre			Several public art projects were delivered including Smith's Creek and revitalisation of the Standout at Campbelltown Railway Station.
	4.1.2.1.K1	Develop and manage partnerships with education providers			Continued to maintain strategic relationships and partnerships with education providers to progress shared objectives.
Strategic Partnership	4.2.1.2.K1	Work with the City Deal Delivery Office and Western Parkland City Authority to deliver the commitments in the Western Sydney City Deal to achieve regional outcomes			Council continued to represent Campbelltown with state government agencies to deliver the City Deal.

## Outcome 4 – Economic Prosperity

### Operational Plan Actions

Section	Code	Action	Q3	Q4	Q4 Comment
City Revitalisation and Renewal	4.2.2.1.A2	Review unsolicited Proposal policy to identify investment opportunities for Council and community			The Policy was reviewed and updated, and adopted by Council in May 2024.
	4.3.1.1.A9	Deliver Urban Renewal and City Revitalisation Strategy			The Development Intent was developed and endorsed by Council Executive. The Intent provides direction for city revitalisation and renewal activities.
City Strategy and Outcomes	4.1.1.1.A1	Deliver a Council endorsed Investment Attraction Strategy and Framework			An Investment Attraction Strategy was drafted, while the development of a Regional Economic Development Strategy with Western Sydney Parklands Councils has been delayed.
	4.1.1.1.A2	Deliver No Vacancy on Q in Queen Street to improve visitation to the high street and diversity of retail offering			This program continued, with 3 businesses occupying shopfronts at 261 Queen Street.
	4.1.2.1.A1	Deliver opportunities for industry and service providers to connect with and provide employment opportunities for the local community			Multiple stakeholders (TAFE, Department of Education, registered training organisations) were engaged to promote pathway opportunities for students and deliver events to connect industry with the local community.
	4.2.2.1.A1	Implement strategies to improve the perception of the Campbelltown city centre			Continued delivery of programs such as outdoor dining grants, Renew of Q, planning proposal engagement, and marketing.
	4.3.1.1.A1	Develop and deliver Outdoor Dining Policy and Best Practice Guidelines			The final round of the outdoor dining grants was delivered.
	4.3.1.1.A2	Refresh Reimagining Campbelltown City Centre			This project has been deferred to 2024-25.

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Section	Code	Action	Q3	Q4	Q4 Comment
		Master Plan to reflect changes in context and progress to date			
	4.3.1.1.A3	Provide a spatial plan and standards to deliver great spaces for the community	■	■	This is being delivered through the City Centre Planning Proposal, which includes a Public Domain Plan for the city centre.
<b>Community Learning and Library Services</b>	4.3.2.1.A1	Deliver and continue to refine Group Touring of Campbelltown through the Visitor Information Centre	■	■	The Group Touring Program was refined with updated tour commentaries and a touring kit for social, seniors, and coach group touring.
<b>Community Life</b>	4.3.1.1.A4	Deliver the 'On Q' Queen Street activation program	■	■	Initiatives delivered included Handmade and Homegrown Markets, live music during lunchtimes, Ramadan on Q (which attracted 20,000 people over 2 nights)
	4.3.1.1.A5	Deliver Place Programs in Leumeah, Ingleburn and key centres	■	■	The action was paused due to the focus on the Campbelltown city centre. The action plan will be reevaluated and updated.
<b>Creative Life</b>	4.3.1.1.A6	Develop and launch Public Arts Policy	■	■	This action will continue into 2024-25.
<b>Planning and Development</b>	4.3.1.1.A7	Administer Council's local infrastructure contributions plan to support delivery of Reimagining Campbelltown works	■	■	Action progressed as planned.
	4.3.1.1.A8	Progress the City Centre Planning Proposal once City Centre Local Environmental Plan review and supporting studies are completed	■	■	All planning studies have commenced, and scenario planning is in progress.

## Outcome 4 – Economic Prosperity Indicators

Section	Indicator	Q3 Actual	Q4 Actual
<b>City Strategy &amp; Outcomes</b>	Percentage of click throughs/downloads of messaging/ collateral	32.56%	32.33%
	Number of vacant spaces secured to deliver the No Vacancy on Q project in Campbelltown City Centre	2	4
	Number of schools participating in Generation STEM	0	6
	Percentage increase in the number of industry mentors involved in the Generation STEM program	0%	3%
	Number of businesses who attend Southern Strength events	80	80
	Number of new local businesses who become a member of the Southern Strength network	0	11
	Click through rate for business digital marketing campaigns	0	0
	Established relationships with real estate agents	5	5
	Number of people who attend at least one activity from the business development program	65	68
	Number of applications received to participate in business grant funded programs	8	33
Number of positive media mentions	7	12	
<b>Communications</b>	Number of award nomination submissions	3	8
<b>Community Learning &amp; Libraries</b>	Number of interactions on the Visit Campbelltown website	8,812	11,890
	Satisfaction with Visitor Information Services (would recommend to others)	100%	100%
<b>Creative Life</b>	Number of artists engaged in public art	3	3
	Number of public art murals and activations completed	0	1

## Outcome 5 – Strong Leadership

### Delivery Program Activities

Section	Code	4-Year Activities	Q3	Q4	Q4 Comment
<b>City Projects</b>	5.2.2.2.K1	Provide a consistent project management methodology and processes for all project management engagements across the organisation	■	■	The Project Management Framework applies to all projects across Council
	5.2.2.2.K2	Support and encourage organisational capability for project management and improvement in project delivery	■	■	The project management framework continues to be implemented and refined to provide sound governance of Council's project planning and delivery.
	5.2.2.2.K3	Develop an automated project management process	■	■	Project management software has been improved to be more efficient and better support project management processes.
	5.2.2.2.K4	Develop a Project Quality Assurance Framework (Note: Commences 24-25)	■	■	The Project Quality Assurance Framework was developed as planned and will be implemented in 2024-25.
<b>City Revitalisation and Renewal</b>	5.2.2.4.K1	Develop and implement strategies to increase the productivity of Council land and property assets	■	■	Council reviewed its land and property assets as per its Urban Renewal and Divestment policies. This focused on identifying properties that may be underutilised or surplus.
	5.2.2.4.K2	Optimise community benefit, public value and financial sustainability from the property portfolio by actively pursuing strategic property acquisitions and disposals	■	■	Council reviewed its land and property assets as per its Urban Renewal and Divestment policies. Opportunities optimise use of land assets for community benefit, public value, and financial sustainability from the property portfolio were investigated.
	5.2.2.4.K3	Generate community benefit and revenue through development, divestment or strategic investment	■	■	Policies, Authorised Statements and Development Intent were developed and endorsed as planned.
	5.2.2.5.K1	Strategically manage Council's land assets and property	■	■	This activity is continuing as planned, with the City Revitalisation and Urban Renewal Team taking the lead on strategically managing Council's land assets and property.
	5.2.2.5.K2	Manage Council owned land, Land Transfers, and Dedications	■	■	This activity is continuing as planned, with all land transfers and dedications managed and updated on the land register as required.
	5.2.2.5.K3	Undertake strategic evaluation of property portfolio on an ongoing basis	■	■	The strategic evaluation is continuing as planned. The Development Intent has been endorsed, and preliminary due diligence on potential divestment/development opportunities is underway.

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Section	Code	4-Year Activities	03	04	04 Comment
<b>City Strategy and Outcomes</b>	5.2.1.2.K3	Collaborate with partners across the public, private and non-government sectors to enable implementation of Reimagining Campbelltown	■	■	Council continued to advocate for transport accessibility and connectivity within the City Centre. The foundations of the City Centre Planning Proposal are aligned to the vision in the Reimagining Campbelltown Master Plan.
	5.2.1.4.K1	Embed resilience through the implementation of the Resilience Hazard Assessment	■	■	Council continued to implement the Resilience Hazard Assessment.
	5.2.1.4.K2	Lead and support the consideration of shocks, stresses and resilience hazards in Council's decision making	■	■	Resilience principles continued to be embedded, supported by a new project "Navigating Net Zero and Emergency Management".
<b>Communications</b>	5.1.1.1.K1	Provide opportunities for the community to engage and participate in decision making through meaningful and accessible community consultation activities	■	■	Multiple engagement activities were delivered including Senior's Forum, 6 playspace consultations, community workshops for the Blue Green Grid Plan, and Varroville Reserve Masterplan consultation.
	5.1.2.1.K1	Communicate openly and honestly with our community through the delivery of diverse, accessible and engaging communications initiatives, campaigns and channels	■	■	Council's community engagement portal (Over To You) continued to be improved with easy-to-read information and translation services. A range of media channels continued to be used to share information and services with the community.
	5.1.2.1.K2	Provide comprehensive advice and develop strategies to boost reputation, build pride and mitigate issues that may arise	■	■	Continued to provide communications and engagement support for Council projects including Pembroke Park, Cover Up Campbelltown, Nepean River Reserve, and the Billabong Parklands opening.
	5.2.1.2.K2	Foster our sister city relationships with Koshigaya and Coonamble	■	■	Initiatives included delegation visits to and from Koshigaya, and support for the Coonamble Rodeo and Campdraft.
<b>Corporate Services &amp; Governance</b>	5.1.1.2.K8	Provide the internal printing service	■	■	This review is progressing as planned.
	5.2.2.1.K1	Facilitate and review the Governance Excellence framework (BOSS) to ensure transparency, accountability, stewardship and integrity of decision making and drive improved organisational governance	■	■	The BOSS content on FRED has been reviewed and updated for currency.
	5.2.2.1.K2	Support the elected Council to enable the fulfilment of statutory obligations and civic duties	■	■	Ongoing support was provided to the elected Council. Changes were made to Council's Code of Meeting Practice to include the livestreaming of Council Briefings.
	5.2.2.3.K2	Implement a risk management framework that is consistent with the Australian standards for risk management and	■	■	Council's Enterprise Risk Management framework continues to be compliant with internal standards (ISO31000).

CAMPBELLTOWN CITY COUNCIL **Progress Report January to June 2024**

Section	Code	4-Year Activities	03	04	04 Comment
		support the organisational integration of Enterprise Risk Management (ERM)			
	5.2.2.3.K3	Facilitate a positive and consultative safety culture with best practice workplace health and safety	■	■	This ongoing activity was delivered as planned, supported by regular Workplace Health and Safety Committee meetings.
	5.2.2.3.K4	Implement Chain of Responsibility 5-year plan	■	■	Chain of Responsibility training continued to be delivered.
	5.2.2.4.K4	Develop and manage Council's Rating and Revenue framework	■	■	This action has been completed as planned.
	5.2.2.4.K5	Support the business in budget management, financial analytics, accounting for assets and fleet management	■	■	Financial support continued to be provided across the organisation to foster good financial management.
	5.2.2.4.K6	Deliver Council's statutory financial reporting and functions including taxation, financial statements, investment, loans and payments to suppliers	■	■	All statutory reporting requirements were completed as per legislation.
	5.2.2.4.K7	Facilitate Procurement and Contract Governance framework to deliver best value for money through a fair and transparent process	■	■	The framework was delivered as planned, with a new integrated Contract Management System implemented in Quarter 4.
<b>Corporate Strategy and Insights</b>	5.2.1.1.K1	Provide the Research and Insights program to support evidence-based decision making at Council	■	■	The Research and Insights program continued to lead initiatives to improve evidence-based decision making. These initiatives included improving data governance, data visualisations, analytic/data support for key projects.
	5.2.1.1.K2	Provide the Corporate Planning and Reporting program for Council	■	■	The program was delivered as planned. Key achievements included adoption of the 2024-25 Operational Plan, new business review processes, and commencement of the Community Strategic Plan review, State of Our City Report, and Annual Report.
	5.2.2.2.K5	Coordinate identified service reviews	■	■	The Integrated Planning and Reporting review was completed. Two additional services reviews commenced: review of Events and Festivals program, and review of external grants processes.
	5.2.2.2.K6	Support and encourage organisational capability for continuous improvement - in service delivery and the performance of Council business and functions generally	■	■	Key achievements included the development and implementation of a new business review process, change management processes for whole of life asset management, and supporting the review of City Services.



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Section	Code	4-Year Activities	03	04	04 Comment
<b>Corporate Support &amp; Systems</b>	5.1.1.2.K1	Deliver customer service front counter, online and contact centre services including processing of applications, payments and requests	■	■	Customer services were delivered as planned through front counter, online, and contact centre.
	5.1.1.2.K2	Manage the administration of halls and community centre bookings	■	■	Community Halls and Centres were administered as planned.
	5.1.1.2.K3	Implement a knowledge management system (Note: Program to be delivered by 23-24)	■	■	This action is currently in the procurement stage, and is due for completion in the second half of 2024-25.
	5.1.1.2.K4	Manage the incoming and outgoing correspondence of Council through mail, front counter and online channels	■	■	Council correspondence (incoming and outgoing) was managed as planned.
	5.1.1.2.K5	Manage the registration, publishing, storage and distribution of key records and documents	■	■	Council records and documents were managed as planned.
	5.1.1.2.K6	Manage, train staff and administer the Electronic Document and Records Management System	■	■	The Electronic Document and Records Management System was managed as planned, with staff training delivered as needed.
	5.1.1.2.K7	Deliver Council's Information Technology Service including hardware, software and security as per the Information and Communication Technology Roadmap 2022-26	■	■	Council continues to implement infrastructure upgrades and cyber security to ensure service continuity. Key initiatives delivered include technology and WIFI at the Billabong, and automation of DA applications processes.
<b>Infrastructure</b>	5.2.2.5.K4	Develop and deliver the Asset Renewal Program for all asset categories	■	■	95% completed. Major and Minor works program, Play Equipment Program are still to develop.
	5.2.2.5.K5	Complete asset condition inspections, valuations and modelling	■	■	90% completed. Valuation will be completed in Q1 2024-25FY.
<b>Internal Audit</b>	5.2.2.3.K1	Provide adequate and effective audit, risk management and assurance processes	■	■	The audit plan and assurance program were completed.
<b>People &amp; Performance</b>	5.2.1.3.K1	Attract, recruit and retain skilled and qualified staff required to deliver Council services	■	■	Council continued to attract skills and qualified staff.
	5.2.1.3.K2	Develop and administer policies and processes supporting employment life cycle in accordance with business needs and legislative environments	■	■	Authorised Statements and Policies were updated in accordance with review dates.

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Section	Code	4-Year Activities	Q3	Q4	Q4 Comment
	5.2.1.3.K3	Administer Work Experience, Work Placement and Trainee programs to support local employment outcomes	■	■	Workplace experience placements continued to be supported (29 across Q3 and Q4).
	5.2.1.3.K4	Facilitate workplace consultation, change management and staff engagement initiatives	■	■	Several initiatives were delivered, including support for the City Services workplace change and significant staff engagements (e.g., salary system project).
	5.2.1.3.K5	Train and develop staff to support high quality and safe service delivery in accordance to changing operational plans and legislations	■	■	Corporate training was delivered as planned, with a number of new programs (e.g., cyber security, health and wellbeing) implemented.
	5.2.1.3.K6	Deliver payroll process	■	■	Payroll processes were delivered as per legislative and operational requirements.
	5.2.1.3.K7	Deliver workforce planning, resourcing and rostering advice to drive efficiency and effectiveness across business units	■	■	Initiatives such as workplace planning to reduce reliance on casual staff and improvements to rostering processes were delivered.
	5.2.1.3.K8	Manage staff injury claims supporting safe and durable return to work in accordance with the Standards of Practice and legislative requirements (SIRA)	■	■	Council's Injury Management Team continue to achieve best practice Return to Work rates.
	5.2.1.3.K9	Manage delivery of initiatives committed in Workforce Management Strategy	■	■	The following initiatives were delivered: salary system changes, expansion of service awards, development of new human resources information system.
<b>Property Services</b>	5.2.2.4.K1b	Develop and implement strategies to increase the productivity of Council land and property assets	■	■	Multiple business cases for property assets were finalised, and 3 property transactions were completed with positive investment returns.
	5.2.2.5.K1b	Strategically manage Council's land assets and property	■	■	Opportunities for increasing revenue from Council's investments were identified for future implementation.
<b>Strategic Partnerships</b>	5.2.1.2.K1	Engage with key government representatives and senior government officials to achieve positive outcomes for Campbelltown	■	■	Continued to meet with, and present to, key government representatives to achieve positive outcomes for Campbelltown.

## Outcome 5 – Strong Leadership

### Operational Plan Actions

Section	Code	Action	Q3	Q4	Q4 Comment
<b>City Projects</b>	5.2.2.2.A2	Improve digital automation for project management processes and procedures	■	■	Current Council software has been improved to provide support for project management processes with improvements to workflows and information contained in the project management plan.
	5.2.2.2.A3	Manage and Deliver the WestInvest program of works	■	■	The management and delivery of this program of works is progressing as planned. All project funding deeds were executed, project partner appointed, and project delivery planning finalised.
<b>City Revitalisation and Renewal</b>	5.2.2.4.A3	Implement Divestment Policy	■	■	The Divestment Policy was implemented as planned.
	5.2.2.4.A4	Implement Acquisition Policy (strategic and just terms compulsory acquisition)	■	■	The Acquisition Policy was implemented as planned.
	5.2.2.5.A7	Urban Renewal Policy	■	■	This action was completed in Q1.
<b>City Strategy and Outcomes</b>	5.2.1.2.A1	Coordinate Campbelltown Collaboration Area Steering Group and associated working groups	■	■	Changes to the State Government Commissions and Departments has discontinued a coordinated approach across government agencies. Council continues to progress actions under its control.
	5.2.1.2.A2	Collaborate with the Campbelltown Health and Education Partnership to support the growth of the Macarthur Health, Knowledge, and Innovation District	■	■	Council continued to be involved with the CHEP partnership and broader precinct.
	5.2.1.4.A1	Develop a work program and resourcing strategy to guide the implementation of the Resilience Hazard Assessment	■	■	The work program and resourcing strategy were completed as planned.
	5.2.1.4.A2	Develop an online platform to facilitate the sharing of information/promotion of services that provide support for shock and stresses	■	■	The online platform was completed as planned.
	5.2.1.4.A3	Facilitate the creation of neighbourhood-based resilience champions/groups to lead and embed resilience programs and actions	■	■	Initiatives were delivered to build resilience to natural hazards in the Pacifica Community, through reference groups and workshops. This action will continue into 2024-25.

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Section	Code	Action	03	04	04 Comment
	5.2.2.5.A8	Undertake a partnership with NSW Health to facilitate improvements to the quality and provision of Council assets and infrastructure	■	■	This partnership continued as planned.
<b>Communications</b>	5.1.1.1A1	Implement endorsed Community Engagement Strategy	■	■	The Community Engagement Strategy continued to be implemented, to foster strong 2-way engagement between Council and the community.
	5.1.2.1A2	Ensure website is improving our customer experience	■	■	Improvements to Council's website continued to be implemented, with a new landing page linked to ticketing for the Billabong Parklands. Website content reviews are underway for the Stadium and sustainability and resilience.
	5.2.2.1A1	Plan and prepare for 2024 Local Government Elections	■	■	Preparations for the 2024 elections progressed as planned.
<b>Corporate Services &amp; Governance</b>	5.2.2.1A2	Implement improved Legislative Compliance Register	■	■	The compliance register was developed and launched.
	5.2.2.1A3	Implement the recommendations and actions from the Governance Health Check	■	■	This action progressed as planned.
	5.2.2.3.A2	Review and implement risk management framework that is consistent with the Australian standards	■	■	Internal processes continue to monitor and review enterprise risks.
<b>Corporate Strategy and Insights</b>	5.2.1.1A1	Implement the revised corporate planning and reporting cycle	■	■	Several revisions were implemented to improve Council's integrated planning and reporting. These revisions focused on process improvements to the 4-year planning cycle, external grant funding, and business reviews.
	5.2.1.1A2	Develop the 2024-25 Operational Plan	■	■	The Operational Plan and associated documents were adopted by Council in June 2024.
	5.2.1.1A3	Implement the Research & Data Roadmap	■	■	Council continued improving its approach to evidence based decision making. Key achievements included the development of a centralised data catalogue, and delivery of corporate data visualisations to integrate multiple datasets and aid decision making.
	5.2.1.1A4	Develop and implement the 2023 Community Survey	■	■	The Community Survey was delivered, with the results used to inform the next corporate planning cycle.
	5.2.2.2.A1	Coordinate and facilitate the delivery of Council's Continuous Improvement Action Plan	■	■	Key achievements included the development and implementation of a new business review process, change management processes for whole of life asset management, and supporting the review of City Services.

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Section	Code	Action	Q3	Q4	Q4 Comment
<b>Corporate Support &amp; Systems</b>	5.11.2.A1	Deliver digital improvements to customer service	■	■	These digital improvements are due for completion in Q1 2024-25.
	5.11.2.A2	Deliver customer service process standardisation	■	■	Customer experience initiatives (e.g., knowledge base project) were delivered as planned.
	5.11.2.A3	Deliver the Cyber Security compliance program	■	■	The Cyber Security Framework continued to be developed as planned.
	5.11.2.A4	Replacement of the Council Chambers AV System	■	■	This project continued as planned.
	5.12.1.A1	Deliver the Customer Experience Program (service review)	■	■	The Customer Experience Program delivered reviews of DA applications processes and mowing. Implementation of improvements identified through the reviews has commenced.
<b>Infrastructure</b>	5.2.2.5.A1	Deliver the building and facilities renewal program	■	■	Program has been developed and stakeholder consultation has commenced.
	5.2.2.5.A2	Develop and fine-tune Asset Predictor for all valued assets	■	■	This action was completed as planned.
	5.2.2.5.A3	Upgrade Conquest to Cloud based System with mapping and mobile functionality	■	■	The upgrade progressed as planned.
<b>Internal Audit</b>	5.2.2.3.A1	Develop and complete Audit, Risk and Improvement Committee Annual Effectiveness Survey	■	■	This action was delayed, and is due for completion in July 2024.
<b>Operational Services</b>	5.2.2.5.A4	Deliver Public Spaces Assets Renewal Program	■	■	The assets renewal program was delivered as planned.
<b>People &amp; Performance</b>	5.2.1.3.A1	Review and update EEO Policy and reporting processes to better foster culture of diversity and inclusion.	■	■	The Equal Employment Opportunity Policy is currently under review and is progressing as planned.
	5.2.1.3.A2	Review payroll/rostering platforms	■	■	The review was completed as planned, and implementation is on track for 2024-25.
	5.2.1.3.A3	Undertake review of salary system	■	■	The review was completed and implemented during Quarter 4.
	5.2.1.3.A4	Undertake review of corporate structure	■	■	The structure of City Services was reviewed as planned, and changes are being implemented.
	5.2.1.3.A5	Develop Internal Communication Strategy	■	■	Strategy was developed, and several initiatives implemented to improve staff engagement and communication.
	5.2.1.3.A6	Develop Change Management Framework to support substantial workplace and culture change such as Library Move and Technology Implementation	■	■	The change management toolkit was launched and incorporated into staff resources and training.

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Section	Code	Action	Q3	Q4	Q4 Comment
Property Services	5.2.2.4.A1	Implement the Commercial Property Strategy and identify prime investment opportunities	■	■	The Property Strategy was implemented, with multiple investment opportunities completed.
	5.2.2.4.A2	Implement initiatives on Council's land holdings and properties to maximise returns	■	■	Multiple initiatives were implemented leading to income generation and improvements to community amenity.
	5.2.2.5.A5	Provide commercial advice on key Council led developments	■	■	Commercial advice continued to be provided for multiple Council led developments.
	5.2.2.5.A6	Manage critical land and property information	■	■	This action was delayed due to a system upgrade, and will be progressed during 2024-25.

## Outcome 5 – Strong Leadership Indicators

Section	Indicator	Q3 Actual	Q4 Actual
City Revitalisation & Renewal	Update on Council's land register and provide a quarterly update	3	3
	Number of development and divestment options provided to Council	2	0
	Percentage of developments that have a potential impact on Councils strategic land holdings are reviewed	100%	100%
City Strategy & Outcomes	Number of positive interactions with social media posts about shocks and stresses	N/A	3,948
Communications	Number of community engagement activities delivered	40	59
	Number of registered users on Over to You	2,200	2,230
	Number of media releases	80	99
	Number of community newsletters	3	4
	Number of eNewsletters produced	9	12
	Number of internal newsletters	2	4
	Number of videos produced	34	42
	Percentage increase in number of followers on Facebook	3%	9%
	Design request deadlines met	99%	99%
Corporate Services & Governance	Corporate documents reviewed in accordance with schedule	80%	90%
	Formal GIPA requests processed within statutory timeframes	100%	100%
	Percentage of tenders awarded (advertisement to contract award) under 90 days	N/A - Annual measure	40%



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Section	Indicator	Q3 Actual	Q4 Actual
	Value of sundry debtors outstanding greater than 90 days	\$443,761	\$355,876
	Reports provided to Audit, Risk and Improvement Committee	70%	80%
	Number of Notifiable Incidents (Safe Work NSW)	1	1
	Investment Portfolio monthly return (annualised)	Achieved	0.47%
	Financial Performance Measures (Fit for the Future) benchmarks	N/A	Data available in Annual Report (Nov 24)
<b>Corporate Strategy &amp; Insights</b>	Corporate reports delivered on time and standard as per IP&R requirements	Achieved	Achieved
	2024-25 Operational Plan meets all good, better and best standards as per IP&R requirements	N/A - Annual	Not Achieved
	Number of clicks to the digital Corporate Indicator Dashboard	133	42
	Quarterly reports of continuous improvement initiatives (including service review progress and recommendations) provided to the Audit, Risk and Improvement Committee	N/A - Annual	100%
<b>Corporate Support &amp; Systems</b>	First call resolution rate by customer service	98%	98%
	Customer call quality score	87%	85%
	Average time for front counter customers served (mins)	5.59	6.15
	Reduction in average wait time for calls (seconds)	71	58
	Reduction in average call handling time (seconds)	271	265
	Increase in online submissions	Data not available	5%
	Number of services digitally transformed	Data not available	19
	Information Technology infrastructure availability	Data not available	95%
	Percentage increase in documents registered by all staff (excluding Information Management team)	-7.04%	19%
	Percentage decrease in documents scanned by the records management team	75%	75%
	Number of Cybersecurity Incidents	Data not available	0
	Percentage of software as a service application/platform availability	Data not available	99%

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Section	Indicator	Q3 Actual	Q4 Actual
<b>Infrastructure</b>	Quality of Condition Assessment	90%	95%
	Response on Time	95%	95%
	Percentage of Building Assets Maintenance Requests captured in Council's system	N/A - Annual	Data not available
	Percentage of building assets are inspected prior to developing annual program	50%	50%
	Percentage of assets captured in Council's Asset System prior to valuation	50%	90%
	Percentage of unmapped and new assets mapped prior to Valuation	50%	90%
	Percentage of actions compliance with Asset Management Strategy	75%	85%
	Percentage of inspections completed prior to valuation (as per specified inspection Frequency)	65%	95%
	Percentage of inspections completed prior to modelling for programs	75%	95%
<b>People &amp; Performance</b>	Number of work experience/work placements conducted	27	25
	Percentage of staff that report Council has a positive culture	29%	83.33%
	Percentage of staff that would promote Council as an employer	33%	66%
	Percentage reduction in Lost Time Injuries (cumulative)	17	17
	Number of staff per manager (Span of Control)	6.06	6.58
	Percentage decrease in staff grievances	N/A - Annual	10% Increase
	Percentage increase in internal promotion of staff	N/A - Annual	50 internal promotions
	Percentage reduction in utilisation of casual and agency staff	Increase	>25%
	Number of weeks to recruit staff from date of advertising to date of offer (Time to Fill)	N/A - Annual	7 weeks
<b>Property Services</b>	Percentage increase in return from existing property portfolio	Overall result from all lease activity (renewals of leases and licences) equates to 23.5% growth	Overall result from all lease activity (renewals of leases and licences) equates to 23.5% growth
	Revenue increase from new property initiatives	\$145,025	\$145,025
	Vacancy rate across Council's total Property Portfolio	0.5%	1.8%



**CAMPBELLTOWN**

Campbelltown City Council  
PO Box 57, Campbelltown NSW 2560  
T 024645 4000

[campbelltown.nsw.gov.au](http://campbelltown.nsw.gov.au)

**9. QUESTIONS WITH NOTICE**

Nil

**10. RESCISSION MOTION**

Nil

**11. NOTICE OF MOTION**

Nil

**12. URGENT GENERAL BUSINESS**

**13. PRESENTATIONS BY COUNCILLORS**

## **14. CONFIDENTIAL REPORTS FROM OFFICERS**

### **14.1 Deed of Variation - Council Investment Property**

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(ii) of the *Local Government Act 1993*, which permits the meeting to be closed to the public for business relating to the following: -

information that would, if disclosed, confer a commercial advantage on a competitor of the council.

### **14.2 Lease of Council Premises, 261 Queen Street Campbelltown**

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(c) of the *Local Government Act 1993*, which permits the meeting to be closed to the public for business relating to the following:

-

information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

