



Appendix 1

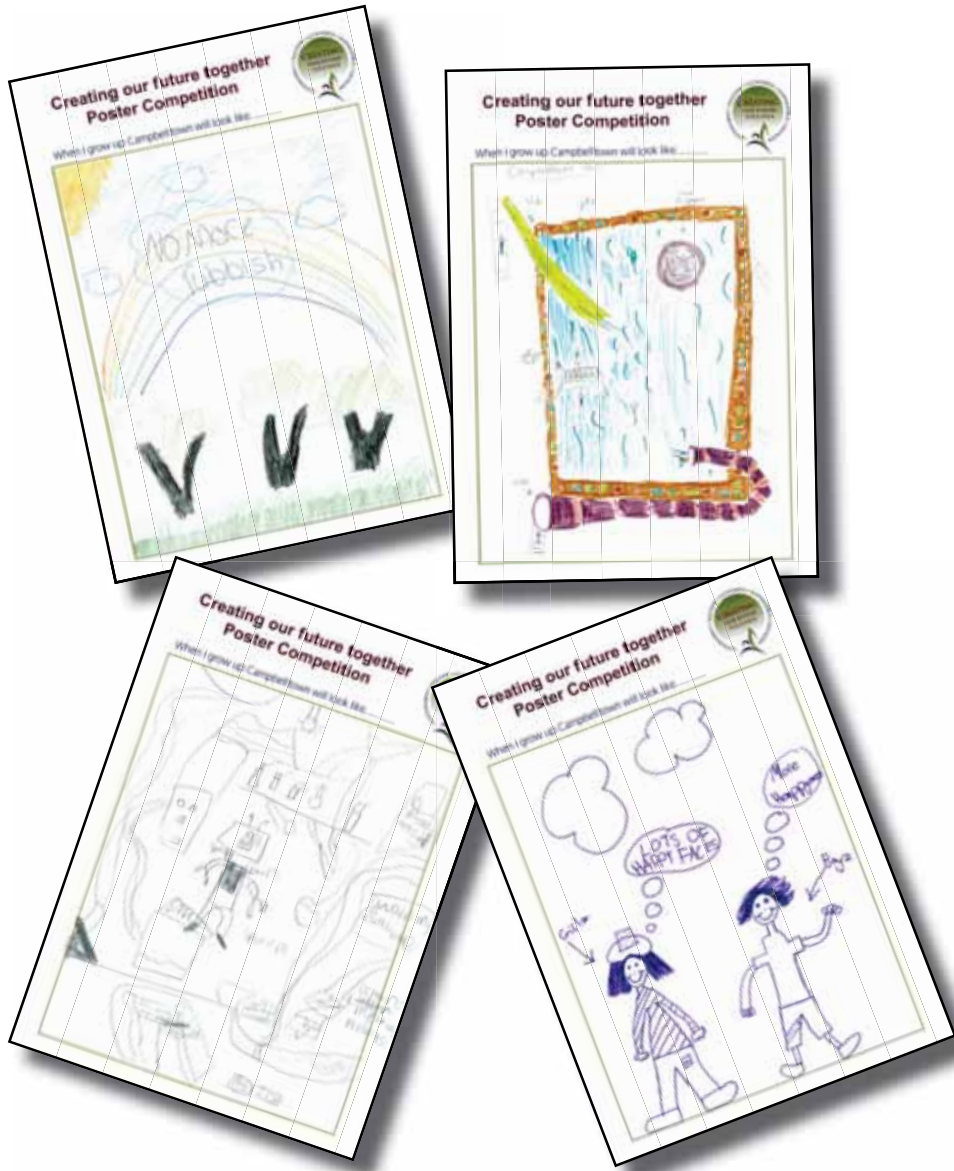
Community Strategic Plan

Creating our Future Together

Campbelltown's Community Strategic Plan

2013 - 2023





Drawings collected by children across the Local Government Area, demonstrating what they think the Campbelltown community will be like in the future.



Campbelltown public swimming pool in Bradbury Park, Campbelltown in 1970

The swimming pool was renamed the Gordon Fetterplace Aquatic Centre in September 2011



Orana Park was officially opened in 1970

Orana Park was renamed Campbelltown Sports Stadium in June 1999



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This plan acknowledges the Traditional Custodians of the land, the Dharawal people, past and present, whose lands the City now occupies.



Introduction to Campbelltown



Located just 50 minutes from the Sydney CBD, 40 minutes from the beaches of the Illawarra and within easy reach of major road and rail links to the Southern Highlands, Canberra, the Blue Mountains and the South Coast beaches, Campbelltown offers a unique blend of City opportunities in a natural setting to approximately 155,000 residents.

Campbelltown has significant environmental assets including two rivers, large areas of bushland and boasts a rich cultural heritage.

The original inhabitants of the land were the Dharawal people and today, Campbelltown has one of the largest populations of Aboriginal people in NSW.

Campbelltown is emerging as an important regional centre and effective management of our assets is critical to ensure their preservation for current and future generations. Items of regional significance include the University of Western Sydney (UWS) including the School of Medicine, two TAFE colleges, a major regional hospital, major regional shopping centre, regional arts centre, a variety of health services, recreational facilities including the Campbelltown Sports Stadium and a passenger and goods rail line.

The value of these assets is improved by their close proximity and complementary functions to the rapidly growing South West Growth Centre.



The population of Campbelltown is ageing due to the high proportion of residents of the 'baby boomer' generation who moved to the City during the housing development of the 70s and 80s.

With an ageing population, decreasing household size and changing house prices, demand for houses other than detached dwellings is likely to continue to increase in both the social and private housing markets.

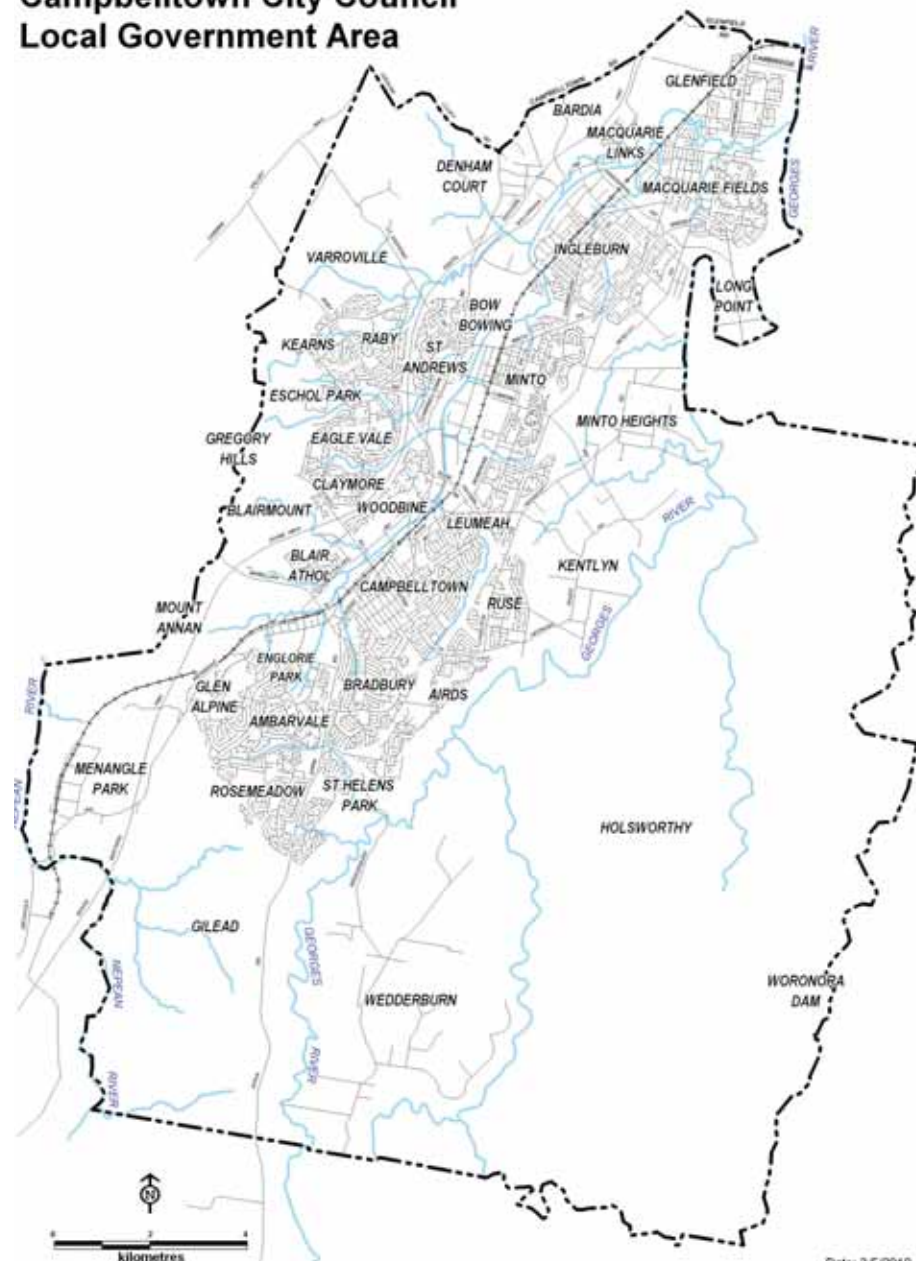
The redevelopment of public housing in Campbelltown will have a significant impact on local community services. This will involve temporary and permanent re-housing, along with reduced concentrations of public housing only communities.

The emergence of the City as a regional centre will provide a wide range of education and employment opportunities, particularly for young people. This is anticipated in the retail and health sectors with the university, hospitals and new aged care services creating a wide range of employment opportunities.

Incoming residents tend to be those with middle to lower incomes coming from suburbs in south western Sydney. This pattern is more pronounced in the north of the City and is characterised by a much greater cultural diversity, and many highly qualified new residents.

Campbelltown... the capital of Macarthur.

Campbelltown City Council Local Government Area



Your Councillors 2012 - 2016



Cr Fred Borg

M: 0418 411 232
E: fred.borg@campbelltown.nsw.gov.au



Cr George Brticevic

M: 0408 219 865
E: george.brticevic@campbelltown.nsw.gov.au



Cr Anoulack Chanthivong

M: 0412 413 377
E: anoulack.chanthivong@campbelltown.nsw.gov.au



Cr Sue Dobson

M: 0408 238 167
E: crsuedobson@hotmail.com



Cr Wal Glynn

M: 0419 681 387
E: wal.glynn@campbelltown.nsw.gov.au



Cr George Greiss

M: 0428 616 716
E: george.greiss@campbelltown.nsw.gov.au



Cr Paul Hawker

M: 0410 498 731
E: paul.hawker@campbelltown.nsw.gov.au



Cr Rudi Kolkman

M: 0419 270 452
E: rudi.kolkman@campbelltown.nsw.gov.au



Cr Paul Lake

M: 0400 105 150
E: paul.lake@campbelltown.nsw.gov.au



Cr Darcy Lound

M: 0409 829 103
E: darcy.lound@campbelltown.nsw.gov.au



Cr Alana Matheson

M: 0409 221 531
E: alana.matheson@campbelltown.nsw.gov.au



Cr Clinton Mead

M: 0408 637 114
E: clinton.mead@campbelltown.nsw.gov.au



Cr Meg Oates

M: 0419 467 885
E: meg.oates@campbelltown.nsw.gov.au



Cr Ted Rowell

M: 0408 210 493
E: ted.rowell@campbelltown.nsw.gov.au



Cr Bob Thompson

M: 0407 953 786
E: bob.thompson@campbelltown.nsw.gov.au

You can also contact your Councillors by mail:

Address: PO Box 57
Campbelltown NSW 2560

Community profile

Population

Males	49%
Female	51%

Place of birth

Born in Australia	72%
Born overseas	28%

Languages

English only	75%
Non-English	25%

Religion*

Christian	68%
Non-Christian	12%
No religion	13%

How we get to work

Public transport	17%
Car	68%
Alternative	15%

Workforce

Employed	93%
Unemployed	7%

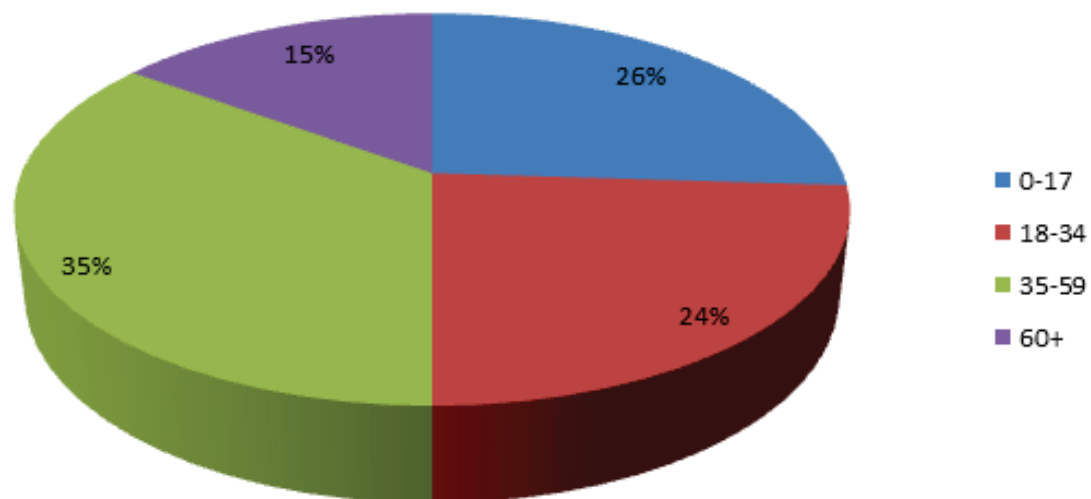
Where we work*

Within Campbelltown	33%
Outside Campbelltown	54%

Residence*

Owned	23%
Being purchased	41%
Renting	30%

Age brackets



This information was sourced from the 2011 Australian Bureau of Statistics Census data

The Campbelltown Community Strategic Plan is a long term plan that identifies the Campbelltown community's aspirations and objectives for the future. It identifies broad directions for the community towards 2023 and the areas of focus.



Introduction to Integrated Planning and Reporting

In 2009, the NSW Government introduced legislation requiring all councils to develop a Community Strategic Plan as part of a new Integrated Planning and Reporting process known as IPR.

The IPR framework recognises that Council and community plans do not exist in isolation and are part of a larger framework that is interconnected. The Community Strategic Plan sets high level objectives and strategies that are integrated throughout the Resourcing Strategy documents, the Delivery Program and the Operational Plan.

The Campbelltown Community Strategic Plan has been prepared by Campbelltown City Council, in partnership with residents, local businesses, community groups, other Government Agencies and surrounding Councils.

The Campbelltown Community Strategic Plan is a 10 year plan that outlines the aspirations and objectives of the community, and sets out the strategies for achieving these objectives. The plan will be reviewed and updated every four years following the election of a new council.

The Campbelltown Community Strategic Plan builds on previous plans such as the Campbelltown City Council Corporate Plan 2010-2014, the Social Plan 2010-2012 and Campbelltown 2025 - Looking Forward. Other plans such as NSW 2021 and the Sydney Metropolitan Plan have also been considered in the development of this Community Strategic Plan.

While Council has a custodial role in the development and ongoing review of the Community Strategic Plan, Council is not be wholly responsible for the implementation of activities to meet the strategies in the Plan. Other stakeholders such as the State Federal Government and its agencies and community organisations may also be engaged in delivering the long-term objectives of the plan.



Integrated Planning and Reporting framework

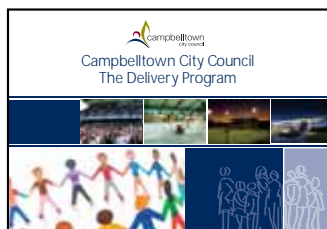
The diagram below illustrates the relationship between the range of Integrated Planning and Reporting documents.



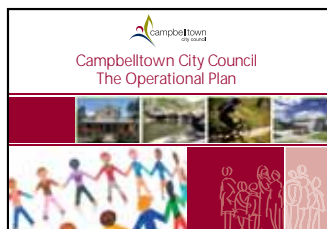
Integrated Planning and Reporting framework explained



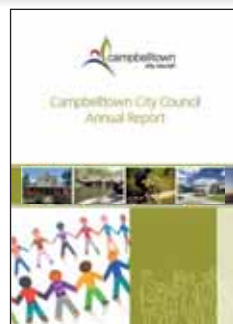
The Community Strategic Plan is the highest level plan. It identifies objectives and strategies for the community.



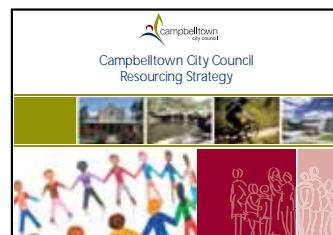
The Delivery Program outlines what Council is going to achieve over the four year period with services and functions set against the objectives and strategies of the Community Strategic Plan



The Operational Plan provides detail behind the programs of work and activities that will contribute to the commitments of the Delivery Program.



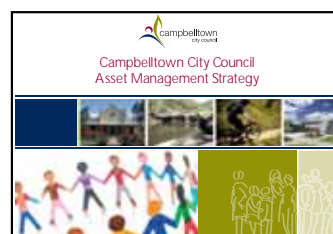
The Annual Report highlights on what Council has achieved during a financial year based on the services and functions and programs of works in the Delivery Program and Operational Plan.



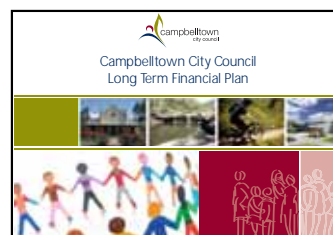
The Resourcing Strategy ensures that Council has sufficient resources to contribute to the achievement of the objectives outlined in the Community Strategic Plan. It consists of the following three documents.



A four year Workforce Management Plan that addresses Council's human resourcing requirement.



A 10 year Asset Management Plan that accounts for all of Council's existing assets and any future ones detailed in the Community Strategic Plan.



A Long Term Financial Plan that projects Council's income and expenditure over the next 10 years.

Community engagement



To determine important issues that relate to the future of our community, Council conducted an extensive community engagement process. Feedback from this engagement, along with information from existing local, regional and State planning documents, was taken into consideration when developing the Community Strategic Plan.

The community engagement was conducted in accordance with the principles of social justice. As outlined in the Integrated Planning and Reporting guidelines:

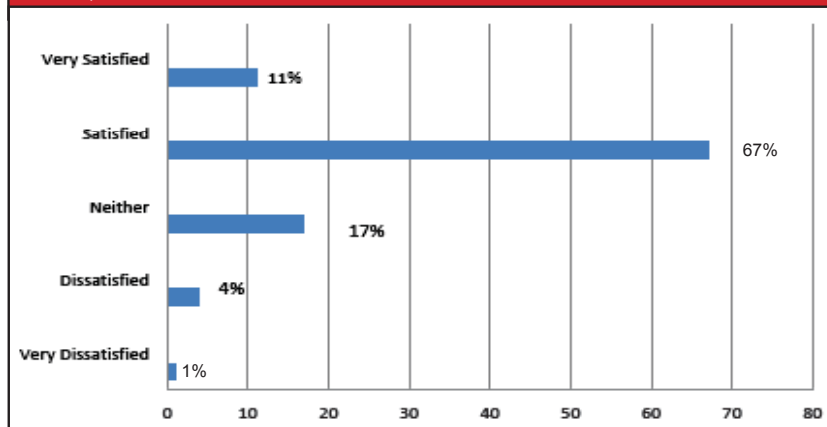
- **Equity:** there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access:** all people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:** everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights:** equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



Photos taken during our community engagement activities.

When participants were asked "overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?"

A total of 78% of residents indicated that they are at least 'satisfied' with the overall performance of Council





Key community engagement methods

Telephone survey - a survey of 800 residents from across the Local Government Area was undertaken. Participants were asked to rate the importance and satisfaction levels of Council services and functions. Overall, the result was positive with 78% of people indicating they were at least satisfied with Council's performance. The results from the survey provided the building blocks for the discussions at the community focus groups and postcard questionnaires.

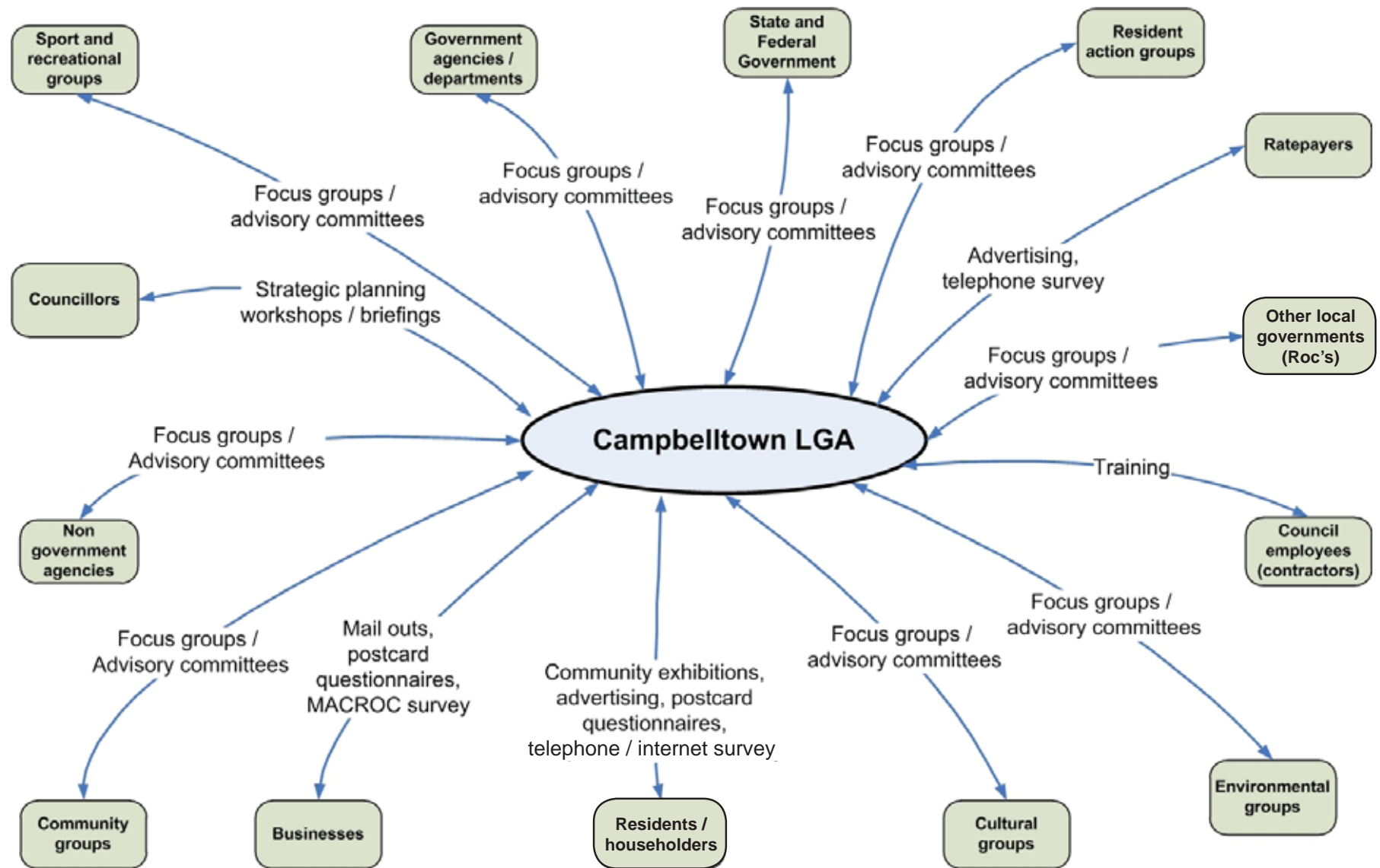
Community focus groups – a series of focus groups were held throughout May and June 2011, and again in March 2013, at a variety of times and locations across the Local Government Area. The focus groups were attended by local residents, community organisations and Government agencies.

Questionnaires – postcard questionnaires were sent out to every household in the Local Government Area, asking residents to provide feedback on the top 10 issues that came out of the telephone survey. A youth postcard was developed to provide young people with an opportunity to give feedback on their vision. During 2013, a supplementary survey card and online survey was distributed to reconfirm the aspirations that were previously recorded.

Community events - information stalls were held at a number of community events across the Local Government Area, including the Festival of Fisher's Ghost, Ingleburn Alive, Riverfest, Midnight Basketball, Youth Week, Seniors Week, and other community activities.

Council will continue to engage the community through various forms of consultation, including telephone surveys, information stalls at community events and focus groups on a regular basis. This will enable Council to assess the relevance of the current objectives and strategies and to learn of any changes to the vision the community has for Campbelltown.

In undertaking community engagement, Council acknowledged the variety of stakeholders within the community and employed a number of engagement methods to ensure that each stakeholder group was consulted throughout development of the plan. The diagram below shows the identified stakeholder groups and the engagement method used. Other methods of engagement for each stakeholder group were used as required.

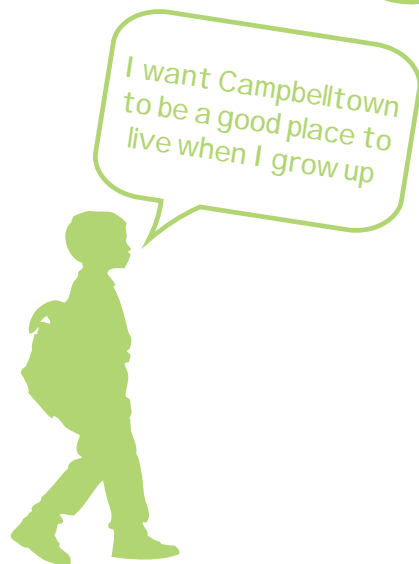


Using the consultation methods outlined, five key themes were identified through the community as their aspirations for the City. The quotes below outline the themes identified:





Postcard questionnaires were sent out to every household in the Local Government Area.



Structure of the plan

Our community vision statement

“A connected community with opportunities to grow in a safe and sustainable environment”

The community vision statement is an overarching statement that represents the high level aspirations of the community and underpins the strategic planning for the future of the City.

The community vision statement captures the essence of the community's feedback from the various methods of engagement conducted throughout the development of the Community Strategic Plan.

The structure of the Community Strategic Plan is based around key questions:

What does the community want to achieve?

How will the objective be achieved?

What services or functions will Council deliver or undertake to contribute to the achievement of this strategy?

How can the community contribute to achieving this? (community indicators)

How can Council contribute to achieving this? (Council indicators)

The Community Strategic Plan outlines five objectives:



A sustainable environment



A strong local economy



An accessible City



A safe, healthy and connected community



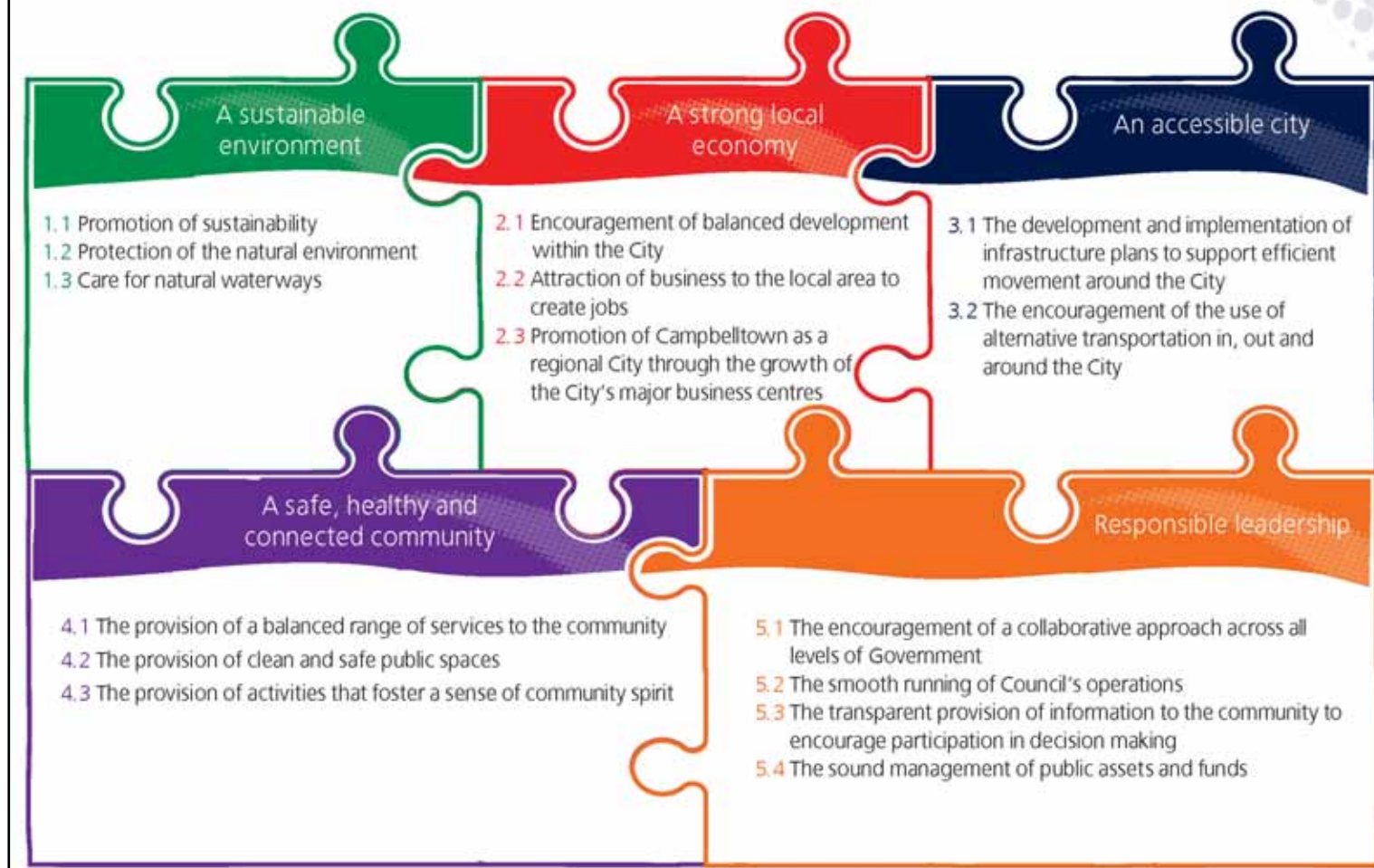
Responsible leadership

The objectives are supported by 15 strategies. The objectives will be measured by Council and community indicators which are detailed in the tables that follow.



An overview of Campbelltown's Community Strategic Plan

Community vision statement: a connected community with opportunities to grow in a safe and sustainable environment



"I would like Campbelltown to be a nice peaceful place with parks and playing areas."

William - 15 years old



Objective 1 - A sustainable environment (what the community wants to achieve)

Working with residents, businesses and other levels of Government is necessary to assist Campbelltown in continuing to have a variety of environmental assets for current and future generations to enjoy.

Strategies (how will the objective be achieved?)	Stakeholders
1.1 Promotion of sustainability	Council, NSW Office of Environment and Heritage, Environmental Protection Agency
1.2 Protection of the natural environment	Council, community, NSW Office of Environment and Heritage, Environmental Protection Agency
1.3 Care for natural waterways	Council, NSW Office of Environment and Heritage, community, Catchment Management Authorities, Environmental Protection Agency
Council indicators	Community indicators
Implementation of sustainability initiatives	Reduce consumption of natural resources
Increased landfill diversion rates	Reduction in illegal dumping

"I want Campbelltown to be a place where my business can continue to grow."

Ryan - 43 years old



Objective 2 - A strong local economy (what the community wants to achieve)

A healthy local economy delivers jobs, opportunities and increased prosperity. It is fundamental that there are educational and trade opportunities to continue to contribute towards a productive and growing economy. Campbelltown will play a pivotal role in the future development of the region.

Strategies (how will the objective be achieved?)

2.1 Encouragement of balanced development within the City

2.2 Attraction of business to the local area to create jobs

2.3 Promotion of Campbelltown as a regional City through the growth of the City's major business centres

Stakeholders

Council, Industry, NSW Department of Planning and Infrastructure

Council, NSW Department of Trade and Investment, NSW Department of Planning and Infrastructure, MACROC

Council, community, industry, NSW Department of Planning and Infrastructure, MACROC

Council indicators

Number, size and value of residential, commercial and industrial development approvals

Community indicators

A variety of housing types

Increase in job numbers

63% of people surveyed own or are in the process of owning their own home within the local government area

Australian Bureau of Statistics
Census 2011



Objective 3 - An accessible City (what the community wants to achieve)

Improved transport systems will reduce traffic congestion, save people valuable time and provide significant benefits to business, industry and the environment. Government will work together to grow public transport patronage and provide services that are physically and financially accessible. Participation in walking and cycling as active modes of transport will be encouraged and will also help reduce road congestion and promote healthy lifestyles for the community.

Strategies (how will the objective be achieved?)	Stakeholders
3.1 The development and implementation of infrastructure plans to support efficient movement around the City	Council, NSW Department for Transport, NSW Department of Planning and Infrastructure, Roads and Maritime Services
3.2 The encouragement of the use of alternative transportation in, out and around the City	Council, community, NSW Department for Transport
Council indicators	Community indicators
Construction of pedestrian and cycle links	Increased patronage on public transport
Maintain acceptable road pavement conditions	A reduction in travel times on major road corridors

"Being part of the events Campbelltown hosts, makes me glad to be a member of this community."

Jessica - 24 years old



Objective 4 - A safe, healthy and connected community (what the community wants to achieve)

A strong service sector supports a variety of community needs, including providing a healthy and safe community that has opportunities for involvement to build a strong sense of community spirit.

Strategies (how will the objective be achieved?)	Stakeholders
4.1 The provision of a balanced range of services to the community	Council, non-government organisations, State and Federal Government agencies
4.2 The provision of clean and safe public spaces	Council, NSW Police, The Department of Attorney General & Justice
4.3 The provision of activities that foster a sense of community spirit	Council, community, non-government organisations, State and Federal agencies
Council indicators	Community indicators
Community facility services visitation rates	Reduction of crime levels within the City
Community services expenditure per capita	Increased volunteer participation

"I like that Council informs me of what is happening in Campbelltown."

Richard - 65 years old



Objective 5 - Responsible leadership (what the community wants to achieve)

A well informed community with opportunities to actively participate in decision making is needed to assist Council in planning for the future. Responsible, accountable and transparent civic leadership contributes to a strong working relationship between all levels of Government to deliver services to the community.

Strategies (how will the objective be achieved?)	Stakeholders
5.1 The encouragement of a collaborative approach across all levels of Government	Council, State and Federal Governments
5.2 The smooth running of Council's operations	Council
5.3 The transparent provision of information to the community to encourage participation in decision making	Council, State and Federal Governments
5.4 The sound management of public assets and funds	Council, State and Federal Governments
Council indicators	Community indicators
Customer requests meet agreed service levels	Community satisfaction with services
Council's assets are at an acceptable level	
Council is in a sound financial position	

Responsibility



The Community Strategic Plan is a community document which requires a combined approach to development, delivery and review, in conjunction with key stakeholders across the community including residents, businesses, community groups and other Government agencies.

Measuring progress

The objectives outlined in the Community Strategic Plan will be measured through a set of Council and community indicators, which will look at the delivery and impact of the plan.

Monitoring, review and evaluation

Although a 10 year plan, the Community Strategic Plan is a contemporary plan, so the objectives and strategies will be reviewed in partnership with the community every four years at the beginning of each Council term.

As part of this review, the long term objectives and strategies may vary to take into account the changing needs of the community.

The review and report against the plan will address the following areas:

- whether Council achieved the objectives of the plan
- whether other partners achieved the objectives of the plan
- were these actions effective.

State Plan matrix



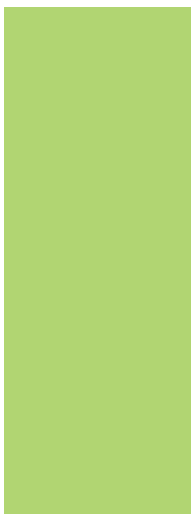
The State Plan matrix demonstrates the linkages between the NSW 2021 State Plan goals and the Campbelltown Community Strategic Plan strategies. Various strategies within the Community Strategic Plan align with multiple goals of the NSW 2021 State Plan. The similarities between the plans suggest that the community of Campbelltown have similar goals to that of the rest of the state.

NSW 2021 State Plan Goals	Objectives and strategies																			
	A sustainable environment				A strong local economy				An accessible City		A safe, healthy and connected community		Responsible leadership							
	1.1 Promotion of sustainability				1.2 Protection of the natural environment				1.3 Care for natural waterways				2.1 Encouragement of balanced development within the City		2.2 Attraction of business to local area to create jobs		2.3 Promotion of Campbelltown as a regional City through the growth of the City's major business centres			

Objectives and strategies															
Return Quality Services	A sustainable environment			A strong local economy			An accessible City			A safe, healthy and connected community			Responsible leadership		
	1.1 Promotion of sustainability			2.1 Encouragement of balanced development within the City			3.1 The development and implementation of infrastructure plans to support efficient movement around the City	✓	4.1 The provision of a balanced range of services to the community			5.1 The encouragement of a collaborative approach across all levels of Government			
	1.2 Protection of the natural environment			2.2 Attraction of business to local area to create jobs			3.2 The encouragement of the use of alternative transportation in, out and around the City	✓	4.2 The provision of clean and safe public places			5.2 The smooth running of Council's operations			
	1.3 Care for natural waterways			2.3 Promotion of Campbelltown as a regional City through the growth of the City's major business centres					4.3 The provision of activities that foster a sense of community spirit			5.3 The transparent provision of information to the community to encourage participation in decision making			
	Reduce travel times														
	Grow patronage on public transport by making it a more attractive choice							✓	✓						
	Improve customer experience with transport services														
	Improve road safety						✓			✓					
	Keep people healthy and out of hospital									✓		✓			
	Provide world class clinical services with timely access and effective infrastructure									✓					
	Better protect the most vulnerable members of our community and break the cycle of disadvantage														
	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential									✓					
Improve education and learning outcomes for all students									✓						
Prevent and reduce the level of crime										✓					
Prevent and reduce the level of re-offending										✓					
Improve community confidence in the justice system										✓					

Objectives and strategies

	A sustainable environment			A strong local economy			An accessible City		A safe, healthy and connected community			Responsible leadership					
	1.1 Promotion of sustainability	1.2 Protection of the natural environment	1.3 Care for natural waterways	2.1 Encouragement of balanced development within the City	2.2 Attraction of business to local area to create jobs	2.3 Promotion of Campbelltown as a regional City through the growth of the City's major business centres		3.1 The development and implementation of infrastructure plans to support efficient movement around the City	3.2 The encouragement of the use of alternative transportation in, out and around the City		4.1 The provision of a balanced range of services to the community	4.2 The provision of clean and safe public places	4.3 The provision of activities that foster a sense of community spirit	5.1 The encouragement of a collaborative approach across all levels of Government	5.2 The smooth running of Council's operations	5.3 The transparent provision of information to the community to encourage participation in decision making	5.4 The sound management of public assets and funds
Renovate Infrastructure																	
Invest in critical infrastructure																	
Build liveable centres																	
Secure potable water supplies																	
Strengthen our Local Environment and Communities																	
Restore confidence and integrity in the planning system																	
Restore trust in State and Local Government as a service provider																	
Improve government transparency by increasing access to government information																	
Involve the community in decision making on government policy, services and projects																	
Restore Accountability to Government																	
Protect our natural environment																	
Increased opportunities for people to look after their own neighbourhoods and environments																	
Make it easier for people to be involved in their communities																	
Increase opportunities for seniors in NSW to fully participate in community life																	
Fostering opportunity and partnership with Aboriginal people																	
Enhance cultural, creative, sporting and recreation opportunities																	
Ensure NSW is ready to deal with major emergencies or natural disasters																	



Have your say

If you are interested in having your say on the future of Campbelltown and would like to be involved, please contact us:

Phone..... (02) 4645 4000

Fax..... (02) 4645 4111

Email..... thefuture@campbelltown.nsw.gov.au

Website..... campbelltown.nsw.gov.au

Write..... PO Box 57
Campbelltown NSW 2560





PO Box 57, Campbelltown NSW 2560

Phone: 02 4645 4000

Facsimile: 02 4645 4111

Email: thefuture@campbelltown.nsw.gov.au

Visit our website at campbelltown.nsw.gov.au