



2024 Strategic Plan

A safe, sustainable, vibrant Community



CAMPBELLTOWN
CITY COUNCIL





Campbelltown City Council acknowledges that we meet on the traditional Country of the Kurna people and respect their physical and spiritual connection to Country. We as Council will act in a way that pays respect to Kurna Heritage. We also acknowledge elders past, present, and future and the continuing importance of their living culture.



Local resident, Shouwn Oosting (left) and Ivan-Tiwu Copley, local Kurna / Peramangk elder (right).

Artwork above by Ivan-Tiwu Copley.

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A MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

Campbelltown is undergoing rapid change as a place where people want to live. Once a rural area consisting of small villages connected by farms, orchards and market gardens, it is now an urban hub consisting of vibrant restaurants, shops, parks, reserves and a great range of facilities and services.

The vision for the past 10 years has been for a quality lifestyle. Now there is a new outlook.

The vision is for a safe, sustainable, vibrant Community. These are the elements identified as most important as we enter our next phase.

The Community wants to be safe which after intense bushfires in South Australia in recent years and the impact of the pandemic of 2020 is essential.

Sustainability is an important environmental and economic consideration as we move towards re-using waste in new products and to preserving the best of the past. People demand a Community which is vibrant, full of opportunity and connectedness and engenders a sense of belonging and common purpose.

The Council's Mission is to put the Community at the centre of everything we do which leads into five key goals.

- Supporting our Community
- Leading our People
- Planning for our Future
- Enhancing our Assets
- Greening our City.

The last Strategic Plan saw tremendous improvements in the standard and quality of Council facilities. By providing accessible buildings, parks and facilities it ensures inclusion for all, strengthening Council's leadership. The establishment of The ARC Campbelltown, the Campbelltown Memorial Oval rebuild and the modernisation of facilities at Daly Oval, Steve Woodcock Sports Centre and Max Amber Sportsfield has ensured that our facilities will support the local Community for many years and offer the ability to embrace many other opportunities.

People want Council to provide leadership in social, environmental, economic, planning and development and communication matters to provide a sure path forward with resilience and the capability to manage any situation.

Our future presents many opportunities with actions required to maintain the physical and mental health of our community, high housing standards, recreation, mitigation of climate change and technological challenges. It also means working with businesses to provide jobs to create prosperity.

Council has millions of dollars of assets under its control which need to be maintained at a high standard. Council is committed to improving facilities for the arts sector, meeting modern standards for workers and the Community continuing the progress made during the previous Strategic Plan.

The benefits of a healthy natural world to enhance city life are well known. Large ancient trees are a natural advantage of the area. They cool the streets, provide welcoming ambience, and provide animals with homes.

The new Strategic Plan has been developed in consultation with residents and ratepayers with special attention paid to updating Council's Vision and Mission. Thank you to everyone who contributed their time, energy and ideas to the development of this ambitious plan.

This plan will guide Elected Members and Staff as they initiate actions and consolidate and build on the achievements of previous Councils.

We look forward to working with the Community to continue building a safe, sustainable and vibrant Community.

Jill Whittaker
Mayor



Paul Di Iulio
Chief Executive Officer



WHO WE ARE

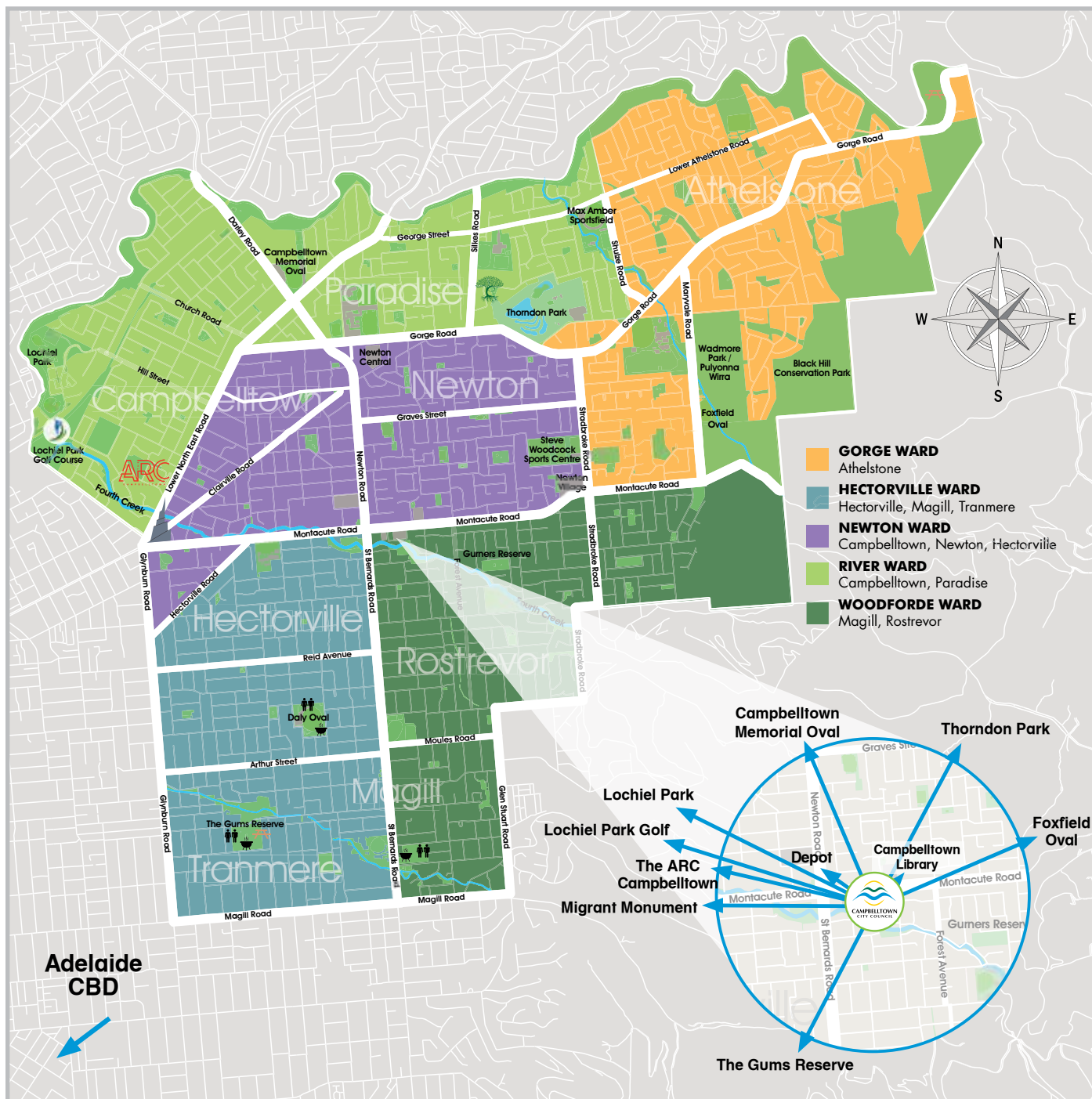
Campbelltown City Council is a metropolitan Council, north-east of the city with its office 10km from the Adelaide GPO.

Located on Kurna land, it covers 24.35 km² and incorporates the suburbs of Campbelltown, Paradise, Athelstone, Newton, Hectorville, Rostrevor, Tranmere and parts of Magill and has five metropolitan neighbours; the Cities of Burnside, Tea Tree Gully, Norwood Payneham and St Peters, Port Adelaide Enfield and the Adelaide Hills Council.

Named after Charles James Fox Campbell, a prominent early pastoralist whose original home Lochend still stands in the area at Lochiel Park, the Council was established as a district in 1868, became a town in 1946 and subsequently was proclaimed a city on 6 May 1960.

Today, the City is home to an ageing population made up of 52,192 residents with strong multicultural diversity. Council has a higher proportion of residents aged 70 or more than Greater Adelaide. The City's residents with Italian (26%), English (24%) and Australian (21%) ancestry also make up more than 70% of the population.

The area is predominantly residential with new dwellings mainly from infill development. There are several retail and commercial areas, as well as pockets of light industry, particularly in Magill and Newton. The City also has a good array of parklands and reserves, including 64 playgrounds and 30,000 street and reserve trees.



OUR FUTURE DIRECTION

Council's Vision

A safe, sustainable, vibrant Community

Council's Mission

The Community is the centre of everything we do

Goals

Goal 1 Supporting our Community

Goal 2 Greening our City

Goal 3 Enhancing our Assets

Goal 4 Planning for our Future

Goal 5 Leading our People



OUR FUTURE DIRECTION

Our Foundation Principles

South Australian legislation through the Local Government Act 1999 determines Council's roles and functions. Council is committed to delivering these responsibilities.

Our Strategic Plan has been prepared in accordance with the requirements of the Local Government Act 1999 and builds on the work done through previous Strategic and Management Plans.

Council undertook a Desktop Review of current strategic issues, and the degree to which the Goals, Objectives and Strategies of 'Towards 2020 – Council's Strategic Plan 2010-2020' had been completed, prior to commencing the preparation of this Plan.

All aspects of the Strategic Plan 2024 are underpinned by the following foundation principles:

- We are committed to responding effectively to our Declaration of a Climate Emergency made in November 2019. Our priorities and actions will be informed by our Climate Solutions Strategy and guided by an Advisory Committee of experts.
- We will strive to meet the needs of all members of our Community, balancing current and future needs with financial and environmental sustainability. Throughout the process of developing this Plan, Council has listened to feedback provided by the Community in relation to their current and future needs.
- We will support the Community and businesses to recover from the COVID-19 pandemic emergency. In line with Council's commitment made in 2020, we will provide support and solutions to assist businesses, organisations, clubs, groups, residents and ratepayers through issues impacting their finances and wellbeing.
- We have considered the requirements of the Planning, Development and Infrastructure Act 2016 in preparation of Themes and Focus Areas for this Plan based on known factors at the time of preparation. Development work is focussed on transitioning from the Development Act to new legislation for the life of this Plan.

- We have considered State, Regional and neighbouring Council plans. The Desktop Review and Theme/Focus Area preparation considered objectives of these government bodies in relation to preparing Council's Plan.
- We will continue to maintain strong financial management and sustainability.

Information provided in our Strategic and Business Plans is used in the preparation of Council's IAMPs (Infrastructure Asset Management Plans), LTFP (Long Term Financial Plan), and Annual Business Plan and Budget. The financial performance for any given year is reported through the Annual Financial Statements. All documents are available from our website (www.campbelltown.sa.gov.au).

Council's LTFP is used to determine the level of funding required to provide services to the Community and to monitor financial sustainability. The IAMPs built to inform the LTFP set out the levels of service and expected replacement timeframes for each asset within the key asset categories, and assist in optimising the life of the infrastructure Council is responsible for.

To set parameters around its management and reporting on its financial sustainability, Council has developed a series of key financial targets. These targets are reviewed annually following advice from the Audit and Governance Advisory Committee and are available within the LTFP.

For Council, financial sustainability means that it is generating sufficient income to fund its operations without unexpected fluctuations in rates in the future and the expected service life of its assets are maintained over a 10 year period. To help maintain its financial sustainability, Council aims to record an operating surplus each year.



OUR STRATEGIC PLAN

How did we prepare the Plan

We have worked with the Community to prepare a new Strategic Plan for the local area, undertaking 3 stages of consultation to gather ideas, determine a Vision for the new Plan and check in whether we had drafted the Plan satisfactorily.

414 Community members participated in these processes.

Some of the things we heard the Community say were, we:

- need to protect the environment and natural habitat
- want to address climate change to the extent possible in our area
- need to protect, maintain and improve our facilities and other assets
- want our leaders to provide strong, ethical leadership and tell us what they are doing
- are prepared to take risks and try new things
- want to support local businesses and community groups.

During preparation of the Plan, Council considered Government, Regional and other Councils' plans and policies as well as Stakeholder priorities and alignments. Council values these regional relationships and seeks to align its Plans where possible, balanced with its resource capacity (funding and Staff).

Our Plan goes beyond the requirements of the Local Government Act 1999, inviting not only Federal and State agencies and other Councils to partner on projects, but also providing the Community with ideas about how it can help Council to make the area the best it can be for the Community, wildlife and the environment.

Our Plan is written in such a way as to provide clear guidance as to our intentions over the next 4 years, using Goals, Themes and Focus Areas to provide details of the actions that need to be taken. For each Goal we have provided details of our plans for implementation as well as expectations for the next 4 years, our underlying principles, Community perspective, what services will be required, what we will measure, and how members of the Community can help.

How we will use this Strategic Plan

We will use this Plan to help the Community understand our intentions, guide Staff activities, and negotiate with Stakeholders for funding and partnership opportunities.

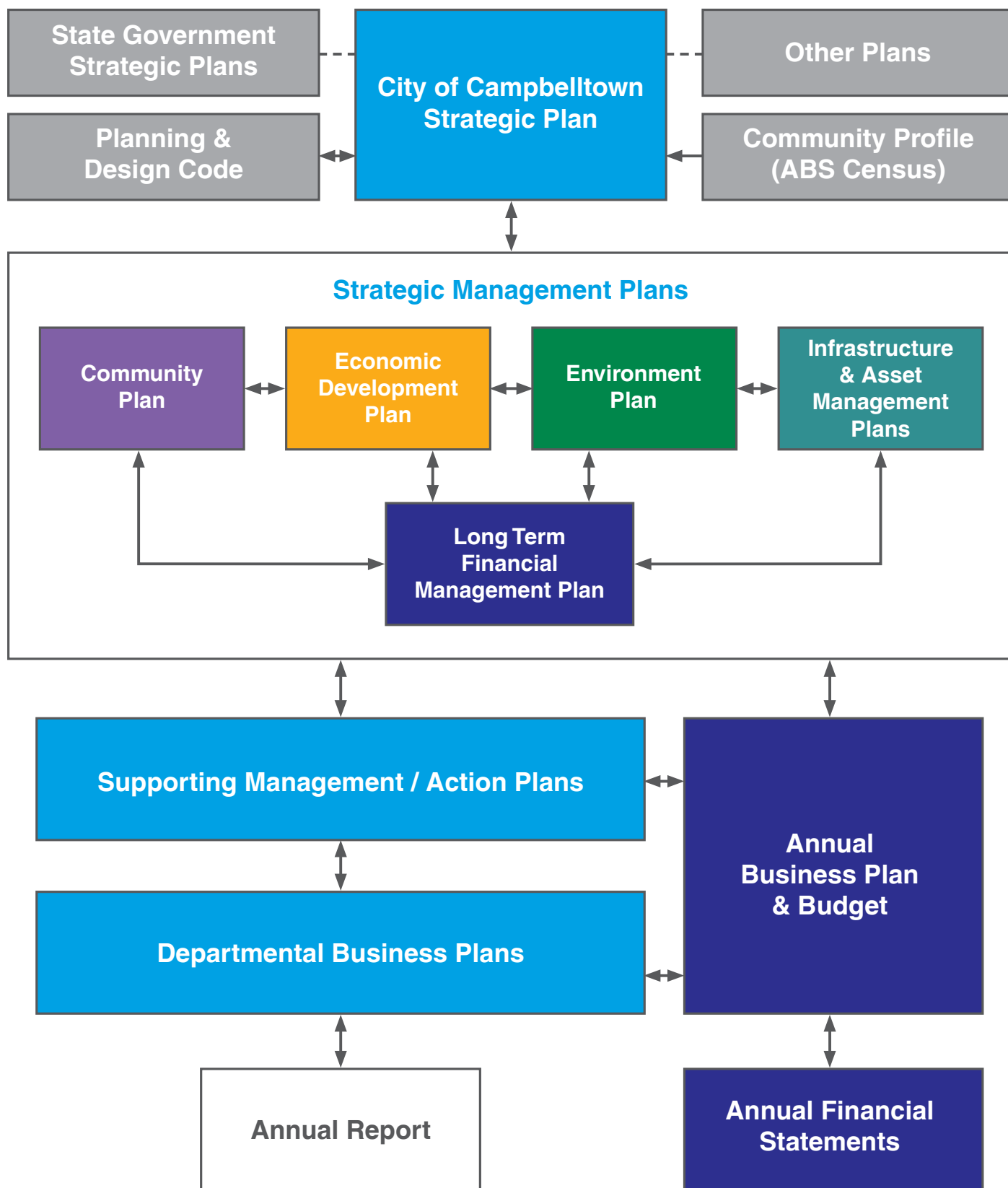
Council is a member of the ERA (Eastern Region Alliance) made up of 6 councils; Campbelltown, Burnside, Norwood Payneham and St Peters, Prospect, Unley and Walkerville. Council Staff regularly meet and discuss policy arrangements and options. These discussions will be guided by the Goals, Themes and Focus Areas in our Strategic Plan.

Our Plan is underpinned by an adopted Strategic Management Planning Framework (available from www.campbelltown.sa.gov.au) that guides Council to ensure our strategic planning meets legislative requirements.



OUR STRATEGIC PLAN

Our Integrated Strategic Planning Architecture



OUR STRATEGIC PLAN

Our Strategic Management Plans are linked and work collectively to achieve our Vision and Goals and fulfil its Mission. Our Integrated Strategic Planning Architecture supports us to work towards a common direction, ensuring a unity of purpose, a clearer understanding of our planned expenditure and use of resources, and a better understanding of the economic, social and environmental factors which impact on the environments in which we operate.

We use Management Plans, Action Plans and Business Plans to support the Strategic Management Plans.

These plans identify:

- Core services to be delivered
- Critical issues affecting implementation
- Actions to implement Themes and Focus Areas
- Budgets required
- Responsibility for actions
- Key performance indicators to measure and report on the implementation progress.



OUR STRATEGIC PLAN

Our Plans

Community Plan	Economic Development Plan	Environment Plan	Infrastructure & Asset Management Plans	Long Term Financial Management Plan
<ul style="list-style-type: none"> • Active Ageing Action Plan • Arts & Culture Action Plan • Child Friendly Action Plan • Community Grant Guidelines • Disability Access & Inclusion Plan • Reconciliation Action Plan • Regional Public Health & Wellbeing Plan • Youth Action Plan 	<ul style="list-style-type: none"> • Co-Working Feasibility Study • Digital Strategy • Economic Report Card • ERA Business Plan • Food Trail Program • Master Plan development (Botanic Grove Reserve, Paradise Recreation Plaza) • Open Space Strategy • Precincts Promotion Framework (Economic & Mainstreet Activation) • Small Business Friendly Initiative (Small Business Grants, Support Local Campaign) 	<ul style="list-style-type: none"> • Biodiversity Strategy* • Climate Solutions Strategy* • Creek Management Plan • Lochiel Park Management Plan* • Open Space Strategy • Tree Management Policy • Urban Forest Strategy* (Heat mapping, Canopy mapping) • Wadmore Park / Pulyonna Wirra Management Plan • Waste Policy 	<ul style="list-style-type: none"> • Bicycle Plan • Community Land Management Plan • Filming Guidelines • Integrated Urban Water Cycle Management Plan • Local Area Traffic Mgt Plan – Campbelltown • Local Area Traffic Mgt Plan – Paradise • Master Plans (CMO, Campbelltown Village, Chain of Trails, Industrial Precincts, Lochend House, Magill Village, Max Amber Sportsfield, Thorndon Park) • Pedestrian Access & Mobility Plan • Playground & Exercise Equipment Plan • Signage & Displays Procedure & Guidelines • Road Asset Register • Transport Action Plan • Transport Plan – Southern Section 	<ul style="list-style-type: none"> • Audit & Governance Work Plan • Efficiency & Comparative Review • Internal Controls Work Plan • Prudential Reports (CMO, Max Amber Sportsfield) • Unsolicited Proposals Guidelines

*Denotes Plan still to be developed

OUR SERVICES

Service Delivery

Council receives two major grants from the State Government annually to assist it with service delivery; the Financial Assistance Grant and Local Roads Grant. Further specific grant funding is also received from State and Federal Governments to assist with the delivery of particular services.

We also receive significant funding to run the CHSP (Commonwealth Home Support Program) and Roads to Recovery Program and without this funding we would not be able to continue providing these programs.

We work closely with several State Government agencies to deliver better service outcomes for our Community. Matters that will require close attention during this planning period include:

- The disruption caused by the COVID-19 pandemic emergency and Council's response to this issue
- Climate change action; resilience, mitigation and solutions
- Implementation of the Planning, Development and Infrastructure Act 2016
- Anticipated imminent changes to the Local Government Act 1999
- The strategic significance and Community expectation for Council to maintain and enhance its assets at a high standard
- Uncertainty in home support services for people aged under 65 with a disability who are ineligible for NDIS (National Disability Insurance Scheme)
- High demand for Commonwealth Home Support Program services for older people.

Key Council Facilities

Campbelltown Library

Campbelltown Library provides a broad array of services to our Community and regional visitors with over 240,000 visits each year to the library situated at 171 Montacute Road, Newton, and approximately 39,000 visits to the dedicated Toy Library space. Items available for loan include books, magazines, audiobooks, CDs, DVDs, Blu-rays and online resources.

In addition to over 500,000 library items being borrowed each year, we offer a popular range of events and programs for people of all ages. Author and visitor talks, forums, movie nights and an extensive digital literacy program keep Staff and our 85 Volunteers engaged in delivering this valuable service to the Community.

An extensive children's program enables nearly 1,000 children to attend Storytime and Wiggle and Giggle sessions each month, whilst older children can participate in school holiday programs during holiday periods.

A Housebound Service is available for residents who are unable to visit the library for medical reasons or disability.

Campbelltown Library also houses a Gallery space, the Local History Room and Justice of the Peace program and invites Community members to take advantage of these services.

Council receives additional funding from the State Library through an operating subsidy and a materials grant which is used to purchase library materials for users to borrow.

More information is available at www.campbelltown.sa.gov.au/library.

The ARC Campbelltown

The ARC Campbelltown is Council's premier swimming, fitness and sport facility. Our aquatic and recreation centre was developed with the assistance of Commonwealth and State Government funding and officially opened on 24 July 2016.

The facility boasts an impressive range of contemporary sport, fitness, relaxation, function and event facilities, welcoming over half a million visitors and Community members into the centre each year. It offers an exciting variety of affordable amenities to motivate fitness goals and promote social connections.

The ARC, as it affectionately known, offers a thoughtfully designed water play area for local children, swimming pools, 5 glass backed squash courts and a multi-purpose five court stadium. There is also a function space overlooking the courts, an open cafe, family facilities including accessible change rooms and family change areas, and a crèche available to patrons and visitors. Formal recreational programs include a popular Learn to Swim program, a fully equipped gym and group fitness studio, and tailored services including ARC Fit for Life fitness programs, yoga, and group fitness classes catering for all ages.

The ARC hosts several local clubs for basketball, netball, futsal, swimming, volleyball and roller derby and attracts an array of major events each year.

The ARC is committed to supporting our local Community groups and programs with continuing support to groups such as the Rotary Club of Morialta, Lighthouse Disability Group, EHA Immunisations Clinics, Little Kickers, Mature Age Badminton and Indoor Bowls.

Further information about the ARC is available at www.arccampbelltown.com.au.



OUR SERVICES

Subsidiaries

Council is a member of the following regional subsidiaries established to deliver services for our Community:

- **EHA (Eastern Health Authority Inc)**

EHA provides a wide range of environmental health services to the Community in the eastern and inner northern suburbs of Adelaide. The Cities of Campbelltown, Burnside, Norwood Payneham and St Peters, Prospect and the Town of Walkerville are members of this subsidiary.

- **East Waste (Eastern Waste Management Authority Inc)**

East Waste undertakes the kerbside collection of general waste, recyclables and green organics from properties within the Council area. The constituent Councils of this subsidiary include the Cities of Campbelltown, Burnside, Adelaide Hills, Norwood Payneham and St Peters, Mitcham and the Town of Walkerville.

Current Services offered:

Asset Management-Stormwater

Finance *Street Lighting* *Community Transport*

Corporate & Community Services Management *Library Services*

Civic Functions *Asset Management-Footpaths*

Depot Operations *Policy Planning & Development Assessment*

Services for Older People *Environmental Management*

Leisure Services *Environmental Health*

Executive Services *Tree Maintenance & Replacement*

Waste Management *Community Services & Social Development*

People & Culture

Information Services *Elected Members* *Infrastructure Services Management*

Economic Development *Cemeteries*

Asset Management-Road Transport *Environmental Control & Public Order*

Parks & Reserves

Administration Building & Hall Maintenance *Community Engagement*

Governance & Community Interaction *Sport & Recreation Facilities*

Youth Development *Urban Planning & Leisure Services Management*

GOALS & THEMES

Goal 1 Supporting our Community

1.1 Our Community is our strength

1.2 Programs and Services that reflect Community needs

1.3 Creativity, connection and local identity

1.4 A safe and liveable Community

1.5 A socially inclusive Community

1.6 Thriving Community groups, clubs and organisations

1.7 Developing Campbelltown as a destination for business & tourism

Goal 2 Greening our City

2.1 Building our climate resilience

2.2 Living with our unique environment

2.3 Managing our resources sustainably

Goal 3 Enhancing our Assets

3.1 Inspecting and maintaining our assets to meet the current and future needs of our Community

3.2 Developing our stormwater infrastructure to minimise risk

3.3 Implementing our adopted plans to enhance our Community assets

3.4 Providing inclusive and sustainable facilities that meet the current and future needs of our Community

Goal 4 Planning for our Future

4.1 Maintaining sustainable plans and services that support Community needs

4.2 Embracing technology and systems to foster innovation and support changing Community needs

4.3 Providing services to maintain and enhance the look and feel of our City

4.4 Planning sustainable Infrastructure to meet the changing needs of our Community

Goal 5 Leading our People

5.1 Our people are innovative, accountable and forward thinking

5.1 Strong partnerships

5.3 Supporting systems and processes for sound decision making and excellence in service delivery



GOAL 1 Supporting our Community

Where we are headed

Through this Goal we will build on our previous Vision for a quality lifestyle for our Community, and support Community members to participate actively in Community life. We will build on the connections already created through our highly productive library programs and events, activities at the ARC Campbelltown and other sports and leisure facilities, Community development and social inclusion programs, and business and organisational partnerships. We will support our Community to be inclusive, safe and a destination for business and tourism.

Our underlying principles

- A significant number of residents are active and engaged with Council through the ARC Campbelltown, the Campbelltown Library, The ArtHouse/Community Hub, Marchant Centre and other Community facilities, clubs and groups
- We will continue to prioritise and address disability access and inclusion, services for older people, reconciliation, connecting groups within the Community, and partnerships with local businesses, clubs and groups
- We support Community safety measures and encourage responsible pet ownership
- We acknowledge the need to support our Community to rebuild from the impact of the COVID-19 pandemic, and will run programs to help businesses recover and thrive

What people said they wanted

“Provide encouragement and incentives for local businesses to revive the local feeling in shopping centres.”

“Supporting working families.”

“Everyone has a sense of belonging.”

“I like going to the library.”

“Keep Moonlight Markets and community based events that can allow a great community vibe and interesting events for people to attend.”

“Community building – supporting/ bringing people together.”

“keeping it ‘real’ with locals.”

“I enjoy living in a cosmopolitan environment where you have the space to live, work and play – safely!”

“An interesting and family friendly dog park.”

“Traffic flow issues and parking considerations are critical factors for maintaining amenity.”



How We Will Get There

THEME 1 – OUR COMMUNITY IS OUR STRENGTH	
Focus Areas	1.1 Work with our Community to connect people, build capacity and create local solutions and initiatives
	1.2 Support volunteering opportunities
Theme 2 – Programs and Services that reflect Community needs	
Focus Areas	2.1 Facilitate learning, leisure, social programs and services for all
	2.2 Provide library materials that meet Community needs
	2.3 Provide services that deliver a wide range of sporting, leisure and recreational opportunities
Theme 3 – Creativity, connection and local identity	
Focus Areas	3.1 Plan, create and activate places, spaces and experiences
	3.2 Support the arts
	3.3 Promote local identity and local history
Theme 4 – A safe and liveable Community	
Focus Areas	4.1 Promote and support Community health and wellbeing
	4.2 Manage and encourage safe movement within our City
	4.3 Maintain public health standards
	4.4 Promote community safety and respond to concerns
	4.5 Promote responsible animal ownership
Theme 5 – A socially inclusive Community	
Focus Areas	5.1 A connected Community with people engaged in meaningful activities
	5.2 Coordinate partnerships with NGO's (non-government organisations) and other Community organisations to provide support services
	5.3 A welcoming Community where everyone is respected and can participate
Theme 6 – Thriving Community groups, clubs and organisations	
Focus Areas	6.1 Partnering with groups, clubs and organisations
	6.2 Promote and work with groups and clubs to build capacity in governance and social inclusion
Theme 7 – Developing Campbelltown as a destination for business and tourism	
Focus Areas	7.1 Attract and promote businesses to grow our local economy and tourism offerings
	7.2 Support local people through diverse employment opportunities
	7.3 Continue economic development initiatives including the Food Trail and support events that attract visitors to our City

What we will measure

Community participation in events, volunteering and opportunities

Community connection and wellbeing

Safety measures and perception

Partnerships and grant success

Community Plan implementation

Local economic growth and employment

How you can help

Join local groups, clubs and organisations

Shop at local businesses and markets

Borrow a book or attend an event / course at our library

Join the ARC or play a round at Lochiel Park Golf

Participate in local events

Live an active lifestyle

Connect with people in your neighbourhood

Be a responsible pet owner

Employ a local person

Services needed to implement this

Cemeteries

Community Services & Social Development

Community Transport

Economic Development

Environmental Control & Public Order

Environmental Health

Infrastructure Services Management

Leisure Services

Library Services

Services for Older People

Sport & Recreation Facilities

Youth Development



GOAL 2 Greening our City

Where we are headed

Council has declared a Climate Emergency and is committed to establishing a Climate Solutions Strategy and taking urgent action regarding Climate Change. We are taking action to encourage the environmental sustainability of private development, and to protect and enhance our natural environment; our creeks and trails, parks and reserves, street trees and verges. We are investigating how we can contribute to the circular economy to minimise our waste and use of resources, and to expand our waste management program for residents.

Our underlying principles

- We have active Landcare and Community Garden groups, and strong support from residents to help and support environmental initiatives
- We have good waste management facilities and programs in place, and are committed to working with other tiers of government and the Community for more
- We are committed to enhancing our tree canopy and protecting our local wildlife and local flora
- We partner with others to deliver quality environmental initiatives and projects (eg Lochiel Park, solar coverage on Community facilities)

What people said they wanted

- “Reduce environmental footprint.”
- “Doing more for recycling and reducing waste.”
- “Green vision project.”
- “Help promote what Landcare does to encourage more volunteers.”
- “Notification to homeowners of new tree plantings on verge & get input to support ownership.”
- “Increase tree canopy by planting street trees on every single street at regular intervals.”
- “All businesses in Council use compostable bags – leaders in plastic free policy.”
- “Become more self-sufficient.”
- “We are known for green city (electric cars, nature playgrounds, lots of trees, hills views).”
- “Dealing with climate changes or changing environment including increase of extreme weather.”



How We Will Get There

Theme 1 – Building our climate resilience	
Focus Areas	1.1 Drive our Climate Solutions Strategy
	1.2 Identify and implement adaptation measures to support climate solutions
	1.3 Reduce emissions locally and regionally, including in partnership with Resilient East
	1.4 Provide support to local environmental action groups and initiatives
Theme 2 – Living with our unique natural environment	
Focus Areas	2.1 Protect and enhance natural areas, creeks, flora and fauna, habitat and biodiversity
	2.2 Improve the quality of public green space (eg, parks, reserves, trees, streetscape and landscaping)
	2.3 Provide opportunities for the Community to engage with nature
	2.4 Support and raise Community awareness of local environmental and sustainability issues
Theme 3 – Managing our resources sustainably	
Focus Areas	3.1 Grow circular economy initiatives to eliminate waste and minimise resource use
	3.2 Expand and implement waste management and recycling programs
	3.3 Conserve and manage our water and energy resources
	3.4 Support, encourage and demonstrate environmentally sustainable development within our City
	3.5 Encourage a sustainable operating culture within Council

What we will measure

Implementation of the Environment Plan

Delivery of a Climate Solutions Strategy

Community participation in environmental education, events and opportunities

Waste and climate adaptation and mitigation

Green space management

Partnerships and grant success

How you can help

Get involved – participate in opportunities or join a Landcare or Community Garden group

Change your habits – recycle, send less to landfill, be water smart

Nurture private green space, street trees and wildlife

Keep our environment clean

Services needed to implement this

Environmental Management

Parks & Reserves

Stormwater Management

Waste Management



GOAL 3 Enhancing our Assets

Where we are headed

Following a recent review of Council's seven Infrastructure Asset Management Plans for Bridges, Buildings, Bus Stops, Footpaths and Walkways, Open Space, Stormwater, and Transport, we are committed to the delivery and enhancement of our assets during this planning period. This new Goal will enable us to proactively manage our assets to improve Community members' experience when interacting with our infrastructure. In this Plan there is a particular emphasis on stormwater management and providing facilities and green space that are safe, accessible and attractive for residents.

Our underlying principles

- We strive for a positive customer experience when our Community interacts with our assets and facilities
- We will manage our assets in a manner that is financially responsible and considerate of our unique natural environment
- We will investigate options to incorporate emerging technologies and products when improving or renewing assets
- We monitor our asset usage and needs throughout each asset's lifecycle and respond to changing Community needs
- Our assets will be maintained at the same or better service level throughout the life of this Plan

What people said they wanted

“Costs to maintain and renew assets.”

“Do more to save our water.”

*“Infrastructure capacity –
stormwater & existing assets.”*

“High quality facilities.”

*“Maximising assets when building / renewing / managing,
under utilised, hubs / community centres.”*

*“Better manage stormwater
in all areas.”*

*“Providing sufficient funds to meet
its maintenance of assets.”*

*“Maintaining Council's assets and services so as to
provide a quality lifestyle for its community.”*

“Upgrading infrastructure differently.”

*“Assets maintenance (building, halls) includes
Heritage buildings (preservation, expanding our
heritage portfolio including purchase).”*



How We Will Get There

Theme 1 – Inspecting and maintaining our assets to meet the current and future needs of our Community	
Focus Areas	1.1 Conduct regular asset audits and inspections
	1.2 Embrace proactive maintenance for our assets
	1.3 Continuously improve our Infrastructure Asset Management Plans
Theme 2 – Developing our stormwater infrastructure to minimise risk	
Focus Areas	2.1 Enhance infrastructure plans to meet the future demands and challenges of our Community (eg infill development, climate change)
	2.2 Identify and prioritise flood mitigation
	2.3 Incorporate industry best practice, including sustainable environmental considerations, when developing stormwater improvements and plans
Theme 3 – Implementing our adopted plans to enhance our Community assets	
Focus Areas	3.1 Implement our adopted master plans, management plans and strategies and prioritise through considered resourcing and budgeting
	3.2 Manage long term maintenance regimes to support the durability of our assets
Theme 4 – Providing inclusive and sustainable facilities that meet the current and future needs of our Community	
Focus Areas	4.1 Provide facilities that support Community groups, clubs, organisations and broader Community needs
	4.2 Ensure facility improvements will incorporate flexible design options including accessibility, inclusiveness and improved energy efficiency
	4.3 Manage our Community land, streetscapes and open space to enhance liveability

What we will measure

Implementation of Asset Management Plans
Usage of facilities available for hire
Community perceptions of assets
Incidence of flooding

How you can help

Report flooding incidents
Participate in Customer Satisfaction surveys
Tell us about assets that need fixing
Use our facilities

Services needed to implement this

Administration Building & Hall Maintenance
Asset Management – Footpaths
Asset Management - Road Transport
Asset Management – Stormwater
Depot Operations
Finance
Parks & Reserves
Sport & Recreation Facilities
Street Lighting
Tree Maintenance & Replacement



GOAL 4 Planning for our Future

Where we are headed

This new Goal brings together our planning functions to enable us to collaborate, disrupt and plan more effectively. There is a consolidated approach to foster innovative, environmentally sustainable and emerging technologies in Council operations, whilst still embracing and concentrating our efforts to respond to demographic changes and development needs.

Our underlying principles

- We challenge the norm and recognise learning opportunities
- We are collaborative and consultative in our planning and operations
- We are open to partnering with governments, organisations and businesses for good ideas

What people said they wanted

“Create pedestrianised zones like those that exist in many European cities.”

“making multipurpose, adaptable (planning for future)”

“Sustainable development”

“Planning Regulations with better outcomes for Council”

“Don’t encourage more traffic! Change planning zones so that small clusters of business can exist rather than people having to get into their car to travel so much.”

“Solar panels on new buildings at planning & building stage”

“create safer streets for children – especially as backyards are shrinking with developments”

“Future planning for growth, managing resources”

“Planning for future – smart cities, adapting to new technology, cars (driverless, charging stations, roadways).”

“implement incentives for builders to build Energy efficient buildings”



How We Will Get There

Theme 1 – Maintaining sustainable plans and services that support Community needs	
Focus Areas	1.1 Prepare and review master plans for parks, precincts and open spaces
	1.2 Prepare and review management and operational plans to meet the changing needs of the Community and Council
	1.3 Provide service levels that strive to meet the changing needs of the Community
Theme 2 – Embracing technology and systems to foster innovation and support changing Community needs	
Focus Areas	2.1 Investigate smart cities and seek opportunities for implementation
	2.2 Embrace emerging technologies in the management of our assets and services
	2.3 Identify and advocate for alternative transport options
Theme 3 – Providing services to maintain and enhance the look and feel of our City	
Focus Areas	3.1 Provide a timely, consultative and informative development service
	3.2 Monitor current planning outcomes within the regulatory framework
	3.3 Plan for change in demographics, population needs and climatic conditions
Theme 4 – Planning sustainable Infrastructure to meet the changing needs of our Community	
Focus Areas	4.1 Embrace environmentally sustainable development for our new infrastructure
	4.2 Facilitate waste minimisation from built infrastructure activities
	4.3 Manage infrastructure that balances the needs for all, including through demonstration projects

What we will measure

Development statistics
Timeliness of Plan reviews
Our innovation journey
Community perceptions regarding services
Infrastructure waste levels

How you can help

Participate in community engagement opportunities
Change your habits – cycle, walk or purchase an electric vehicle
Support businesses and organisations that embrace emerging technologies

Services needed to implement this

Community Engagement
Corporate & Community Services Management
Depot Operations
Environmental Management
Information Services
Infrastructure Services Management
Policy Planning & Development Assessment
Urban Planning & Leisure Services Management
Waste Management



GOAL 5 Leading our People

Where we are headed

We are committed to continuing to improve our organisational culture. This along with consideration of the feedback from the Community during the preparation of this Plan has guided the development of Themes and Focus Areas. The Plan focuses on maintaining and improving strong partnerships with a range of stakeholders, and provision of corporate functions to support a safe, sustainable and vibrant future for our Community.

Our underlying principles

- We will comply with legislation and provide best practice in our functions where possible
- We are motivated to being innovative and leading the way where it is for the benefit of our Community and our environment
- We acknowledge our role in maintaining and improving the lives of our Community members

What people said they wanted

- “Progressive – new ideas considered.”*
- “Good Council – open and committed and inquisitive.”*
- “Stay connected with the community.”*
- “Diversity of workforce.”*
- “Good People – Staff assets – mix of skills & experiences.”*
- “Listen to people. Plan coherently.”*
- “Innovators – something that attracted me to Council (try new things, minimise red tape and bureaucracy to achieve great community outcomes).”*
- “Foster regional focus to address challenges.”*
- “Better promote and defend local identity and autonomy and work with others to further this aim.”*
- “sensible financial management (major projects, Council decisions).”*



How We Will Get There

Theme 1 – Our people are innovative, accountable and forward thinking

Focus Areas	1.1 Grow our leaders at all levels to drive leadership excellence and capability
	1.2 Support Elected Members and Committee Members to undertake their legislative functions
	1.3 Provide a positive and responsive customer experience
	1.4 Foster and grow innovation within the organisation to improve how we work and service our Community
	1.5 Attract and support a diverse, skilled and high performing workforce

Theme 2 – Strong partnerships

Focus Areas	2.1 Strong and respectful relationships with other Councils, Government, businesses and organisations
	2.2 Maximise engagement opportunities with the Community
	2.3 Effectively communicate with our Community using a range of tools and strategies
	2.4 Drive innovation, enhancement and efficiency through collaboration
	2.5 Advocate on behalf of our Community

Theme 3 – Supporting systems and processes for sound decision making and excellence in service delivery

Focus Areas	3.1 Facilitate informed decision making through improved reporting and data management
	3.2 Effective, up-to-date, stable and secure IT systems that meet the needs of our people and the Community
	3.3 Provide corporate and financial governance that meets the needs of our Community and legislative requirements
	3.4 Manage risk and WHS to keep our people safe
	3.5 Provide a fair and equitable rating system

What we will measure

Compliance with legislation

Financial sustainability

Community participation in engagement opportunities

Community perception of our communications and engagement

Success of advocacy opportunities

IT systems stability

Partnerships and grant success

Employee statistics

How you can help

Speak up on issues that are important to you

Vote in Council elections

Attend a Council meeting or engagement activity

Check out our Website

Contact Staff or Elected Members when you need help

Follow our social media pages

Connect with us at connect2.campbelltown.sa.gov.au

Services needed to implement this

Civic Functions

Community Engagement

Corporate & Community Services Management

Elected Members

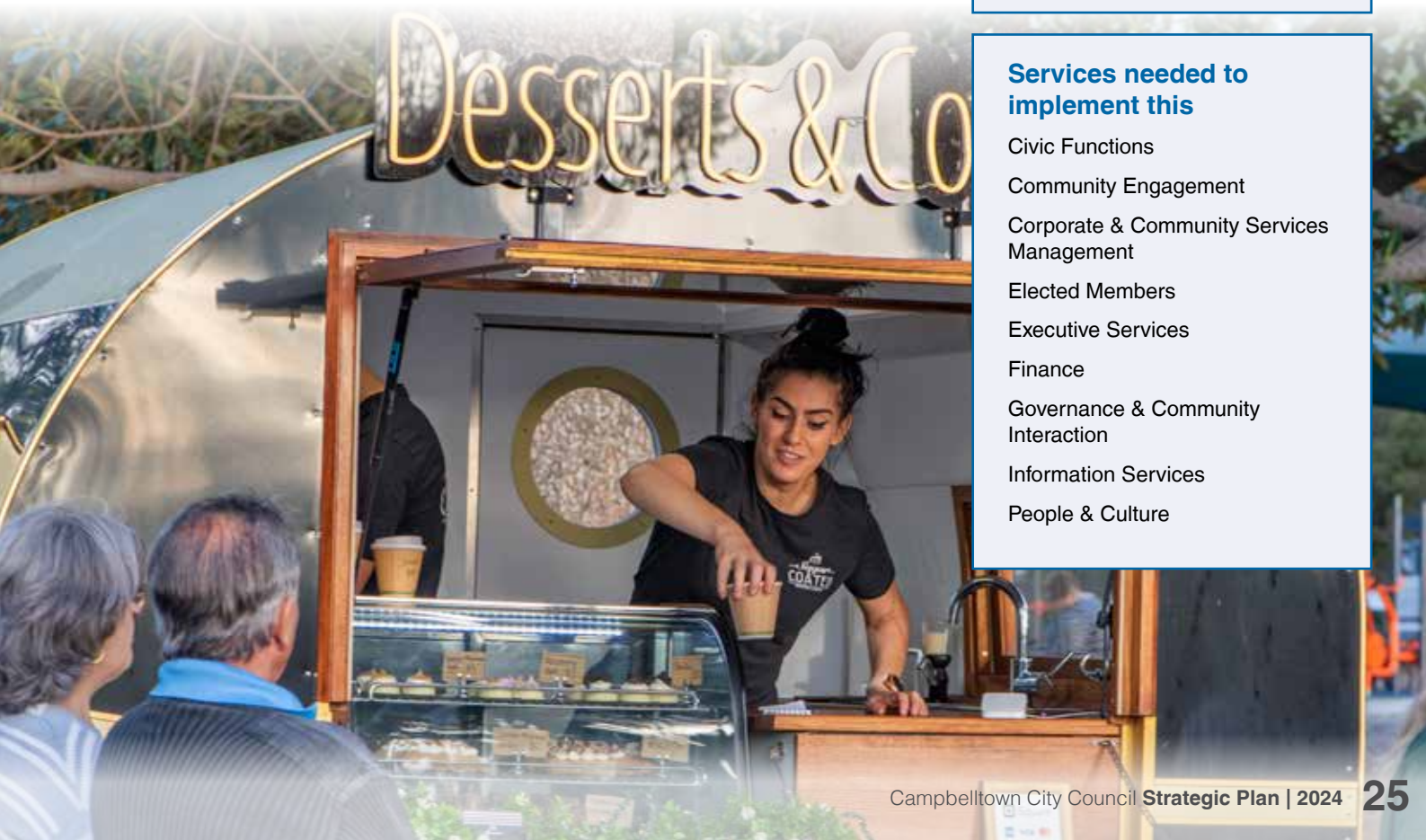
Executive Services

Finance

Governance & Community Interaction

Information Services

People & Culture



GLOSSARY

Actions	Business Unit level activities planned and implemented to deliver the Focus Areas in the Plan
Goals	High level outcomes linked to achieving the vision
IAMPs	Infrastructure Asset Management Plans – strategic plans that guide funding and operations required to maintain Council's assets to an acceptable level of service for the life of each asset
Infill Development	Where an established land allotment is subdivided into multiple blocks
LTFP	Long Term Financial Plan – a strategic plan that provides financial projections for a period of 10 years that is used to guide future budgets and forecast Council's financial sustainability
Mission	What Council does and why
NGO	Non-government organisation accredited by the Department of Foreign Affairs and Trade https://www.dfat.gov.au/aid/who-we-work-with/ngos/Pages/non-government-organisations
WHS	Work Health Safety
Processes	Activities undertaken to deliver Focus Areas
Resources	Generally relate to people (in particular, Employees) and finances (mainly expenditure). Where the term is used in an environmental sense it relates to resources occurring in nature that have a value attributed to them (such as oil, water, coal, trees, etc).
Focus Areas	Specific activities to achieve desired Themes and fulfil the Mission
Themes	High level objectives that group Focus Areas and connect them to the Strategic Goals. They provide high level direction for decision making and activity within Council.
Vision	Where we (Council and the Community) want to be

References

- South Australian Government Strategic Plans
- Local Government Act 1999
- Towards 2020 (Council's Strategic Plan 2010 – 2020, revised 15 November 2016)
- Adopted Strategic Plans, Master Plans and Management Plans of Council







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