



REVISED CAMPBELLTOWN SOCIAL PLAN 2010-2012



a city of choice and opportunity in a natural environment

Mayor's Foreword	2
1 Introduction	3
2 Methodology	5
3 Review of previous Social Plan 2004-2009	7
4 Social trend analysis.....	9
5 Campbelltown – A maturing regional city.....	13
6 Focus areas for action	25
7 Summary of actions	37
8 Implementation plan.....	39
9 References	40

Mayor's Foreword

As Mayor of the City of Campbelltown, I have great pleasure in presenting Campbelltown City Council's Social Plan 2010-2012.

Campbelltown is a maturing regional city and increasingly a recognised centre for commerce, recreation and health services in the Macarthur Region. This maturation and indication of success, also poses significant pressures on local infrastructure.

Much progress has been made since the development of the previous Social Plan including the commencement of the development of the UWS Medical School, the completion of the Ingleburn Community Centre and library, Campbelltown Private Hospital, widening of the F5 Freeway, the commencement of major railway station upgrades and the South West Rail project and the expansion of Macarthur Square.

Furthermore, Campbelltown's five social housing estates all continue to undergo transformation as part of various urban renewal projects by Housing NSW including the important One Minto project.

This Plan will guide Council and partner agencies to build on the strengths of the community and address areas requiring improvement.

I extend my appreciation to those community members and representatives from government and non government agencies who gave up their time and provided valuable input into developing this Plan.

Regards

Councillor Aaron Rule
Mayor of Campbelltown

1 Introduction

About Campbelltown

Campbelltown City continues to develop into a significant regional centre for employment, transport, education, shopping, health and community services.

Located just 50 minutes from the Sydney CBD 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 its 150,000 residents.

The continued growth and planned growth of quality, affordable residential and commercial developments, such as The Glenfield Road release area, Park Central and Macarthur Gardens, are redefining the City's urban living, working and recreational lifestyle. Council also continues to work closely with the community to improve local employment opportunities and areas for future business growth.

At the same time, Council is proactive in its environmental conservation and sustainability measures, ensuring that environmental assets like our rivers and bushland are properly managed for future generations.

Campbelltown also boasts a rich cultural heritage. The original inhabitants of the land were the Dharawal Aboriginal people and today, Campbelltown still has one of the largest populations of people identifying as Aboriginal and Torres Strait Islanders in NSW.

The first Europeans settled in Campbelltown in the early 1800s and the City was named 'Campbell-Town' by Governor Lachlan Macquarie in honour of his Scottish-born wife, Elizabeth Campbell. The City is home to an impressive portfolio of heritage listed buildings, sites and pioneer cemeteries and Aboriginal heritage places.

Council is committed to ensuring that Campbelltown is a leader in the area of local government, and will continue to work with the local community to ensure the City plays a pivotal role in the future development of Sydney and its surroundings.

Legislative requirements

The Campbelltown Social Plan 2010-2012 has been developed in accordance with the *Local Government Act 1993* and associated guidelines and manual as published by the Department of Premier - Division of Local Government (Formerly the NSW Department of Local Government).

Building on the strengths of the previous two plans, this is the third and final Social Plan Council will develop and implement. Following recent changes in Council's reporting requirements as required by the Act; the Social Plan will be incorporated into a 'Community Strategic Plan' (CSP) from July 2012.

Until the commencement of the CSP, the Local Government (General) Regulation requires Council to develop a Social Plan to meet the needs of the residents of the area. The five essential components of a Social Plan are:

1. A demographic profile of the community
2. A needs assessment - using a participatory process with key stakeholders
3. Information about target groups
 - This includes information related to the seven mandatory target groups
 - Children (0-11 years)
 - Young people (12-24 years)
 - Aboriginal and/or Torres Strait Islanders
 - Persons from culturally and linguistically diverse backgrounds
 - Women
 - Older Persons (55+ Years)
 - Persons with disabilities
4. An assessment of Council's previous Social Plan
5. Recommended actions.

Furthermore the Act requires Council when developing a Social Plan, that it is based on the four social justice principles of:

- Equity – fairness in the distribution of resources,
- Access – fairer access to economic resources and services essential to meet their basic needs and to improve their quality of life,
- Participation – People have better opportunities for genuine participation and consultation about decisions affecting their lives, and
- Rights - are recognised and promoted.

Council has included two additional principles to help develop this plan which are to:

- be accessible and well used by the community, government agencies, service providers and businesses, and
- develop an ongoing internal social planning process within Council.

2 Methodology

The methodology that was used is similar to that of the two previous Council Social Plans, except that the Comprehensive Telephone Survey was delayed until work begins on the preparation of a Community Strategic Plan.

Establishment of reference group

A reference group was established to oversee the development of the Social Plan 2010-2012. The reference group consists of representatives from Department of Human Services Community Services (formerly DoCS), Housing NSW, Sydney South West Area Health Service, Macarthur Diversity Services Incorporated, community members, Councillor representation and Council staff.

The reference group convened at four key stages where input and guidance was essential in informing the development of the Social Plan.

Community consultation

Council held numerous community consultations with representatives of all of the target groups.

Focus groups were held with various community organisations and with members of organisations who belonged to particular target groups. Face to face interviews were also held with individual community members.

Data analysis

Council has analysed large amounts of data from the Australian Bureau of Statistics (ABS) Census of Population and Housing, as well as health and crime data where available at an Local Government Area (LGA) level in the development of the Plan. Where possible, Campbelltown LGA has been benchmarked against the Sydney Statistical Division (SD) for comparative purposes. This has been done to illustrate how Campbelltown fares with metropolitan Sydney as a whole.

Identification of key strategic challenges

Key Strategic Challenges were identified by reviewing the Key Challenges from the 2004 – 2009 Social Plan in conjunction with the results of the Community Consultation, Data Analysis, an analysis of relevant government policies, and a review of related literature.

Strategy development

A strategy development workshop was held on 18 November 2009 and was attended by 40 representatives from local service providers and interested community members.

The suggestions from the workshop provided a basis for developing the Focus Areas of Action in this Plan.

3 Review of previous Social Plan 2004-2009

This section outlines the major achievements of Council's previous Social Plan (2004-2009) as well as identifying difficulties in implementation some of the actions.

The 2004-2009 Social Plan was reviewed to determine:

- how effectively activities were implemented
- the outcomes achieved through these activities
- the reasons any activities were not implemented and noteworthy changes in circumstances
- aspects of the methodology used in developing the plan that worked and those that did not.

The 2004-2009 Social Plan identified 119 strategies for implementation by Council, and in some cases, by service partners such as Non Government Organisations (NGOs) and government departments. Fifty six were existing strategies and sixty three were new activities. Fifty five of these new activities were implemented. Work has commenced on a further four and four activities are yet to be commenced.

The main reasons for non-implementation were restructuring of organisations and a reordering of priorities. In no cases were the underlying issues dismissed, they were either addressed in a different way or the implementation of a response was delayed.

It is worth noting that the Department of Human Services Community Services, Housing NSW and Sydney South West Area Health Service went through significant restructuring during the 2004-2009 period. These changes and the emergence of major renewal processes across all five social housing estates have created other communication and coordination opportunities.

New partnership processes have emerged around the renewal of the housing estates. These activities largely focus on the access and equity issues that affect the seven target groups of the Social Plan and therefore provide a means of coordinating activities in the Social Plan.

Strategies within Council's control such as roads, planning instruments and community service functions had the clearest outcomes. Council's role as an advocate for the community was clearly identified in the plan. This activity contributed to successful outcomes for major initiatives such as the UWS Medical School and widening of the F5 freeway.

Assessment of the methodology used in developing the 2004-2009 Social Plan identified the need to produce fewer, more focused strategies. The large number of strategies in the previous plan created issues in tracking progress and unifying effort. Some of the strengths of the previous plan include the:

- value of the Planning Rationale in guiding Council plans and providing background information and guidance for organisations working in Campbelltown
- focus on high level partnerships with key organisations

- identification of clear roles for Council - such as advocacy.

4 Social trend analysis

This section provides a brief analysis of the key social trends in Campbelltown since the previous Social Plan. This includes a brief analysis of key demographic, economics, health and crime trends. More details of these findings will be found in the supporting documents as they are produced. The data quoted is from the Australian Bureau of Statistics (ABS) Census of Population and Housing 2006, unless it is stated otherwise.

Total population

Between 1991 and 1996, Campbelltown LGA grew at a similar rate to the Sydney SD, however growth has slowed considerably since 1996. In the period from 1991 to 2006 the rate of growth in Campbelltown was four times less than that of the Sydney SD.

According to the Census of Population and Housing, there were 143,077 persons residing in Campbelltown LGA in 2006, this is a decrease of 2,751 persons or 1.9%., since 2001.

This decrease in population can largely be attributed to second/third homebuyers to Camden, Wollondilly and coastal centres.

Age profile

In 2006, the median age of persons residing in Campbelltown LGA was 32 years, three years younger the median age of 35 years across the Sydney SD, and two years older than the median age in Campbelltown in 2001.

The median age of Campbelltown residents has grown faster than that experienced in the Sydney SD as the large group of “baby boomers” move towards retirement.

Population projections

The most recent population projections estimate that the population of Campbelltown LGA will increase to about 180,000 people by 2031, with a similar growth rate to that of the Sydney SD. Camden and Wollondilly will grow at a rate more than 6 times that of Campbelltown.

Migration analysis

Campbelltown residents are more likely to live in the same address as five years ago when compared with the Sydney SD. Migration by persons moving within the LGA is also higher when compared with the Sydney SD.

Between 2001 and 2006, Campbelltown LGA experienced large out-migration by higher income families with children to places such as Camden and Wollondilly; they were replaced by low to middle income families with younger children from LGAs such as Bankstown and Liverpool.

Aboriginal population

Campbelltown LGA is home to one of the largest urban concentrations of Indigenous residents in Sydney. In 2006, there were 3,831 persons who identified themselves as Aboriginal and/or Torres Strait Islander which represents 2.7% of the total Campbelltown LGA residential population.

1 in 11 Indigenous persons in the Sydney SD reside in Campbelltown LGA. The median age of Indigenous residents in Campbelltown LGA is 17 years.

Cultural diversity

In 2006, there were 27,123 residents or nearly 1 in 5 of the total population in Campbelltown who were born in a non-English speaking country. The three non-English speaking countries with the largest representation in Campbelltown were the Philippines, Fiji and India. More than 31,500 persons stated that they spoke a language other than English at home, with over 133 different languages in total being spoken.

Household income

In 2006 the median weekly household income in Campbelltown LGA was \$1,066, slightly lower than the Sydney SD (\$1,154). The profile of incomes in Campbelltown indicates that there is a large group of residents in the middle to lower middle income bracket, a smaller group in the upper income range and a slightly larger group on lower incomes than in the Sydney SD.

Housing tenure

In 2006, the majority of households were either in the process of purchasing a home (43%) or owned their own home outright (24%). While home ownership is lower than the Sydney SD, the percentage of people purchasing a home in Campbelltown is higher.

Households renting in both Campbelltown LGA and Sydney account for a third of all households, with a significantly higher rate of social housing in Campbelltown. In total, social housing accounts for approximately 12% of all households in Campbelltown LGA, and 1 in 12 of all households in social housing in the Sydney SD.

Internet access

In 2006, 58.2% of households in Campbelltown had Internet access compared to 62.1% of households in the Sydney SD. There were 13,000 children without Internet access at home. 44% of sole parent family households did not have Internet access at home.

Religion

Across the Sydney SD, Campbelltown LGA ranks 8th most religious LGA. Persons with no religion account for approximately 12% of the population - a third lower than the Sydney SD.

Campbelltown's religious landscape continues to be in the majority Christian with Islam and Hinduism being the two fastest growing religions between 2001 and 2006.

Labour force participation and unemployment

Campbelltown has a labour force participation rate which is similar to the Sydney SD. However, unemployment remained high in 2006 at 7.5% in Campbelltown LGA compared with 5.4% for the Sydney SD. Youth unemployment was 30% higher than youth unemployment across Sydney.

Health trends

Overall, residents of the Campbelltown LGA have significantly higher rates of health risk factors and as a result have significantly higher rates of premature and avoidable mortality. The level of psychological distress was also higher amongst Campbelltown residents.

These results combined with a lower level of private health insurance create a higher demand for public health services when compared with the Sydney SD.

Crime trends

Between 2004 and 2009, rates of crime in Campbelltown remained stable or fell at a similar rate when compared with Sydney.

Campbelltown continues to have elevated levels of crime when compared with neighbouring LGAs and the Sydney SD. Some crimes such as domestic violence are the highest found in the Sydney SD.

Poverty and disadvantage

The ABS compiles an index of disadvantage called Socio-Economic Indexes for Areas (SEIFA), which is derived from data for income, employment, educational attainment and other measures.

Poverty is the major factor affecting quality of life of residents in Campbelltown. The SEIFA 2006 Index of Disadvantage for the Sydney Metropolitan area clearly shows that Campbelltown is a city with a wide variation in disadvantage.

Although the largest group of residents sits within the middle range of scores, there is a significant group who experience extreme disadvantage. Some of the characteristics of this group are high rates of unemployment, low educational attainment, poor health and very low incomes.

Although not the largest group in the population, the size of this group and the level of disadvantage are such that it significantly influences the overall SEIFA score for Campbelltown.

Jobless family households

According to Brown (2009)¹ jobless family households not only “lead to welfare dependency and child poverty but also inferior health, social and developmental outcomes for children”.

Approximately 1 in 5 children under 15 years in Campbelltown live in a jobless family household, compared to about 1 in 14 across the Sydney SD.

Family structure

Campbelltown has a higher rate of persons who have either separated or divorced when compared with the Sydney SD. This is reflected in a higher percentage of sole parent families. In 2006 sole parent families made up 15.6% of all households in the Sydney SD. In Campbelltown this was 22.6%, and in Airside it was 54.5%.

BROWN, J.(2009) *Breaking the Cycle of Family Joblessness*, CIS Policy Monograph 95

5 Campbelltown – A maturing regional city

Understanding the key strategic challenges affecting quality of life in Campbelltown

This section brings together the social trend analysis provided in the previous section with a review of the Key Challenges from the 2004-2009 Social Plan. Relevant government policies and related literature have also been considered. The challenges and drivers of change identified describe a particular set of circumstances that are unique to Campbelltown.

This analysis focuses on the major factors shaping social conditions in Campbelltown, simplifies the process of identifying strategies that are likely to have a significant impact.

The previous Social Plan identified that Campbelltown was at a pivotal point in its life as a city, changing from an area of rapid growth to one with a regional role and a different residential and population structure.

Many of the observations from the previous Social Plan remain true, but required modification to take into account the changes in the intervening period. A revised analysis is provided within five themes that describe a city that is maturing as a regional centre.

5.1 Urban Development and Renewal

Campbelltown's population will continue to grow

This moderate growth will largely be urban renewal, medium density and smaller scale master-planned estates. Notwithstanding new urban release areas that will develop at Edmondson Park and Menangle Park in the future, the most significant sites likely to experience growth and development are the Campbelltown, Ingleburn CBDs, Bardia, part of the University of Western Sydney (UWS) site, Menangle Park and areas within Macquarie Fields, Minto, Airds and Ambarvale-Rosemeadow.

Campbelltown increasingly will be a centre for the region

Campbelltown is maturing as a regional centre due to the location of important facilities, services, infrastructure, transport and employment. Items of regional significance include the railway line, the university, two TAFE colleges, the major regional hospital, major regional shopping centre, regional arts centre, and a variety of health services, recreational facilities including the Campbelltown Sports Stadium and employment opportunities.

The value of these assets is enhanced by their close proximity and complementary functions.

The choice of housing type across Campbelltown and the Macarthur region is expanding

Campbelltown has a very high proportion of detached housing compared to Sydney as a whole, but this is now being complemented by more apartments, semi-detached houses, townhouses and a variety of seniors housing.

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

While some resident concerns continue about higher density development in Campbelltown there is general agreement that these housing types are best located near train stations, key services and employment centres.

Housing is becoming less affordable, but Campbelltown remains more affordable than most of Sydney

The buoyant Australian economy and the undersupply of new housing, together with the prospect of increasing interest rates points to housing becoming less affordable in the short to medium term. Despite this Campbelltown continues to be one of the most affordable housing markets in Sydney, however purchasing a home is still beyond the means of many families.

This has affected lower income families particularly, who once could access social housing or purchase a modest dwelling. Going hand in hand with these changes has been the emergence of a sizeable private rental market in Campbelltown. While rental costs are reasonable compared to the rest of Sydney, they are exacerbated by increases in utility and transport costs.

Suburbs that have been the preserve of homebuyers since their inception are showing signs of transforming into a mix rental and owner occupier properties. This has implications for length of tenure and the social attachment associated with people's suburb of residence.

Effective provision and management of infrastructure is essential to meet community needs in Campbelltown

Campbelltown developed as a city with large numbers of young families, and continues to have a high proportion of people under 18. Due to this, Council currently owns and maintains a large number of assets that were built for a young community, including sporting fields, play equipment and child care centres.

As the population of Campbelltown changes, particularly as the proportion of people in older age groups increases, needs and expectations for assets and infrastructure are changing. This includes the need for more passive recreation opportunities, meeting places for seniors, and an increased focus on footpath maintenance for people with decreasing mobility.

As the city ages, assets built during the development of Campbelltown become increasingly in need of maintenance repairs and eventual replacement. Through careful financial management Campbelltown City Council continues its focus on asset management.

Innovative designs and multiple use arrangements are amongst the means used by Campbelltown City Council to get the best value and high utilisation for assets such as parks and playgrounds. Careful planning and management are vital for Campbelltown to navigate the challenging financial circumstances and maintain its position.

Transport is a fundamental factor underpinning quality of life in Campbelltown

One of the major implications of Campbelltown being a regional centre for transport and employment is the high demand placed on local roads and car parking from both local and regional residents.

Increasing fuel costs and traffic congestion have seen some movement towards rail, but the car remains the preferred mode of transport by a substantial margin.

Bus usage by residents of Campbelltown continues to be low, which may be due in part to new timetables and routes with which residents have raised their concerns. The lack of government-subsidised buses in Western Sydney is likely to be one of the major contributors to the low use of buses, as identified by a 2000 report into transport in Macarthur and by the community consultation. Subsequently, the implementation of the 2004 Unsworth Bus Review recommendations resulted in all private services now being fully funded through the Ministry of Transport, and are on the same funding footing as State Buses.

The community continues to identify that inability to access public transport is an impediment to participation in community life and on a range of other important issues, such as accessing employment, education, basic services and facilities. More flexible, localised use of non government organisation community buses may alleviate some of these problems. It has been suggested that a community bus brokerage scheme operating in the Blue Mountains be investigated.

5.2 Migration flows

Migration in and out of Campbelltown is affecting the social structure

Between 2001 and 2006, more residents left the Campbelltown area than arrived. While the greatest movement of residents was within Campbelltown itself, the net

loss of residents could be summarised as people moving close or to the coast. Internal migration saw a net movement of residents from the north of the city to the south, presumably to new housing opportunities in places such as Macarthur Gardens and Park Central.

More affluent second and third homebuyers are seeking new, larger accommodation in Camden, Wollondilly and coastal areas.

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 characterised by much greater cultural diversity, and many highly qualified new residents.

Population growth in the Macarthur region will be both an opportunity and challenge for Campbelltown

Campbelltown continues to develop as a major focus in the region for retail, culture, employment, education, health and community services, and transport links. The increased population regionally is placing significantly greater demand on these services. This presents both an opportunity and a challenge for the local area.

Population pressures from the Camden and Wollondilly LGAs are already having a noticeable impact on traffic and parking in and around Campbelltown. While this represents a positive outcome for retail, education and cultural facilities in Campbelltown, the resulting congestion has a significant impact on the quality of life in the city.

Continued advocacy with the State Government will be essential to alleviate these impacts.

5.3 An ageing population

Campbelltown's age structure is changing and the population is ageing rapidly

Whilst the Campbelltown population is still very young in comparison to the rest of Sydney, Campbelltown is ageing more rapidly due to the high proportion of residents of the 'baby boomer' generation who moved here during the rapid housing development of the 1970s and 1980s.

As the population of Campbelltown ages, the proportion of children and young families will fall, with substantial decline expected in the number of people aged 0-14, 15-24 and 35-44. The proportion of children is expected to fall from 32% in 1991 to 20% in 2019, with the proportion of older people set to double to 13%.

The ageing of the population in Campbelltown along with the declining younger population will have a number of implications for planning in the local area. Most

significant of these is the need for suitable housing for the ageing population, as well as services and facilities to meet a range of recreational, social, health and support needs. *(As highlighted previously in the discussion of community infrastructure).*

The community identified through the consultations that ageing of the population is an issue that needs to be addressed in the Campbelltown area, particularly in relation to housing and services, and ensuring that people are able to age independently in their local communities and homes. New retirement villages in Campbelltown are relatively expensive, which is leading to significant numbers of aged people moving to villas and townhouses close to the Campbelltown and Ingleburn CBDs.

In considering the needs of the ageing community in the coming years, it is important to note that a large proportion of the population will continue to fall in the younger age brackets. This will be a significant challenge for Campbelltown to ensure that the city can provide and sustain a high quality of life for all age groups, including local employment and education, convenient and accessible public transport and road linkages, a range of housing choice, children's and youth services, events and entertainment.

5.4 Poverty and disadvantage

Education and employment profiles in Campbelltown need to be improved

In comparison with the rest of Sydney, Campbelltown and the Macarthur region have high rates of early school leaving with subsequent low rates of Year 12 completion, and low rates of post-school education with subsequent high rates of residents with no recognised qualifications.

Campbelltown's unemployment rate in 2006 was 7.6% compared with 5.3% for the rest of Sydney. Unemployment figures produced by the Federal Department of Employment and Workplace Relations consistently place Campbelltown's unemployment rate well above the rest of Sydney.

Of greater concern are the pockets of extremely high unemployment within the Campbelltown local government area, including suburbs such as Airids with 27.3%, Claymore with 31.2% unemployment, and population groups such as Indigenous and young people.

Both Campbelltown and the Macarthur region generally show a greater proportion of people working in the middle and lower end of the occupational hierarchy. There is a deficit of workers in managerial, administrative and professional jobs.

In Campbelltown's industry base, there is also a higher proportion of jobs available in manufacturing, retail, transport and storage than Sydney, a considerably lower proportion of jobs in property and business services, and slightly lower proportions in finance and business, and cultural and recreational services.

Residents and service providers identified employment and education as issues impacting on quality of life in Campbelltown, particularly high unemployment amongst some population groups, barriers to accessing education and employment, lack of local employment opportunities and access to information technology.

Young people in Campbelltown and Macarthur are significantly less likely to be attending university, more likely to be attending TAFE and substantially less likely not to be attending any educational institution than the rest of NSW. There are also significantly lower rates of Year 12 completion or degree or higher tertiary qualifications.

Considering the large proportion of the population in the younger age brackets, it follows that young people are contributing greatly to Campbelltown's overall unemployment rate and poorer educational profile. Therefore, efforts to improve education and employment amongst young people will improve Campbelltown's overall employment and educational profile, particularly unemployment and the current education and higher skills deficits.

In addition to the concerns about youth unemployment and disengagement from the education system, the role of mentoring in encouraging greater retention of young people in education and employment was identified through community consultation. Further, the need to encourage youth enterprise and leadership was also recognised.

There is a shortage of jobs available locally

Campbelltown is a net exporter of workers, with 35,539 commuting out, 16,956 commuting in, while 21,119 live and work here.

With greenfield zoned employment land running out in Campbelltown, the number of local jobs available could fall well behind the growing population. However the NSW Government's draft South West Subregional Strategy identifies that 26,000 new jobs are to be created by 2031 in Campbelltown.

Different industry sectors are more open to commuting than others, with manufacturing, education, retail, health and the community services sector attracting a higher proportion of commuters into the Campbelltown/Camden area, having lower proportions of local people employed in these jobs. This indicates a skills deficit in the region.

The region imports significant numbers of higher skilled workers. Half of the people employed in the Campbelltown/Camden area with university qualifications live outside the area, and high proportions of people with Level I or II Certificates or no formal qualifications employed here also live here. This further confirms the "relative lack of higher skilled and higher educated workers in the area compared to the number of jobs requiring these skills the area offers."²

² Prof. Randolph, B., and Holloway, D., *Macarthur Regional Profile Report*, August 2003, Urban Frontiers Program/UWS, p. 8

As the population in Macarthur continues to grow significantly, and given Campbelltown's role as the major employment centre for the region, ensuring job growth keeps up with population growth and addressing the strategy of local jobs and lower skill levels of residents are significant challenges for Campbelltown and the Macarthur region as a whole.

There are pockets of serious social disadvantage in Campbelltown that are experiencing rapid change

One of the most striking features of the demographic profile of the Campbelltown Local Government Area is the extreme socio-economic diversity. Social indicators such as income, education, unemployment, and access to information technology vary greatly according to the location of residence within Campbelltown.

There are a number of areas in Campbelltown, primarily based on the five social housing estates, which have extremely high levels of socio-economic disadvantage, as measured by the Australian Bureau of Statistics. This impacts on the overall data for Campbelltown, as most of Campbelltown can be characterised as middle income, with corresponding social indicators.

It follows that identifying and responding to quality of life issues in Campbelltown involves a deeper analysis of different localities and target groups, to ensure that the diversity of needs across this community is recognised. It is essential that these groups are included in basic social opportunities such as education, health, learning and employment.

Housing NSW in partnership with Human Service agencies, including Police, Education, Health and Council are undertaking redevelopment, regeneration or renewal programs on all five large housing estates. The programs include strategies to improve the physical, social and economical viability of the communities including community capacity building. Housing NSW has implemented a number of partnerships with employment agencies, the business community and TAFE to improve learning and employment opportunities for people. Council supports Housing NSW by providing advice, support and resources to facilitate community participation.

Further investigation is required to determine the impact that these initiatives could have on key social indicators in Campbelltown. A number of factors need to be considered in such a study.

Social housing is now characterised by high numbers of sole parent, welfare dependant families who require well coordinated support. Partnerships currently exist between government and non government agencies to respond to the needs of these communities, and it will only be through a collaborative approach that improvements will occur for families affected by high levels of disadvantage.

With the growth of the private rental market in Campbelltown, there has been a corresponding growth in the number of disadvantaged households living outside the public housing estates. These households however are dispersed across suburbs

with lower housing costs, rather than being concentrated in a particular location and would have limited access to estate based initiatives.

Campbelltown residents have poorer health than the rest of Sydney

The World Health Organisation (WHO) has identified a direct link between social disadvantage and poor health, and asserts that a range of interrelated socio-economic factors underly health outcomes. It is not surprising, therefore, that Campbelltown residents on average experience poorer health than most of the rest of Sydney, including high levels of death from any cause, coronary heart disease and lung cancer.

Health was identified by the community as one of the issues having the most impact on the quality of life in Campbelltown; however this was related to health services rather than levels of health or the health outcomes of the community. The community particularly raised concerns about accessing health services such as affordability, transport, physical access, and the need for accommodation services. Service levels and waiting times remain a significant concern for the community.

It will be important for improvements to be made in local health services and community confidence about these services, as well as in the health outcomes of residents. This will involve recognising and acting on the underlying factors and determinants, which will have broad and far-reaching impacts on both health and quality of life in Campbelltown - essentially the purpose of the Social Plan.

Community information and awareness is a fundamental factor in improving quality of life in Campbelltown

It was very evident through the consultation process that many residents are unaware of the services and facilities that currently exist within the local area. This was particularly the case with recreation facilities, availability of community services and community events. Community service providers report that the least informed and hardest to reach people are often those with the greatest needs.

From the consultation, there appeared to be a correlation between people's feelings of connection to the community and their attendance at events, involvement in groups such as playgroups and churches, use of parks, family and cultural connections and participation in sporting teams. Therefore, ensuring that the community is aware of events, services and facilities is essential in providing opportunities for people to connect with the community.

Consultation also highlighted the impact that access to information has on other aspects of quality of life, including improving the community's confidence in the safety of the local area because of decreasing crime rates, opportunities for the community to participate in or comment on Council planning and decision-making processes, and improving health through accessing relevant services and education.

The internet was identified as having a key role in the provision of information to the community, with Council's website mentioned particularly. Considering the 'digital-divide' that exists in Campbelltown, there is a need to ensure that all residents are provided with opportunities to gain skills and use the technology necessary to access community information.

Social networking through new technology is a phenomenon that requires further investigation. The rapid growth in the use of computer games, the internet and mobile phones is seeing major changes in patterns of recreation and social interaction. Housing NSW in partnership with a number of agencies has established technology centres in Minto, Airds, Claymore and Macquarie Fields to provide Housing NSW residents with access to the Internet to improve learning and employment opportunities. More needs to be learnt about the impact these changes are having on the quality of life of Campbelltown residents.

5.5 Leadership and participation

The community clearly sees the role of Council as advocate and leader

A strong message from the community when consulted was that Council's role as advocate and leader should be strengthened. The community clearly sees Council as having an important advocacy role with other levels of government about local issues, particularly health, transport, and employment. This is borne out by the community support for Council's advocacy around major developments such the widening of the F5 Freeway, major changes to the social housing estates and the expansion of Campbelltown Stadium.

The community further identified Council as a key player in bringing together state and federal government, non-government agencies, businesses, residents and other key stakeholders to work collaboratively when responding to quality of life issues in Campbelltown. Council therefore has an important role in facilitating the way stakeholders plan and work together in the area and across the region.

Council's advocacy role is vitally important because it is the means of responding to the government policies that are shaping Campbelltown's future. As the level of government closest to the people, and the real world impacts of government policy; local government has a unique opportunity to influence decision makers and improve outcomes. This can be achieved through making other levels of government aware of the potential consequences of major projects and competing objectives of different government departments.

The Community wants to be consulted and engaged in planning and decision-making processes of Council

A key foundation of community wellbeing and quality of life is participation by the community in the planning and decision-making processes of local government. This was clearly articulated by the community through the consultation process for the Social Plan.

Residents particularly emphasised the need for community engagement and participation processes that ensure the community is aware of how they can participate, is accessible to people with different needs, involves Council going out to the community to discuss issues and allows better access by the community to relevant Council staff.

There was a very strong feeling that there needs to be greater opportunity for the community to have a voice and have its needs listened to by government. This not only included Council involving the community in planning and decisions, but there was also a great deal of emphasis placed on the community having a forum to communicate needs and opinions and to engage in meaningful discussion with Council and other levels of government.

Improving the image of Campbelltown is important for improving quality of life in Campbelltown

The community clearly articulated that improving the image of Campbelltown is very important for quality of life in the area. Counteracting negative images of Campbelltown was seen as important on a broad level to other areas of Sydney, and on a local level, to improve self-esteem and pride within the community.

Promotion of the area to the rest of Sydney, development of tourism, positive media and maintenance/beautification were key suggestions to achieve city image. Emphasis was also placed on appreciating and promoting local history, built and natural assets, and the quality of life in this area, particularly for young families.

This issue was also identified as one of regional importance, particularly for developing the local economy, increasing employment opportunities by attracting industry, and improving the education and employment profile of the area by attracting residents with tertiary education and highly skilled jobs.

Despite falling crime rates in Campbelltown the community continues to be concerned about safety

Generally speaking, crime in the Campbelltown area shows a decreasing trend over the five years from 2001 to 2006.

Campbelltown does have higher rates of some crime types when compared to Sydney and NSW, particularly malicious damage (including graffiti), assault,

domestic violence-related assault, motor vehicle theft and break and enter (dwelling) and alcohol related crime.

Research reveals that people generally believe crime to be increasing despite crime statistics that reveal the opposite³. Despite the number of incidents of many types of crime falling in Campbelltown, the consultation reveals that the community is very concerned about crime and identifies crime and safety as one of the major issues impacting on quality of life.

The results of the most recent fear of crime research indicate that the fear of crime amongst Campbelltown residents is higher than the NSW average. The most frequent reasons given for fear of crime relate to crime or disturbances near their home. The most frequently reported reasons people feel safe around their home are that no one has bothered them and that they know there are people nearby who can help.

Measures to improve community safety must include addressing perceptions of crime, as fear of crime restricts quality of life in a community as much as actual crime; it impacts on the way people use public space, and their ability to connect with the local community.

Participation in recreation, culture and community events are significant contributors to quality of life in Campbelltown

It was clear from the consultation that community events, recreation, leisure, entertainment and opportunities for cultural expression contribute significantly to quality of life in Campbelltown. Parks, sporting facilities, cinemas, events and restaurants received particular attention, with many people linking involvement in sport, festivals and cultural activities with greater feelings of community connection.

Campbelltown Arts Centre is widely recognised for its role as a leading regional facility in developing and providing high quality cultural experiences.

Considering the role that exercise and stress have as determinants of health, it follows that enhancing both opportunities and participation by the community in recreational and cultural pursuits will result in improved health. This is in addition to enhanced cultural vitality, sense of place, local identity and opportunities for social networks that result from engaging with and actively participating in, cultural activities and passive and active recreation. Recent initiatives in developing more integration of playgrounds, walking paths and other facilities have been well received and led to much higher levels of utilisation.

It was clear from the consultations that cost is a major barrier to participation in cultural and recreational activities for many people. Considering the important outcomes that participation in culture and recreation bring, particularly health, quality

³ BOCSAR, *Media Release: Public Perceptions of Crime Trends in NSW and WA*, 23 April 2004.

of life and community connection, it follows that this participation is not available equally across the community because of barriers such as cost.

The importance of community information and awareness about facilities, services and events was most evident in relation to recreational facilities. It again follows that the important outcomes from participation in culture and recreation are not available equally across the community simply because not all residents know what is available.

There is significant potential for the capacity of the community sector in Campbelltown to be strengthened

Through consultations with both government and NGOs, there was a strong emphasis on the need and opportunities to strengthen the capacity of the community sector both in Campbelltown and the Macarthur region. This particularly focused on how organisations can increase their ability to meet community needs through better ways of working together and maximising resources.

Housing NSW has established Advisory Boards in each of its large housing areas across the LGA. The Boards include community, government and non-government representatives and has resulted in a number of strategic partnerships to improve learning, training and employment in each of the communities.

The viability of community organisations and sporting clubs often revolves around governance issues, with smaller groups struggling to cope with increasing responsibilities in areas such as OH&S, child protection and financial management. Government funding processes often lead to the fragmentation of services, with residents left to navigate a complex, and often disjointed service system.

The need for a strong regional approach was also identified. As many services are Macarthur wide, there is a great deal of movement through the region by residents on a daily basis, and developments in the region impact on the whole region. Strong regional planning that involves the community sector and residents was emphasised.

Many services therefore favour a more collaborative approach to service development and funding. Some of the elements of such an approach would be developing shared solutions to address community needs; funding models that promote true partnerships through distribution of funding to the most appropriate agencies, rather than just agencies more skilled at submission writing; service systems that are cohesive and comprehensive; funding basic services to an adequate level before expanding the range of services, having localised teams that include all relevant agencies, eliminating short term or pilot funding that ceases when the service is just starting to show results.

The need for greater capacity in the community sector will continue to increase as the population of Macarthur grows and changes, particularly as Camden experiences rapid population growth.

6 Focus areas for action

The following strategic responses have been developed through consideration of the information presented in the previous sections and the role and resources of Campbelltown City Council. It is intended that the strategic responses will be developed and implementation commenced prior to July 2012.

Current Council initiatives are listed to recognise Council's existing commitment in these areas.

Focus Area	Child and Family
Key Trends	<p>In 2006, 18.6% of the total population in Campbelltown were children aged 0-11 years (compared with 15.6% for the Sydney SD). Although large, this group is shrinking in Campbelltown.</p> <p>Of all families in Campbelltown 22.6% were lone parents' families (Sydney SD 15.5%). Approximately 1 in 9 lone parents aged 15-24 years across Sydney SD reside in Campbelltown LGA.</p>
Key Issues to be addressed	<p>Early learning, child protection, young parents, recreation opportunities, Council facilities, school attendance, child health, role of leaders, community and family members, family safe public spaces that include appropriate playgrounds.</p>
Current Council Initiatives	<p>Running the Children's Services Conference: Our Children, Our Community</p> <p>Celebrating Weeks including NAIDOC and Child Protection</p> <p>Providing Long Day and Occasional Care, Outside School Hours Care, Vacation Care, Family Day Care, In-Home Care, Campbelltown Child and Family Care and Mobile Toy and Book Library</p>
Strategic Response	<p>Children's Services Plan</p> <p>This plan will outline Council's proposed actions and its response to broader issues that are the responsibility of other agencies. Early learning, early intervention and child protection will be</p>

	key elements of this strategy.
Focus Area	Youth
Key Trends	<p>In 2006 21.8% of the total population in Campbelltown were young people aged 12-24 years (compared with 17.7% for the Sydney SD).</p> <p>Lower rates of internet access and higher levels of unemployment compared with the Sydney SD have an impact on life opportunities for young people in Campbelltown.</p>
Key Issues to be addressed	<p>Positive recreation options, new media and social networking, youth participation, working with schools, youth sector service system.</p> <p>Lower educational attainment, early school leaving, high unemployment, recreation and development options, impact of crime, managing challenging situations, recognition of achievements, environmental concerns of young people.</p>
Current Council Initiatives	Midnight Basketball, All Ages Music Program, Skate Park program, Beach Bus, Youth Development and Leadership programs, Youth Week, provision of youth centres, sporting fields, skate parks, library services (eg on-line tutoring).
Strategic Response	<p>Youth Strategy</p> <p>The Youth Strategy will draw on existing Council research and the Macarthur Youth Sector Model Development Project to identify the priorities for action over the next couple of years including developing programs that emphasise achievement and team work.</p>
Focus Area	Ageing
Key Trends	During the 20 year period to 2006, the proportion of the population aged 55+ years has increased by 222% in

	<p>Campbelltown LGA compared with 23% for Australia.</p> <p>In 2006, approximately 23% residents aged 65+ years in Campbelltown LGA required a need for daily assistance compared with 19% across the Sydney SD. For persons aged 85 years and older, 64% required daily assistance.</p>
Key Issues to be addressed	Healthy lifestyle, isolation and loneliness, Council facilities, ageing workforce, rate income, seniors groups.
Current Council Initiatives	Macarthur Community Options Service – case management for older people with health and social support needs, support of key seniors groups to provide activities, mobile home library service, assisting other organisations to establish local Men’s Sheds, and acknowledgement of local volunteers through the Gift of Time ceremony, Seniors Week, Active Over 50s program.
Strategic Response	<p>Ageing Strategy</p> <p>This strategy will identify the necessary actions to respond to the impacts of an ageing community across Council’s functions. This will include community services such as libraries as well as financial impacts through reduced rate income and increased demand for age specific facilities. Recreation and passive options and community gardens.</p>
Focus Area	Aboriginal
Key Trends	<p>There were 3,831 persons in Campbelltown who identified themselves as Aboriginal and/or Torres Strait Islander, the fifth largest population in NSW. Indigenous residents have a significantly younger age profile as indicated by a median age of 17 years compared to 32 for all Campbelltown residents.</p> <p>Indigenous residents continue to have significantly lower weekly incomes and</p>

	poorer health outcomes when compared with the non-Indigenous population (Income: Indigenous, \$743 and non-Indigenous \$1,066. Health concerns include diabetes, heart disease and otitis media in younger children).
Key Issues to be addressed	Healthy lifestyle, early learning, youth development, connection to culture, organisation development, housing, employment, school attendance retention rates, care of Elders, lack of services.
Current Council Initiatives	Equal Employment Opportunity (EEO) training for all Council staff, provide Cultural Competence training to other agencies in conjunction with service partners, NAIDOC Week activities, provide support in the development of Aboriginal community controlled organisations, coordination of programs across organisations, Aboriginal events working party.
Strategic Response	Aboriginal Community Plan This plan will identify how Council will respond to the Australian Governments Closing the Gap initiative for Indigenous Australians, so that access, equity and leadership are adequately developed. The plan will include consideration of a Council Aboriginal Action Plan, and the development of an Aboriginal Employment Strategy for Council.
Focus Area	Culturally and Linguistically Diverse (CALD)
Key Trends	In 2006 there were 27,123 Campbelltown residents who were born in a non-English speaking country, representing a 19.3% increase since 1996. Newly arrived migrants tend to be well educated. There is no single dominant CALD group, but there is increasing representation of persons born in Asia, particularly the sub-continent and South East Asia. There are over 31,500 Campbelltown

	residents who speak one or more of 133 different languages.
Key Issues to be addressed	Small business support, access to facilities, youth recreation – participation, literacy, cultural celebrations, information access and awareness, CALD specific services, understanding Australian law and practices.
Current Council Initiatives	Citizenship ceremonies, provision of a selected range of books and resources in community languages, specific programs run by the Campbelltown Arts Centre, support and referral for CALD families through council's Children's Services section, Riverfest and Festival of Fisher's Ghost activities.
Strategic Response	Multicultural Action Plan This strategy will respond to the requirements of the division of Local Government's Multicultural Framework to identify ways in which Council can work with local cultural groups. The focus will be increased participation by these groups in community life and improved access to information and services. One proposed initiative is a "Welcome to Campbelltown Program".
Focus Area	People with a Disability
Key Trends	In 2006 in the Campbelltown LGA; <ul style="list-style-type: none"> • Approximately 5,200 persons received a disability support pension • A higher proportion of younger persons needed daily assistance, with suburbs like Airds have much higher rates of persons requiring daily assistance (1 in 15) • More than 11,260 persons provided unpaid assistance to a person with a disability at a rate similar to the Sydney SD. • There was a 25% higher rate of young persons with a disability compared to the Sydney SD
Key Issues to be addressed	Accessible Council services, facilities

	and information; proactive employment policies and practices.
Current Council Initiatives	Accessibility Advisory Sub Committee. EEO training for staff, Draft Disability Action Plan, Pedestrian Access and Mobility Plan, International Day of People with Disability activities.
Strategic Response	Disability Action Plan The draft Disability Action Plan outlines Council's existing and proposed activities to ensure the provision of accessible services, facilities and information as well as proactive employment policies and practices.
Focus Area	Women
Key Trends	<p>More than 50% of women in Campbelltown over the age of 15 are employed. There were more than 7,200 single mothers with children in Campbelltown in 2006. Sole parent households are less likely to have an internet connection at home, or have a car.</p> <p>In 2009 Campbelltown LGA had the highest rate of domestic violence in the Sydney SD, a rate almost twice that of NSW.</p> <p>Campbelltown LGA has the highest rate of young mothers aged 15-19 years found in the Sydney SD having some associated health consequences and poorer life outcomes.</p>
Key Issues to be addressed	Work life balance, affordable recreational activities, Domestic Violence, safety, teen pregnancy, affordable family activities, women as carers, budgeting, education profile, and parenting.
Current Council Initiatives	Member and provider of secretarial function of the Campbelltown Domestic Violence Liaison Committee, provides specific educational and leadership development programs for female staff,

	supports community events including International Women's Day, Reclaim the Night, White Ribbon Day and Stop DV Day, assisted in the production of the DVD "Home is Where the Hurt Is".
Strategic Response	Women's Strategy This strategy will outline Council's proposed actions and those to be referred to other agencies with major responsibilities in this area. Issues to be considered will include creating a positive profile of women in Campbelltown, encouraging employment; education and recreational opportunities, uptake of ante-natal services, availability of information, reducing violence against women.
Focus Area	Community Engagement
Key Issues to be addressed	Reaching hard to reach people, new residents want to feel and become part of the community, requirement to expand community engagement, exchange of key issues between Council and residents, optimal use of Council's wide range of contacts with the community.
Current Council Initiatives	Customer service strategy, customer service contacts across all Council service sites, community development activities across a range of target groups and localities, Council's community grant scheme, resident surveys, Council community events and civic functions, Councillor discussions with ratepayers, Council Committees and Sub Committees.
Strategic Response	Community Engagement Strategy This strategy will outline how Council's existing community engagement activities can be integrated and further developed to provide an industry leading package. The focus will be on a preparation for the introduction of the Integrated Planning and Reporting Framework.

Focus Area	Community Resources
Key Issues to be addressed	Competition for resources, governance of community organisations, funding programs, leadership development, availability of office accommodation and service outlets for community service agencies, the number size and location of Council facilities, poor access to community buses, despite significant resources spread across a number of agencies.
Current Council Initiatives	Support of various community service networks, advice and support of key community service and sporting organisation, provision of a range of community facilities including libraries, recreation centres, sporting fields, parks and playgrounds, Senior Citizen's centres, youth centres, child care centres and the Campbelltown Arts Centre, provision of community buses. Community education and formal qualifications for sporting groups.
Strategic Response	<p>Community Resource Strategy</p> <p>This strategy will outline how Council can provide leadership and support so that community organisations thrive and produce excellent social outcomes.</p> <p>There will be a focus on governance and therefore the arrangements for financial and organisational sustainability of community organisations. Government departments and other organisations with key responsibilities will be included in the development of the strategy.</p>
Focus Area	Advocacy
Key Issues to be addressed	Short term funding, fragmented community service system, the scale of community renewal and the variation in approach across Housing NSW projects, inadequacy of local community health services, major government infrastructure projects, the South West Growth Centre.

Current Council Initiatives	Council has strongly advocated on behalf of the local community in recent years. Some of the issues in which Council has taken a leading role include: Leaf's Gully power station, F5 Freeway ramps and widening, coordinated planning of transport infrastructure, funding for Aged and Disability position, and funding to expand Campbelltown Stadium.
Strategic Response	<p>Advocacy Agenda</p> <p>It is proposed that Council develop and maintain an Advocacy Agenda that forms part of the content of Campbelltown Council's Community Engagement Strategy, thereby providing two way communication with local residents and businesses and providing the accurate information and political pressure required to influence government policies and programs.</p>
Focus Area	Arts Development
Key Trends	Continuing increasing demand for cultural specific high quality arts and cultural programs.
Key Issues to be addressed	<p>Access to high quality arts and cultural programs.</p> <p>Arts and cultural programs that respond to cultural and social demographic of the city.</p> <p>Employment and professional pathways for individuals to move into cultural industries.</p>
Current Council Initiatives	<ul style="list-style-type: none"> • An annual cultural program including exhibitions, artist residencies, education, performing arts, new media and literary arts programs that focuses on excellence and arts development • Invests in the creative development of its region through generating employment and career opportunities for local artists and cultural workers. • Is a place where local, national and global issues can be debated and

	<p>innovative people-centred solutions sought.</p> <ul style="list-style-type: none"> • Is a place where people of different religious beliefs, languages, ages and abilities can interact and develop an increased understanding and acceptance of each other.
Strategic Response	<p>Cultural Plan 2011-2015</p> <p>Campbelltown City Council will develop a new five year cultural plan 2011 – 2015 in response to community need that is identified through undertaking a consultation process throughout 2010.</p> <p>The Cultural Plan will undertake the following key activities:-</p> <ul style="list-style-type: none"> • Audit existing cultural buildings and facilities • Analyse cultural skills, knowledge and past projects • Identify gaps in current arts and cultural services provision • Identify community needs and issues for future cultural services development and delivery • Nominate key strategies in response to the needs and issues identified through community consultations • Develop a suggested implementation framework.
Focus Area	Priority Quality of Life Issues
Key Trends	Campbelltown continues to perform poorly across a range of quality of life indicators such as health, education and employment.
Key Issues to be addressed	Urban renewal, poverty, health, learning, literacy, employment, housing, anti-social behaviour.
Current Council Initiatives	Crime Prevention Plan Membership of Partners in Employment. Collaborative planning with Housing NSW and other agencies around services and major housing developments.

Strategic response	Quality of Life Report This report will provide a comprehensive analysis of the key issues and make recommendations to Council about immediate action and items for further investigation in the process of developing a Community Strategic Plan.
Focus Area	Economy and Employment
Key Trends	High youth unemployment Higher unemployment rate than Sydney SD Growth in part time employment
Key Issues to be addressed	Shortage of local employment, mismatch between employment opportunities and skills of residents, high number of residents travelling outside the LGA for employment, restricted range of employment available locally.
Current Council Initiatives	Membership of Macarthur Regional Organisation of Councils (MACROC) Forthcoming Campbelltown Local Environmental Plan.
Strategic Response	Economic and Employment Strategy This strategy will be consistent with the MACROC Economic strategy and will focus on identifying the major areas for improvement, the organisation with key responsibilities and initiatives to improve employment and economic employment in Campbelltown.

Additional item for consideration in Council's Corporate Planning Process	
Underlying Issues	Stigma caused by media, contrast between attention paid by the city media to isolated instances and the lack of attention given to the rest, lack of recognition of achievements and positive features of the area.
Significance	While not the most frequently raised issue, this issue creates a very strong response from residents when discussed. The image of the city was highlighted in the previous Social Plan and remains a pivotal issue for the future

	development of the city.
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7 Summary of actions

Focus Area	Strategic Response	Summary
Child and Family	Child and Family Strategy	An outline of Council's proposed actions and those for other agencies. Early learning, early intervention and child protection will be key elements.
Youth	Youth Strategy	The priorities for action over the next couple of years based on existing research.
Ageing	Ageing Strategy	The necessary actions to respond to the impacts of an ageing community across Council's functions.
Aboriginal	Aboriginal Community Plan	How Council will respond to the Closing the Gap initiative. Will include consideration of a Council Reconciliation Action Plan, and the development of an Aboriginal Employment plan for Council.
Culturally and Linguistically Diverse	Multicultural Plan	This strategy will identify ways in which Council can work with local cultural groups to increase participation by these groups in community life and improve access to information and services.
People with a Disability	Disability Action Plan	Council's existing and proposed activities to ensure the provision of accessible services, facilities and information as well as proactive employment policies and practices.
Women	Women's Strategy	Council's proposed actions and those to be referred to other agencies with major responsibilities in this area.
Community Engagement	Community Engagement Strategy	Council's existing community engagement activities – how they can be integrated and further developed to provide an industry leading package for the Integrated Planning and Reporting Framework.
Community Resources	Community Resource Strategy	Will show how Council can provide leadership and support so that community organisations thrive and produce excellent social outcomes.
Advocacy	Advocacy Agenda	Will form part of the content of Campbelltown Council's Community Engagement Strategy, to communicate with local residents and businesses and influence government policies

and programs.

Arts Development	Cultural Plan 2011-2015	Campbelltown City Council will develop a new five year cultural plan 2011 – 2015 in response to community need that is identified through undertaking a consultation process throughout 2010.
Priority Quality of Life Issues	Quality of Life Report	A comprehensive analysis of key issues such as housing affordability and health with recommendations to Council about immediate action and items for further investigation in the Community Strategic Plan.
Economy and Employment	Economic and Employment Strategy	This strategy will be consistent with the MACROC Economic strategy and will focus on identifying the major areas for improvement, the organisation with key responsibilities and initiatives to improve employment and economic employment in Campbelltown.

8 Implementation plan

Implementation process

The Campbelltown City Council Social Plan 2010-2012 identifies existing and new activities that aim to improve the quality of life in Campbelltown. The new activities fall within specific strategies that will be developed and presented to Council for endorsement during 2010.

Existing activities will continue as scheduled and new activities will commence implementation as they are endorsed by Council.

Accessibility

Copies of the Campbelltown City Council Social Plan 2010-2012 and all supporting documentation will be available on Council's website and on CD. The plan will also be available from Council in a variety of accessible formats upon request.

Reporting progress of implementation

As an element of Council's Management Plan, the progress in implementing the Social Plan will be reported to Council every quarter. This information will be included in a quarterly Community Profile Report that will complement MACROC's Quarterly Economic Profile Report. All Community Profile Reports will be available from the Social Plan section of Council's website as well as being widely distributed through email networks.

Council's community newsletter, Compass, will also be used to highlight progress in implementing the Social Plan.

Review of the Social Plan

A review of the Plan's activities and outcomes will be undertaken in conjunction with the development of the Community Strategic Plan. This is expected to take place between January and June 2012.

The outcomes of the 2010–2012 Social Plan and incomplete activities will be an important source of information in the preparation of the Community Strategic Plan.

9 References

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