

DELIVERY PROGRAM 2022 - 2026

# Performance Report

January to June 2023



[www.camdencouncil.com.au](http://www.camdencouncil.com.au)

## Cover Page

Camden Kids Festival

## Acknowledgment to Country

Council acknowledge that the Camden LGA is situated on the sacred Traditional Lands and Waterways of the Dharawal peoples. We also recognise surrounding Dharug and Gundungurra people that may have connections to these lands. We pay our respects to Elders from the past, present, and emerging, and to all Aboriginal and Torres Strait Islander peoples on these lands and celebrate the continuing contribution of the Aboriginal community to the life of Camden LGA.

## Community Images

The photographs featured have been obtained from many sources including professional photographers and Council officers.

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## Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.



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# Community Vision

Camden is a connected, diverse, and thriving community, embracing opportunities of growth, while valuing our rich heritage and protecting and sharing responsibility for our natural environment.

# What are Council's Core Values?

Workplace values are the guiding principles on how we behave and act to achieve success.



## **Leadership - 'Empower Others'**

We invest in the growth, development and empowerment of staff to become the best version of themselves.



## **Innovation - 'Dream, Create, Inspire'**

We innovate and inspire to create better ways to deliver to our community.



## **Partnership - 'Together We Can'**

We partner to achieve success through support, understanding and shared goals.



## **Commitment - 'Dedication Drives Results'**

As a high-performance Council we strive for excellence in all we do.



## **Customer Focus - 'Our People, Our Community'**

We deliver excellence to our customers through service, facilities, information, resources, education and support.

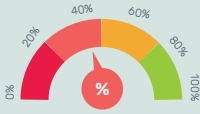



## **Safety - 'Safety is Everyone's Job'**

We put safety and well-being of people at the centre of everything we do.



# Focus areas when reading this report

<p><b>About this Report</b></p>	<p>Provide information on broad areas about Council and the compliance requirements of the Local Government Act</p>	
<p><b>Performance overview</b></p>	<p>Covers factual information on Council's performance under five Key Directions</p>	<p><b>Operational Plan</b></p>  <p><b>Delivery Program</b></p> 
<p><b>Performance in detail</b></p>		<p>Actions</p>





# About this report

This section covers information about reporting to the community and Council's requirements under the Local Government Act. It provides an overview of adopted documents and how Council monitors and reports on performance.

# Why does Council prepare the performance report?

Council prepares a six-monthly performance report for the community.

This performance report informs the community about Council’s performance status against the Delivery Program 2022 – 2026 and Operational Plan 2022 – 2023. These documents contribute to delivering the Community Strategic Plan and achieving the community vision.



# What are the adopted documents?

Council adopted the following documents in June 2022:



The **Community Strategic Plan** is developed in consultation with the community. The Community Strategic Plan provides a clear direction for the long-term community vision that cascades down to the Delivery Program, Operational Plan, and Resourcing Strategy.



The **Delivery Program** is Council's commitment to the community during the Council term.

The **Operational Plan** is a sub-set of the Delivery Program detailing specific actions for each year.



The **Resourcing Strategy** is the supporting document of the Community Strategic Plan. It includes the Workforce Management Plan; Asset Management Plan and Long-Term Financial Plan.

## Weblinks:

[www.camden.nsw.gov.au/assets/Uploads/Community-Strategic-Plan-Document.PDF](http://www.camden.nsw.gov.au/assets/Uploads/Community-Strategic-Plan-Document.PDF)

[www.camden.nsw.gov.au/assets/pdfs/Council/Integrated-Planning/Delivery-Program-and-Operational-Plan/20222026-Connecting-Camden-Delivery-Program-and-20222023-Operational-Plan.PDF](http://www.camden.nsw.gov.au/assets/pdfs/Council/Integrated-Planning/Delivery-Program-and-Operational-Plan/20222026-Connecting-Camden-Delivery-Program-and-20222023-Operational-Plan.PDF)

[www.camden.nsw.gov.au/assets/pdfs/Council/Integrated-Planning/Resource-Strategy/2022-2026-Connecting-Camden-Resource-Strategy-Summary.PDF](http://www.camden.nsw.gov.au/assets/pdfs/Council/Integrated-Planning/Resource-Strategy/2022-2026-Connecting-Camden-Resource-Strategy-Summary.PDF)

# What are the Key Directions?

The main components within the Community Strategic Plan are the five Key Directions that reflect the vision for Camden, and they are:



## Welcome

Embracing our vibrant and diverse community



## Liveable

Strong and integrated connections between our people and our services



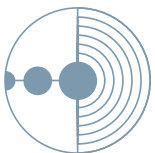
## Prosperous

Advancing local economic opportunities and job creation



## Balanced

Providing sustainable and responsible solutions that enhance our heritage and natural environment



## Leading

A successful advocate for our people and places

These five Key Directions align with the four elements of the quadruple bottom line - Social, Environmental, Economic and Civic Leadership.

# How does Council monitor the progress?

Council actively monitors its progress in achieving the objectives stated under five Key Directions within the Community Strategic Plan through the implementation of the Delivery Program 2022 - 2026, and the annual Operational Plan.

## Delivery Program

The Delivery Program has 96 principal activities with 27 performance indicators. Council utilises a rating scale to assess the progress and acknowledges the potential implication of external factors that may have a challenging influence on projects, programs, activities, and services that Council would provide to the community under normal circumstances.

### The rating scale for assessing Performance indicators:



#### On Track

When the 'actual' is either equal, less, or greater than the set target



#### Monitoring

Corporate variance of  $\pm 10\%$  applies to the set target and is considered achievable, feasible and realistic for performance improvement, with the exception of Legislative requirements



#### Needs Work

When the 'actual' is either below or above the corporate variance



#### External Impacts

Deliverables impacted by a range of incidents including severe weather events

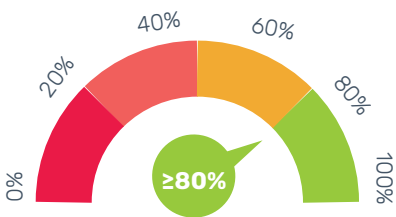
### Operational Plan

Council utilises a linear gauge system to track the progress of the Operational Plan.

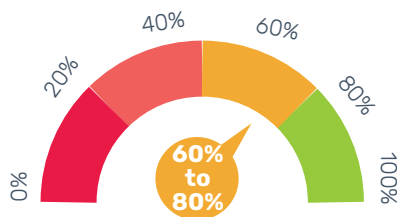
Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
2023	10%	15%	25%	30%	40%	50%	60%	70%	75%	80%	90%	100%

All actions are gauged against a set target for the reporting period to assess overall progress, assisting Council in maintaining consistency, accountability, and transparency at all levels.

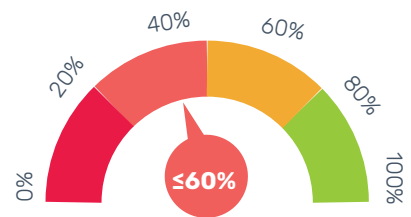
Below is the rating scale for the Operational Plan actions.



At least 80% of action target achieved



Between 60% and 80% of action target achieved



Less than 60% of action target achieved or not started





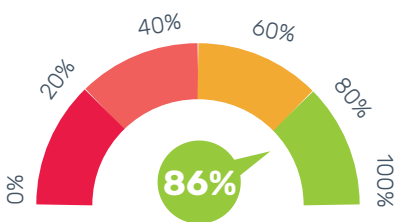


# Performance overview

This section reflects the January to June 2023 reporting period, assessing Council's status against 27 performance indicators of the Delivery Program and 170 actions of the Operational Plan under five Key Directions.

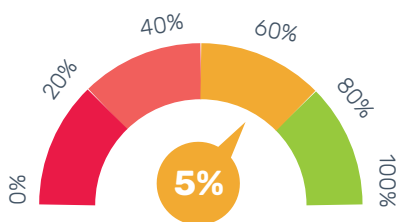
## Progress Status on Actions and Performance Indicators

### 170 Actions for the Operational Plan 2022 - 2023:



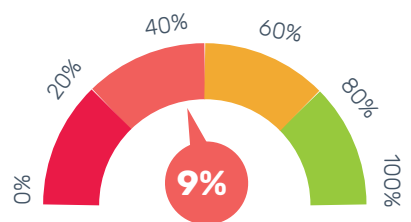
**146 Actions**

At least 80% of action target achieved



**9 Actions**

Between 60% and 80% of action target achieved



**15 Actions**

Less than 60% of action target achieved or not started

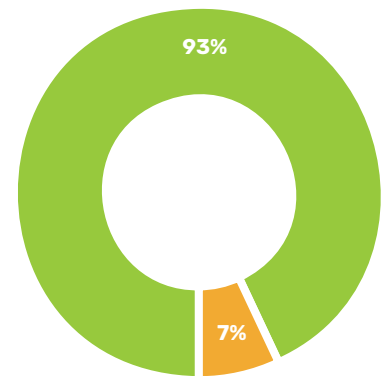
Tracking progress of 170 actions:

Key Direction	Number of Actions	At least 80% of action target achieved	Between 60% and 80% of action target achieved	Less than 60% of action target achieved or not started
Welcome	35	35	0	0
Liveable	35	34	1	0
Prosperous	13	9	0	4
Balanced	37	26	3	8
Leading	50	42	5	3
	<b>170</b>	<b>146</b>	<b>9</b>	<b>15*</b>

\*Not Started - Of 15 Actions, there are 5 Actions not started in this reporting period.

**27 Indicators to measure performance against the Delivery Program 2022 - 2026**

- ✔ **On Track** 25 Indicators (93%)
- 👁 **Monitor** 2 Indicators (7%)
- 🔧 **Needs Work** 0 Indicators (0%)
- ⚙ **External Impacts** 0 Indicator (0%)

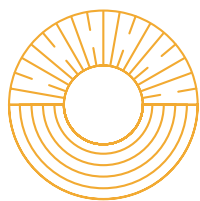


Key Direction	No. of Performance Indicators	Status			
		On Track	Monitoring	Needs Work	External Impacts
Welcome	5	5	0	0	0
Liveable	10	8	2	0	0
Prosperous	3	3	0	0	0
Balanced	5	5	0	0	0
Leading	4	4	0	0	0
	<b>27</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>0</b>



# Performance in detail

This section provides a narrative on outcomes under each Key Direction that supports the objectives stated within the Community Strategic Plan 2036 and principal activities noted within the Delivery Program 2022 – 2026, and overall progress status of the Operational Plan 2022 – 2023.



# Welcoming

## Embracing our vibrant and diverse community

### The objectives are:

- Our community is welcoming and inclusive, everyone feels included and involved.
- Our community is healthy and active with access to open space, facilities and services that support wellbeing.
- Our community has opportunities to design and build safe and inviting places for all to enjoy.

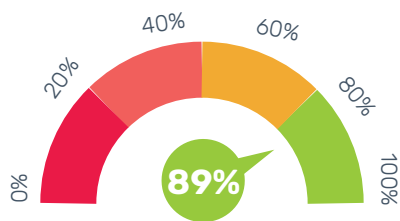
### There are 18 principal activities to achieve the above stated objectives, and they are:

<b>W 1.1.1</b>	Implement strategies that support community inclusion for all community groups
<b>W 1.1.2</b>	Implement an events strategy for a range of community events
<b>W 1.1.3</b>	Create public communications and marketing campaigns to increase public awareness and interest in activities across Camden
<b>W 1.1.4</b>	Support and facilitate cultural development and networking opportunities
<b>W 1.2.1</b>	Facilitate, support, and promote programs and initiatives that celebrate the diverse community, groups, and spaces across Camden
<b>W 1.3.1</b>	Ensure Council's sport and recreation facilities planning has community support and facilitates equitable and affordable access
<b>W 1.3.2</b>	Provide broader library services to support access and inclusion across the community
<b>W 1.3.3</b>	Optimise community use of Council-owned facilities and spaces
<b>W 1.4.1</b>	Employ stakeholder engagement practices and projects that incorporate traditional and innovative engagement methods
<b>W 1.4.2</b>	Maintain open and transparent Council processes and channels for public access to information
<b>W 2.1.1</b>	Deliver educational programs and regulate activities to ensure the health, safety and amenity of the Camden area and community
<b>W 2.2.2</b>	Implement a strategy for Camden's spaces and places
<b>W 2.2.3</b>	Increase Council-managed multipurpose spaces and visitation to these spaces

<b>W 3.1.1</b>	Target programs to address community safety concerns
<b>W 3.1.2</b>	Engage the community on road and traffic matters to raise safety awareness
<b>W 3.1.3</b>	Conduct patrols and inspections to encourage safe behaviours and check compliance with safety guidelines
<b>W 3.2.1</b>	Seek partnerships with users and external agencies to support frameworks that address community needs
<b>W 3.3.1</b>	Encourage service provision for a variety of needs and target groups

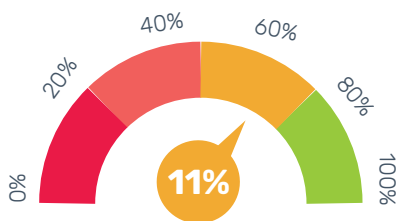
## How Council performed

### Operational Plan - 35 Actions



**31 actions**

At least 80% of action target achieved

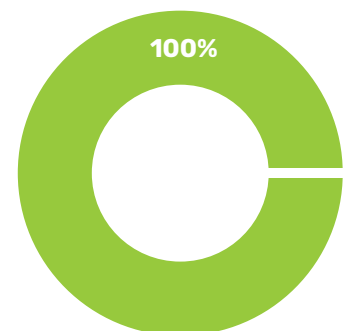


**4 actions**

Less than 60% of action target achieved or not started

### Delivery Program - 5 Performance Indicators


✓ 5 Indicators - On track



# Narrative on performance status


PERFORMANCE INDICATOR	STATUS
<b>Number of activation programs and networking events delivered to support community inclusion and diversity</b>	
<p><b>Progress Comment</b></p> <p>During this reporting period, the delivery of 25 cultural programs and networking events offered opportunities for local artists and collaboration with local businesses to profile their products. These included:</p> <ul style="list-style-type: none"> <li>• Larkin Place Art Workshops;</li> <li>• Creative Collab networking event attracting 38 artists;</li> <li>• Two-month activation activities for Live'n'Local #camdenlive performance;</li> <li>• Art'n'Business #camdenmade collaborative marketing with local businesses;</li> <li>• Busking event within the Camden Town Centre;</li> <li>• Camden Youth Week Celebrations at Julia Reserve and Camden Town Centre;</li> <li>• One Kerbside Exhibition featuring 49 local artists;</li> <li>• Four 'Art After Dark' evenings at Alan Baker Gallery;</li> <li>• Pop-up events and workshops including Indigenous Rock Painting, Sunday Art Play, Life Drawing, Watercolour and Portraiture;</li> <li>• Support for Camden Art Prize 45th Anniversary Exhibition;</li> <li>• Delivery of 12 school tours;</li> <li>• Sponsorship of Camden Musical Society production of Chitty Chitty Bang Bang.</li> </ul> <p><i>Overall, 25 cultural program and networking events offered against the set target of 8.</i></p>	

PERFORMANCE INDICATOR	Status
<b>Number of initiatives delivered against planned programs that support community feeling inclusive and foster community cohesion</b>	
<p><b>Progress Comment</b></p> <p>Delivered 149 initiatives that supported community inclusiveness and fostered community cohesion. These initiatives catered to services for children and families, young people, seniors, women, and people with disabilities as well as sector partnership projects.</p> <p><i>Overall, 149 initiatives delivered against the set target of 50.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Number of actions and/or initiatives delivered through Library Services</b>	
<p><b>Progress Comment</b></p> <p>Delivered over 44 actions and initiatives through Library Services for a range of target age groups – adults, youth and children.</p> <p><i>Overall, 44 actions and initiatives delivered against the set target of 20.</i></p>	



PERFORMANCE INDICATOR	STATUS
<p><b>Number of actions completed that support access to public spaces to improve community wellbeing</b></p>	
<p><b>Progress Comment</b></p> <p>Completed the following actions as part of implementing Council's Sportsground Strategy to support access to public spaces:</p> <ul style="list-style-type: none"> <li>• Solar lighting to two dog off leash areas;</li> <li>• Provision of new car parking at Kirkham Park;</li> <li>• Additional storage provided at Doohan Reserve upper fields;</li> <li>• Ball stop fencing at Doohan Reserve and Catherine Park;</li> <li>• Lighting upgrade to Camden South Tennis courts;</li> <li>• New changerooms at Onslow Oval;</li> <li>• Upgraded floodlighting to Onslow Oval outer fields;</li> <li>• Upgraded irrigation to Hayter Reserve.</li> </ul> <p><i>Overall, 8 actions completed against the set target of 3.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p><b>Number of Swimming Pool inspections undertaken in accordance with Council's inspection program each year</b></p>	
<p><b>Progress Comment</b></p> <p>During this reporting period 118 initial Swimming Pool inspections were conducted.</p> <p>Pools include standard and mandatory pools in accordance with Council's inspection program, noting that most pools have additional inspections to ensure the swimming pool barrier is compliant.</p> <p><i>Overall, 118 inspections undertaken against the set target of 20.</i></p>	

## What Council did



**Over 44** initiatives delivered through library services



**309** public health inspections undertaken



**25** cultural and networking events held



**21,081** sports ground bookings



**118** swimming pool inspections conducted



**891** illegal dumping investigations



- ✓ Australia Day Celebrations held in Camden LGA and announcement of Camden Australia Day Citizen of the Year – Kylee Bentham.
- ✓ Camden Seniors Festival program offering entertainment, fitness, technology, health and wellbeing activities.
- ✓ Multicultural March and Harmony Week celebrated inclusion and diversity.
- ✓ Celebrated National Families Week, hosting 14 activities with over 550 residents attending.
- ✓ Over 440 people officially became Australian citizens at Citizenship Ceremonies.
- ✓ Camden Swirls, featuring a line-up of free creative activities for young people aged 10 to 14 years.
- ✓ Secured \$4,781 through the NSW Government's Youth Week Grants Program.
- ✓ Secured \$59,663 through the NSW Government's Creative Capital Funding Program for Minor Works and Equipment Round Two.
- ✓ Sports Forum held for local sporting organisations.
- ✓ In partnership with Hearing Australia, free hearing checks for adults were offered at Oran Park and Narellan Libraries.
- ✓ Camden Cultures Concert and Dinner delivered in partnership with Camden Cohesive Communities Reference Group.
- ✓ Camden Libraries, in partnership with Camden Historical Society and Camden Area Family History Society, celebrated the Australian Heritage Festival.
- ✓ Council formed partnership with 'Play Like A Girl' leadership program to support women aged over 15 currently participating in sport.
- ✓ Celebrated Volunteers Week with multiple events held throughout the Camden LGA.
- ✓ Adoption of Aboriginal Protocol Policy to pay respect, build relationships and share in Aboriginal culture.
- ✓ 2022 – 2026 Disability Inclusion Action Plan endorsed.
- ✓ Paws in the Park event held at Bicentennial Equestrian Park.
- ✓ School Expo delivered in conjunction with local high schools and services aimed at improving overall health and wellbeing outcomes.
- ✓ Floodlights at Birriwa Reserve and Cowpasture Reserve upgraded.
- ✓ Bilingual storytime's delivered in Arabic, Hindi and Italian at Council Libraries.



# Liveable

## Strong and integrated connections between our people and our services

### The objectives are:

- Our community harnesses local creativity, and supports new technologies and innovations
- Our public spaces and places are vibrant and accessible
- Our transport network is efficient, safe, and integrated – locally and regionally

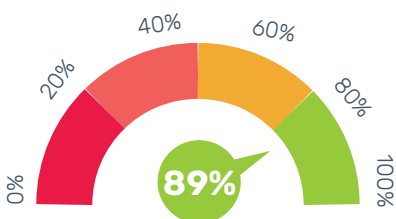
### There are 20 principal activities to achieve the above stated objectives, and they are:

<b>LB 1.1.1</b>	Invest in and deliver smart infrastructure across Camden
<b>LB 1.2.1</b>	Execute Council's Digital Innovation Strategy to focus on legacy modernisation, data and insights, digital workplace, customer focus and smart city workstreams
<b>LB 1.2.2</b>	Promote innovative and technology-driven models for operating and managing Council's sport and recreation facilities
<b>LB 1.3.1</b>	Implement strategies that enhance digital inclusion
<b>LB 2.1.1</b>	Administer contributions plans to support the funding and delivery of infrastructure
<b>LB 2.1.2</b>	Ensure infrastructure is well planned, funded and delivered in urban development areas
<b>LB 2.1.3</b>	Assess and certify development and construction processes in accordance with relevant policies in a timely manner to support high quality urban and rural environments
<b>LB 2.1.4</b>	Ensure sufficient housing capacity and diversity to meet local community needs
<b>LB 2.1.5</b>	Lead strategic planning projects, prepare policy and guidance and assess planning proposals
<b>LB 2.1.6</b>	Design and deliver major projects, infrastructure, buildings, facilities and upgrades to meet community needs
<b>LB 2.1.7</b>	Ensure all Council facilities are well managed and maintained
<b>LB 2.1.8</b>	Manage assets in an effective and sustainable manner to meet defined service levels in the Asset Management Plan
<b>LB 2.1.9</b>	Manage Council's roads, bridges and infrastructure during emergency events

<b>LB 2.2.1</b>	Create and maintain quality streetscapes, public and open spaces
<b>LB 2.2.2</b>	Develop and deliver a public art strategy and support public art activities
<b>LB 2.3.1</b>	Protect Camden's natural and built heritage
<b>LB 3.1.1</b>	Coordinate the planning and delivery of local infrastructure
<b>LB 3.1.2</b>	Manage design, construction, maintenance and upgrades of local roads, walkways, cycleways and bridges across Camden LGA
<b>LB 3.1.3</b>	Manage road safety and regulations in public spaces for public safety
<b>LB 3.1.4</b>	Ensure transport links and options are adequate to meet community needs

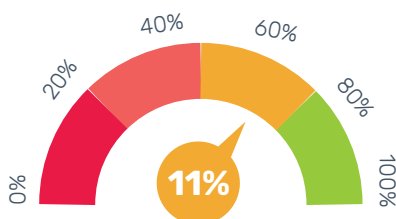
## How Council performed

### Operational Plan - 35 Actions



**31 actions**

At least 80% of action target achieved

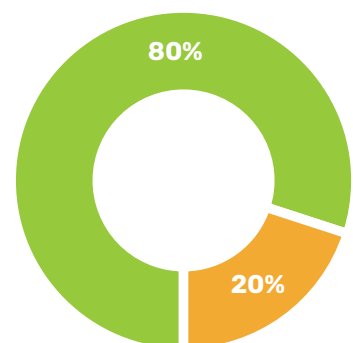


**4 actions**

Between 60% and 80% of action target achieved

### Delivery Program - 10 Performance Indicators

- ✓ 8 Indicators – On Track
- 👁️ 2 Indicators – Monitor



# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p><b>Number of Smart City Initiatives implemented relating to new technologies and smart infrastructure to support community</b></p> <p><b>Progress Comment</b></p> <p>During this reporting period the following Smart City initiatives were implemented:</p> <ul style="list-style-type: none"> <li>• People counting technology for large community events adopted.</li> <li>• Keyless remote access capabilities for wet wheelchair bookings that integrate with the booking system as a Proof of Concept.</li> </ul> <p><i>Overall, 2 Smart City initiatives implemented against the set target of 1.</i></p>	
<p><b>Number of digital transformation initiatives implemented relating to improvement of services and enhancing customer experience</b></p> <p><b>Progress Comment</b></p> <p>Implemented three digital transformation initiatives:</p> <ul style="list-style-type: none"> <li>• expansion of the booking system for the Camden Civic Centre, sustainability resources, Bicentennial Equestrian Park and Camden Town Farm.</li> <li>• Keyless remote access capability integrated with Council's booking system.</li> <li>• 'Have Your Say' translation tool.</li> </ul> <p><i>Overall, 3 digital transformation initiatives delivered against the set target of 3.</i></p>	
<p><b>Percentage of Development Applications determined within 40 days</b></p> <p><b>Progress Comment</b></p> <p>The actual for the review period is 56.67%, with the target amended to 50%. This amendment is a direct result of the review and evaluation of the monthly data as part of the continuous improvement process.</p> <p><i>Overall, 56.67% of development applications determined against the set target of 50%.</i></p>	
<p><b>Percentage of Development Applications determined within 60 days</b></p> <p><b>Progress Comment</b></p> <p>The actual for the review period is 69.72% with the target amended to 70%. This amendment is a direct result of the review and evaluation of the monthly data as part of the continuous improvement process.</p> <p><i>Overall, 69.72% of development applications determined against the set target of 70%.</i></p>	
<p><b>Mean Development Application assessment time</b></p> <p><b>Progress Comment</b></p> <p>The actual for the review period is 54.15 days with the target amended to 50 days. This amendment is a direct result of the review and evaluation of the monthly data as part of the continuous improvement process.</p> <p><i>Overall, 54.15 days mean development applications assessed against the set target of 50 days.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Median Development Application assessment time</b>	
<p><b>Progress Comment</b></p> <p>The median processing time of 32 days was within the target service level of 40 days.</p> <p>During this reporting period, Council determined Development Applications to the value of \$516,726,491.</p> <p><i>Overall, 32 days median development applications assessed against the set target of 40 days.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of major projects on track within allocated budget</b>	
<p><b>Progress Comment</b></p> <p>All scheduled major projects are on track within the allocated budget.</p> <p><i>Overall, 100% of major projects on track against the set target of 80%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of programmed asset inspections completed</b>	
<p><b>Progress Comment</b></p> <p>93% of the Inspection Program completed.</p> <p>This included the accommodation of business improvements and the additional workload associated with Flood Recovery Grant Management and Programming.</p> <p><i>Overall, 93% inspection program completed against the set target of 70%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Works Program</b>	
<p><b>Progress Comment</b></p> <p>Road construction and maintenance activities have been delivered as per works delivery programs within budget allocation.</p> <p><i>Overall, 50% of planned Works Program undertaken against the set target of 50%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of initiatives delivered to improve road safety</b>	
<p><b>Progress Comment</b></p> <p>Delivered all scheduled initiatives for this reporting period to improve road safety. Projects delivered include:</p> <ul style="list-style-type: none"> <li>• Zebra crossings raised in John Street and Harrington Parkway (lighting upgrades);</li> <li>• Narellan High Pedestrian Activity Area;</li> <li>• Merino Drive - Upgraded refuge crossing; Refuge crossings design underway in Kavanagh Street, Crookston Drive, Argyle Street and Jamboree Avenue;</li> <li>• 98 actions from the Local Traffic Committee reports across the year;</li> <li>• Seven road education programs coordinated in partnership with Local Police, TfNSW, and community groups: Eyes on the Road, U Turn the Wheel, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners in Macarthur.</li> </ul> <p><i>Overall, 10 initiatives delivered against the set target of 10.</i></p>	

## What Council did



**32** days median  
DA assessment time



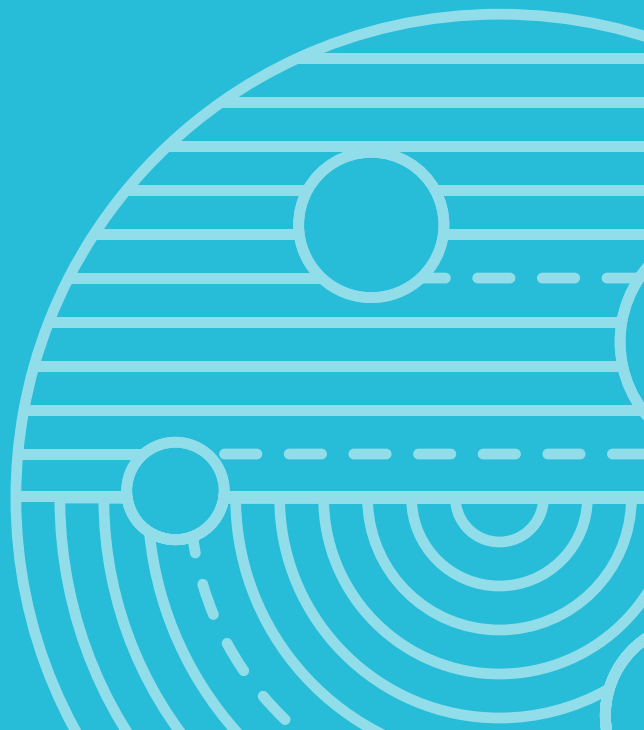
**100%** of major  
projects on track



**100%** of roads,  
walkways, cycleways  
and bridges  
maintained



**447** DA's  
determined





- ✓ Council accepted \$1.6 million in funding from NSW Government's Get NSW Active Program to undertake three projects to improve pedestrian and bicycle paths in Camden, Mount Annan and Narellan.
- ✓ Re-opened Miss Llewella Davies Pioneer Walkway at Camden Town Farm with flood damage repair work undertaken.
- ✓ Partnered with Macarthur Highway Patrol, Campbelltown and Wollondilly Council to deliver 'Eyes on the Road' campaign urging motorists to be safe around schools.
- ✓ Secured \$21.77 million under the third round of the Department of Planning and Environment's Accelerated Infrastructure Fund. This funding will assist in progressing two projects within Leppington – Dickson Road and Woolgen Park Road.
- ✓ Secured \$500,000 through the NSW Government's Female Friendly Community Sport Facilities and Lighting Upgrades Program. This funding will go towards improvement works at Rotary Cowpasture Reserve.
- ✓ Water Sensitive Urban Design Operational Guidelines developed to document best practice inspection and maintenance for the Camden LGA and made available on Council's website.
- ✓ Accepted \$25,000 grant funding through the Heritage NSW 2023 – 2025 Local Government Heritage Grant Program.
- ✓ Re-established Alcohol-Free Zones for another four-year period across the Camden LGA.
- ✓ Camden Public Art Strategy engagement and consultation undertaken.
- ✓ Ongoing participation and finalisation of the 'Place-Based' Infrastructure Compact (PIC) Program for the precincts of Leppington and Leppington North.



# Prosperous

## Advancing local economic opportunities and job creation

### The objectives are:

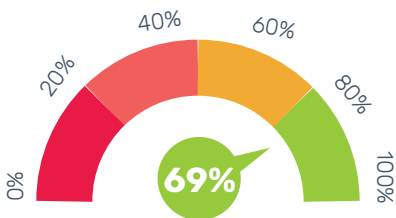
- Our business community is strong, thriving and connected at local, regional, national, and international levels
- Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment
- Our LGA is a desirable location for new and emerging industries, businesses, and entrepreneurs

### 10 principal activities

- 
- P 1.1.1** Facilitate diverse environments for business and workers through a supportive planning framework
- 
- P 1.1.2** Establish and promote a diversity of uses in employment lands and greenfield sites to attract businesses and workers
- 
- P 1.2.1** Investigate and support opportunities to leverage future industrial and commercial hubs within the Western Sydney Aerotropolis
- 
- P 1.2.2** Promote Camden LGA as a place for business, industry and government investment
- 
- P 1.2.3** Encourage and attract tourism opportunities and support the visitor economy
- 
- P 1.3.1** Investigate flexible work hubs
- 
- P 2.1.1** Partner with stakeholders to advocate for or develop education and training programs that support business and industry needs
- 
- P 2.1.2** Provide opportunities to accelerate youth employment in the Camden LGA
- 
- P 2.2.1** Conduct advocacy activities that support building a strong and diverse local economy
- 
- P 3.1.1** Provide opportunities to build the capacity of local businesses across a range of industries
-

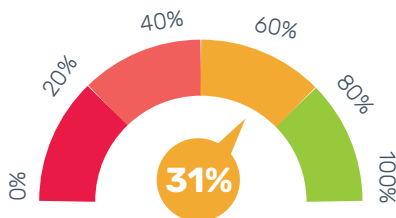
# How Council performed

## Operational Plan - 13 Actions



**9 actions**

At least 80% of action target achieved

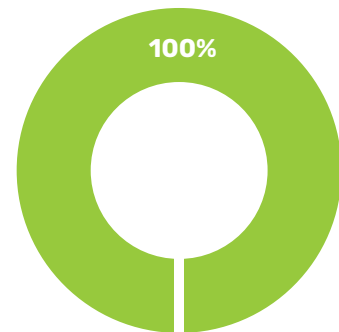


**4 actions**




Between 60% and 80% of action target achieved

## Delivery Program - 3 Performance Indicators

- ✓ 3 Performance Indicators - On Track



# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p><b>Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA</b></p>	
<p><b>Progress Comment</b></p> <p>Undertook and completed the Camden Tourism Accommodation Study to leverage off the development of the Nancy Bird Walton- Western Sydney International Airport and associated infrastructure and growth in the visitor economy.</p> <p>Contributed to the Regional Economic Development Strategy, on behalf of the Camden LGA, to maximise economic opportunities as part of the Western Parkland City.</p> <p><i>Overall, 2 initiatives delivered against the set target of 2.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p><b>Number of initiatives conducted to promote and support expansion of education and training in the LGA</b></p>	
<p><b>Progress Comment</b></p> <p>Successfully delivered the Camden Careers Expo with over 42 exhibitors attracting in excess of 500 attendees.</p> <p><i>Overall, 1 initiative delivered against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p><b>Number of initiatives conducted to support local business and industry</b></p>	
<p><b>Progress Comment</b></p> <p>Five initiatives delivered in this reporting period that promoted and facilitated investment and industry growth, these included:</p> <ul style="list-style-type: none"> <li>• International Women’s Day Gala</li> <li>• Ongoing delivery of monthly e-Business news</li> <li>• Collaboration to deliver Live’n’Local activation</li> <li>• Collaboration to deliver Art’n’Business activation</li> <li>• Delivery of Business Connect Health Check</li> </ul> <p><i>Overall, 5 initiatives delivered against the set target of 2.</i></p>	



# What Council did



## Camden Careers Expo

**42**

Exhibitors

**Over 500**

Attendees

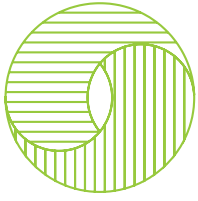


**42,051** Local  
Jobs (NIEIR 2022)



**1,081** Businesses  
e-News subscribers

- ✓ International Women's Day Gala held with \$14,490 raised for local charity Big Yellow Umbrella.
- ✓ Monthly Business E-news delivered.
- ✓ Delivery of Business Connect Health Checks.
- ✓ Camden Careers Expo held.
- ✓ Delivered VetSteddford 2023, in partnership with MWLP – Linking Youth, for local students interested in the entertainment and/or hospitality industries.
- ✓ Bin Trim Networks Program offering recycling support with grants available for businesses.
- ✓ Promotion of free Digital Skills Accelerator Program.
- ✓ Employment Law Changes free webinar resource.
- ✓ Larkin Place project implemented through NSW Streets as Shared Spaces program.
- ✓ Continuation of Macarthur tourism presence.
- ✓ Collaboration with CSIRO to deliver Generation STEM program to high schools.
- ✓ Women in Aviation workshop delivered with Flightdeck group.
- ✓ Partnership with Business Connect to deliver Business Health Check sessions.



# Balanced

## Providing sustainable and responsible solutions that enhance our heritage and natural environment

### The objectives are:

- Our natural environment and waterways are protected, well maintained, and enhanced for community enjoyment
- Our environment is integrated into the design of our towns, villages, suburbs, and places
- Climate impacts and risks in Camden are well managed
- Our community is resourced, efficient and able to meet our vision and objectives

### There are 20 principal activities to achieve the above stated objectives, and they are:

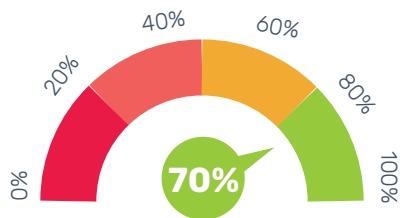
- 
- B 1.1.1** Facilitate environmental protection, restoration and urban greening, and reduce exposure to natural hazards
- 
- B 1.2.2** Lead a strategic approach to tree management and planting
- 
- B 1.3.1** Protect and enhance the connections between, and quality of, Camden's green and blue grid and enable a variety of passive and active recreation activities
- 
- B 1.3.2** Protect and enhance Camden's rural lands
- 
- B 1.3.3** Contribute to the environmental assessment processes to promote responsible development and manage the environmental impacts of new development and works
- 
- B 1.3.4** Deliver an education program to reduce stormwater pollution from building sites
- 
- B 1.4.1** Deliver community education programs on environmental protection and care
- 
- B 1.5.1** Deliver works that maintain and enhance natural areas in Camden
- 
- B 2.1.1** Protect Camden's scenic and visual landscapes
- 
- B 2.2.1** Ensure appropriate sustainability measures are implemented in new developments when assessing development applications and related applications
- 
- B 2.2.2** Incorporate sustainability outcomes in Council projects
- 
- B 3.1.1** Investigate and implement climate change adaptation measures for Council and the community
-



<b>B 3.2.1</b>	Implement the Local Strategic Planning Statement priority to improve Camden's resilience to hazards and extreme weather events and reduce emissions, manage waste and increase energy efficiency
<b>B 3.2.2</b>	Ensure the design of assets and maintenance programs mitigate the impacts of climate risks
<b>B 4.1.1</b>	Prepare Camden Council to operate effectively in a net zero future
<b>B 4.2.1</b>	Partner with neighbouring councils for a regional waste solution
<b>B 4.2.2</b>	Deliver a Camden waste strategy
<b>B 4.2.3</b>	Manage waste collection services
<b>B 4.3.1</b>	Reduce Council's energy and water consumption
<b>B 4.3.2</b>	Encourage energy and resource efficiency across the community

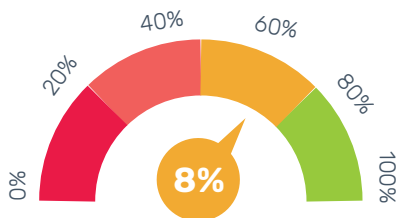
## How Council performed

### Operational Plan - 37 Actions



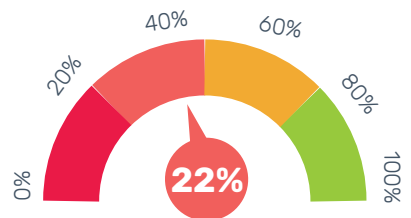
**26 actions**

At least 80% of action target achieved



**3 actions**

Between 60% and 80% of action target achieved

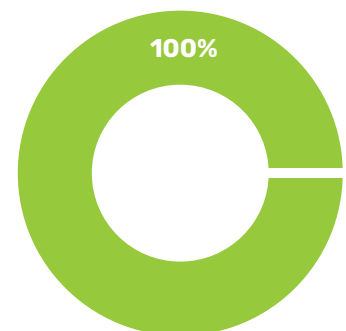


**8 actions**


Less than 60% of action target achieved or not started

### Delivery Program - 5 Performance Indicators

✓ 5 indicators – On Track





# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<b>Number of building sites inspected to reduce pollution into waterways</b>	
<p><b>Progress Comment</b></p> <p>Proactively conducted 1,059 building site inspections to ensure compliance with building site requirements particularly waste management and sediment controls resulting in the reduction of pollution in waterways.</p> <p><i>Overall, 1,059 building site inspections undertaken against the set target of 200.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Areas of natural environments/bushlands actively managed</b>	
<p><b>Progress Comment</b></p> <p>Council owns 392.73 Ha (approx.) of natural areas, and during this reporting period, with the support of Bushcare Group, actively managed 95 Ha (approx.).</p> <p><i>Overall, 37% of natural environment/bushlands actively managed against the set target of 15%.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Number of programmed actions commenced and/or implemented from the Green and Blue Grid</b>	
<p><b>Progress Comment</b></p> <p>The Camden Green and Blue Grid Vision was adopted by Council during this reporting period.</p> <p>The following Actions from the adopted Vision have commenced, and/or are currently progressing:</p> <ul style="list-style-type: none"> <li>• Continuous delivery of education and community participation opportunities to promote the value of trees and a sustainable environment.</li> <li>• Delivered first sustainability themed event 'Live it Up, Live it Green'.</li> <li>• Work progressing on the Nepean River Corridor Study (Metropolitan Green Space Grant 2022-23) and John Oxley Reserve Trail (Places to Roam Grant 2022-23) Green and Blue Grid Projects.</li> </ul> <p>In addition, the key recommendations and principles of the adopted Camden Green and Blue Grid Vision are being used to guide the planning for several precincts currently under assessment.</p> <p><i>Overall, 3 programmed actions commenced against the set target of 1.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p><b>Number of mitigation and/or adaptation actions to reduce climate risk</b></p>	
<p><b>Progress Comment</b></p> <p>Implemented 11 mitigation/adaptation actions to reduce climate risks:</p> <ul style="list-style-type: none"> <li>• PPA Electricity contract in place.</li> <li>• Progressed Climate Risk Assessment.</li> <li>• Draft Camden: Towards Net Zero.</li> <li>• Applied for grant funding – Electrification at Jack Brabham Reserve.</li> <li>• Promotion of Built for Comfort and other initiatives in Sustainability e-newsletter.</li> <li>• Order of EV pool cars.</li> <li>• Draft Urban Forest Strategy.</li> <li>• Significant tree planting program.</li> <li>• Water Sensitive Urban Design Operational Guidelines endorsed and now in use.</li> <li>• Fish Habitat and Bank Stabilisation work undertaken at the Nepean River, Spring Farm to repair flood damage.</li> <li>• Joined the Western Sydney Energy Program.</li> </ul> <p><i>Overall, 11 mitigations and/or actions undertaken against the set target of 6.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p><b>Maintain service levels for waste services</b></p>	
<p><b>Progress Comment</b></p> <p>During this reporting period Council maintained an overall waste collection service level compliance of 81% against the set target of 80%.</p> <p><i>Overall maintained service levels of 81% against the set target of 80%.</i></p>	

## What Council did



**95 HA** of bushland managed



**99%** waste bins collected on correct day



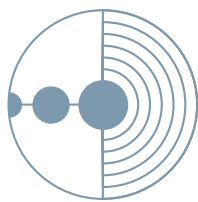
**1,059** proactive building site inspections



**11** actions undertaken to reduce climate change



- ✓ Review of waste collection routes allowing for improvements in service and ensuring even spread of collections across the week.
- ✓ \$950,000 as part of the Department Planning and Environment's Greening our City Program, administered through LGNSW, to increase the tree canopy in the Camden area.
- ✓ \$125,000 through the NSW Government's Football Legacy Fund for field and drainage improvement works at Nugget Beames Reserve.
- ✓ \$12,500 from the NSW Government's Saving our Species program to undertake conservation works of Elderslie Banksia Scrub Forest in Spring Farm and another \$15,000 from the same program to undertake conservation works for Camden White Gum at six Council reserves.
- ✓ \$1,660 through the NSW Government's Local Sport Defibrillator Grant Program 2022/23, which will fund the purchase of an Automated External Defibrillator for the Narellan Sports Hub multi-purpose sports fields.
- ✓ Creation of continuous riverside recreational network.
- ✓ Secured \$368,811 as part of the Department of Planning and Environment's 2022/23 Places to Roam Grant Program for Regional Trails, to support the development of the John Oxley Trail.
- ✓ Trial of software for managing trees as assets with data captured and uploaded into the asset register for approximately 6,000 trees.
- ✓ Secured \$200,000 under the Department of Planning and Environment's Metropolitan Greenspace Grant, to undertake Nepean River Corridor Study.
- ✓ Household Chemical Clean Out event held with 544 participants and almost 20 tonnes of hazardous waste successfully prevented from disposal in landfill.
- ✓ Clean Up Australia event held with 30 community events registered in the Camden LGA.
- ✓ Celebrated Earth Hour with the turning off of internal lights at Oran Park Administration Building, Council Libraries and fairy lights in Argyle St, Camden.
- ✓ Greener Places, Healthier Waterways, A Vision for the Camden Green Blue Grid adopted.
- ✓ Delivered annual Threatened Species Art and Writing Competition and the Macarthur Nature Photography Competition.
- ✓ Biodiversity Strategy 2023 adopted.
- ✓ Recycled materials incorporated into Road Renewal Programs.
- ✓ 300 public trees adopted as part of street tree program 'Love Your Tree'.
- ✓ Joined Western Sydney Energy Program to work collaboratively with other Councils to realise energy, cost and emission savings.



# Leading

## A successful advocate for our people and places

### The objectives are:

- Our Camden is a leading council in the Western Parkland City, influencing metropolitan planning and decision-making
- Our council is forward thinking and builds value for the community
- Our council decisions are informed, accountable and transparent

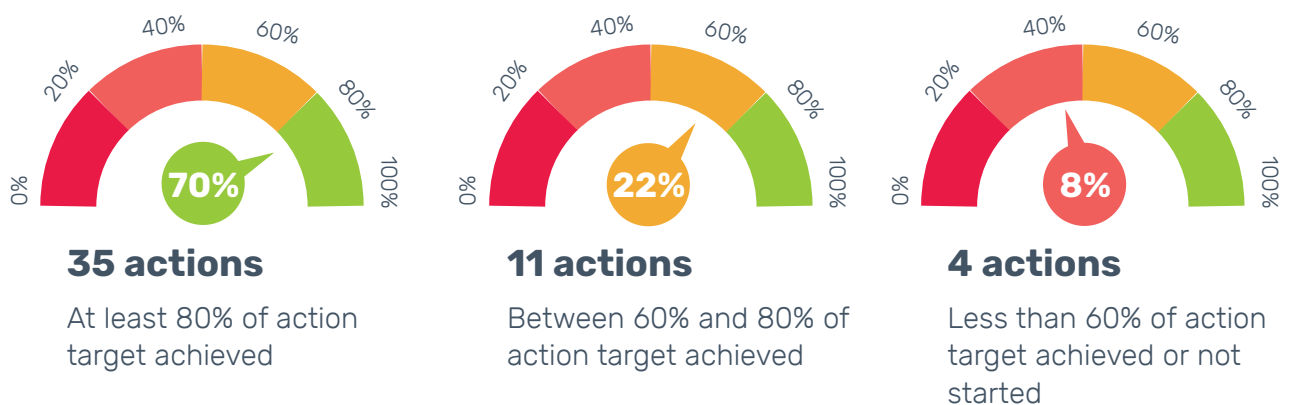
### There are 28 principal activities to achieve the above stated objectives, and they are:

<b>L 1.1.1</b>	Be an effective advocate for the Camden community's needs
<b>L 1.1.2</b>	Engage with all three tiers of government through the Western Sydney City Deal to support Camden's place in the Western Parkland City
<b>L 1.2.1</b>	Continue to partner with the Department of Planning and Environment (DPE) on major projects
<b>L 1.2.2</b>	Liaise with and support local emergency services to prepare the community for emergency events
<b>L 1.2.3</b>	Plan for future growth through partnerships with neighbouring councils, the NSW Government and other stakeholders
<b>L 1.2.4</b>	Coordinate the design and delivery of infrastructure by Council, the NSW Government, developers and utility authorities
<b>L 1.2.5</b>	Be recognised as a leader in sustainability by becoming a Gold Partner of the NSW Government's Sustainability Advantage Program
<b>L 1.3.1</b>	Implement the Integrated Planning and Reporting (IPR) framework within Council
<b>L 1.3.2</b>	Implement Council's Information and Data Governance Framework
<b>L 2.1.1</b>	Embrace new capabilities and a commitment to continuous learning
<b>L 2.1.2</b>	Promote and advocate Council as a local employer
<b>L 2.2.1</b>	Implement Council's Organisational Strategic Plan (OSP)
<b>L 2.2.2</b>	Implement innovative initiatives to further embed a culture of continuous improvement across Council
<b>L 2.2.3</b>	Conduct service reviews to increase efficiency and effectiveness of service, creating best value for our customers
<b>L 2.3.1</b>	Use technology to improve services and to provide accurate and relevant information to internal and external customers
<b>L 2.3.2</b>	Be a customer centric organisation by adhering to the Customer Service Charter and Customer Experience Strategy
<b>L 2.3.3</b>	Provide an enterprise risk management framework to enable a consistent approach across Council

<b>L 2.3.4</b>	Provide a safety assurance management plan to enable a consistent approach across Council
<b>L 2.3.5</b>	Execute the customer focus initiatives in the Digital Innovation Strategy
<b>L 3.1.1</b>	Ensure projects are well managed and on time to strengthen Council's services to the community
<b>L 3.2.1</b>	Undertake a robust program of business engagement and information dissemination
<b>L 3.2.2</b>	Ensure all communications from Council are accurate, consistent, transparent and easy to understand
<b>L 3.3.1</b>	Provide systems and advice for risk and safety to be managed effectively and to assist decision-making
<b>L 3.3.2</b>	Execute Getting the Basics Right and cyber security initiatives within the Digital Innovation Strategy
<b>L 3.3.3</b>	Provide systems for monitoring Council's performance, risk and areas for improvement
<b>L 3.3.4</b>	Ensure Council maintains its strong financial position to support decisions that underpin long-term financial sustainability
<b>L 3.3.5</b>	Manage Council-owned properties in line with community expectations and realise potential revenue opportunities
<b>L 3.3.6</b>	Prepare asset management plans, strategies and policies to support long term financial planning for assets

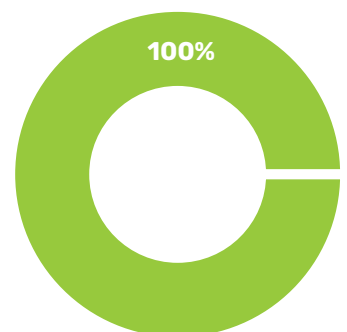
## How Council performed

### Operational Plan - 50 Actions



### Delivery Program - 4 Performance Indicators

✓ 4 indicators – On Track



# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<b>Number of advocacy activity and partnerships initiated as a lead Council in the Western Parkland City</b>	
<p><b>Progress Comment</b></p> <p>Six ongoing advocacy activities and partnerships initiated for critical transport infrastructure for the Camden LGA through the:</p> <ul style="list-style-type: none"> <li>• Collaboration on joint regional transport infrastructure priorities identifying transport priority projects.</li> <li>• Finalisation of Business Case funding application to Department of Planning and Environment/Treasury NSW for funding of upgrade of Rickard Road (Bringelly Rd to Ingleburn Rd) and Ingleburn Road (Camden Valley Way to Rickard Road).</li> <li>• Ongoing collaboration/input by the Western Parkland Councils (The Parks) into the 'Western Sydney Transport Infrastructure Panel'.</li> <li>• Compilation of short case studies for the 'Western Sydney Transport Infrastructure Panel'.</li> <li>• Regular meeting with Transport for NSW, regarding strategically significant transport infrastructure projects required to facilitate housing development.</li> <li>• Ongoing liaison and responding to customer inquiries regarding Transport for NSW's 'Outer Sydney Orbital Corridor' project.</li> </ul> <p><i>Overall, 6 advocacy and partnerships initiated against the set target of 3.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of service reviews completed</b>	
<p><b>Progress Comment</b></p> <p>Performed 100% of the planned Service Delivery Review Program during this reporting period.</p> <p>Service reviews were undertaken within the City Services area and Urban Tree Management area. A service delivery review on the Cemetery Service also commenced within the Community and Culture area.</p> <p><i>Overall, 2 service reviews completed against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of internal audits performed across Council</b>	
<p><b>Progress Comment</b></p> <p>Performed 43% of internal audits during the reporting period with five audits completed, one nearing completion, four in progress and one planning commenced.</p> <p><i>Overall, 43% of internal audits performed against the set target of 25%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of reports brought to Council for decision-making</b>	
<p><b>Progress Comment</b></p> <p>During the reporting period, there were 75 reports brought to Council for decision-making.</p> <p><i>Overall, 75 reports brought to Council for decision-making against the set target of 50.</i></p>	





## What Council did



**75** council reports for decision-making



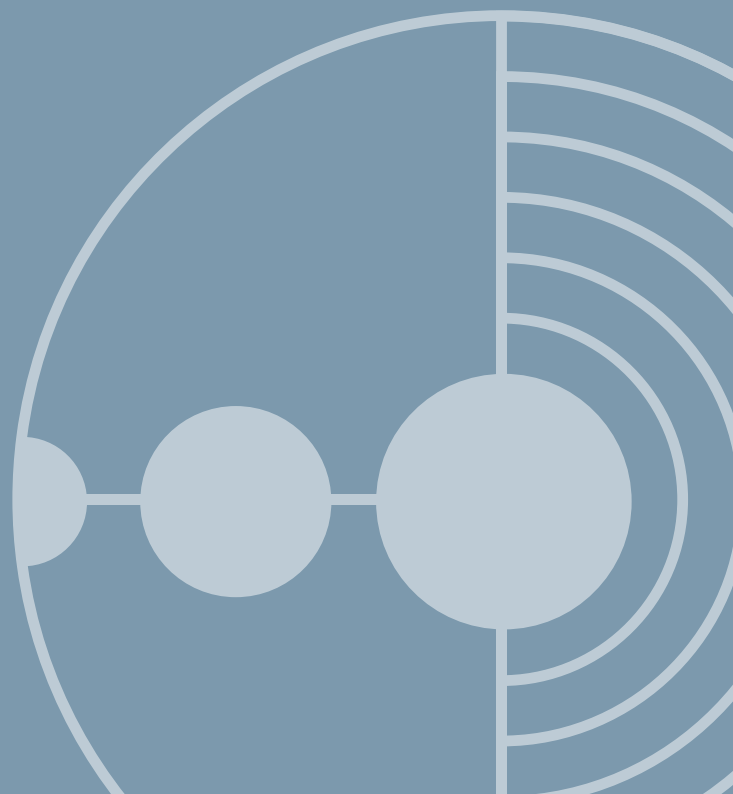
**100%** of service reviews completed



**80%** of phone calls answered within 20 seconds



**88%** of phone calls resolved in the first instance



- ✓ Secured approximately \$132 million awarded through the NSW Government's WestInvest program, enabling Council to deliver 11 transformational infrastructure projects.
- ✓ Sponsorship and support for Camden Show.
- ✓ Development of Camden Sport and Recreation facilities in coordination with State and National government agencies.
- ✓ Regular participation and contribution to the Western Parkland Councils' Digital Steering Committee.
- ✓ Customer Experience Strategy developed.
- ✓ Ongoing commitment to the Western Sydney Health Alliance via Memorandum of Understanding.
- ✓ Active participation in District Plan Project and the Metropolitan Rural Lands Strategy Project.
- ✓ Active participation in the NSW Government Urban Development Program.
- ✓ Continued participation with the Western Sydney Planning Partnership.

# Recognition

During this reporting period, January to June 2023, Council received recognition for:

- Winner - Outstanding Community Partnership ZEST Awards - Julia Reserve Youth and Community Centre Co-located Services Delivery Model
- Finalist - LG Professionals NSW Local Government Excellence Awards 2023 for the following:
  - Community Development - Camden Libraries Strategy 2021-2025: Community and Stakeholder Engagement
  - Community Development - Community Consultation: Camden Youth Strategy
  - Community Partnership/Special Project Initiative - Camden Flood Recovery Response
  - Environmental Leadership - Greener, Cooler and Liveable Camden
  - Innovative Leadership - Business Technology Partner Framework
  - Emerging Local Government Leader Award
- Director Community Assets, Sandra Kubecka, received a Public Service Medal as part of the King's Birthday Honours List. Sandra was recognised for her outstanding public service in the response to, and recovery efforts, following the Camden local government area floods.

# Conclusion

Council will continue to implement, innovate, collaborate, and work hard to deliver high-standard services and achieve the best outcomes for our community.

The next Performance Report will cover the July to December 2023 period.

