

DELIVERY PROGRAM 2022 - 2026

Performance Report

July to December 2023



www.camdencouncil.com.au

Cover Page

Cultural Event

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.

Copyright – Camden Council

All information, graphics and photographs are copyright of Camden Council unless otherwise noted. The content is protected by the Australian and International Copyright and Trademark laws.

Disclaimer

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



Phone: 13 CAMDEN (13 226 336)

Post: PO BOX 183, Camden NSW 2570

Email: mail@camden.nsw.gov.au

Web: www.camden.nsw.gov.au

Further Information: Corporate Planning Team

Table of Contents

Community Vision	4
What are Council's Core Values?	5
Focus areas - when reading this report	7
About this report	9
Why does Council prepare the performance report?	10
What are the adopted documents?	11
What are the Key Directions?	12
How does Council monitor the progress?	13
Performance overview	17
Performance in detail	21
Welcoming	22
Liveable	28
Prosperous	34
Balanced	40
Leading	46
Recognition	52
Conclusion	53

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

About this Report

Provide information on broad areas about Council and the compliance requirements of the Local Government Act

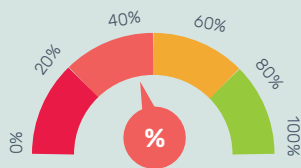
Performance overview

Performance in detail

Covers factual information on Council's performance under five Key Directions

Operational Plan

Delivery Program



Actions



Performance Indicators



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 2023 – 2024. These documents contribute to delivering the Community Strategic Plan and achieving the community vision.



What are the adopted documents?

Council adopted the Community Strategic Plan and Resourcing Strategy in June 2022. The Delivery Program 2022 – 2026 and Operational Plan 2023 – 2024 was adopted in June 2023.



The **Community Strategic Plan** was 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.

www.camden.nsw.gov.au/assets/Uploads/Community-Strategic-Plan-Document.PDF



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.

www.camden.nsw.gov.au/assets/pdfs/Council/Integrated-Planning/Resource-Strategy/2022-2026-Connecting-Camden-Resource-Strategy-Summary.PDF

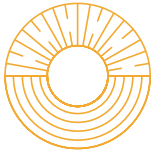


The **Delivery Program 2022 – 2026** is Council's commitment to the community during the Council term. It was reviewed when developing the **Operational Plan 2023 – 2024** and is a sub-set of the Delivery Program detailing specific actions for each year.

www.camden.nsw.gov.au/assets/Uploads/20230529-CamdenCouncil-DPOP-Print.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



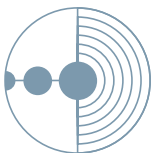
Prosperous

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

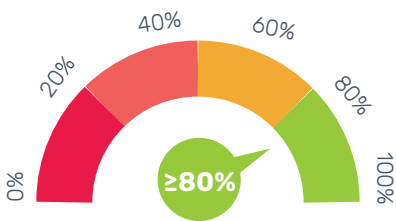
Operational Plan

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

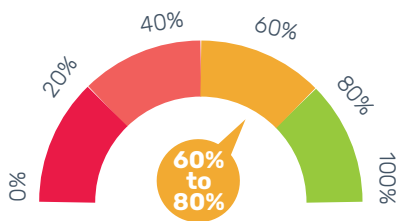
Month	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Target	10%	15%	25%	30%	40%	50%	60%	70%	75%	80%	90%	100%

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.

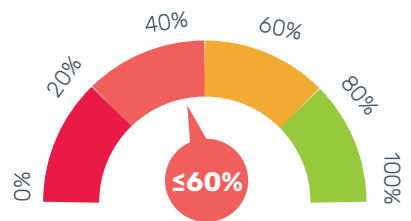
Below is the rating scale for the Operational Plan actions.



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



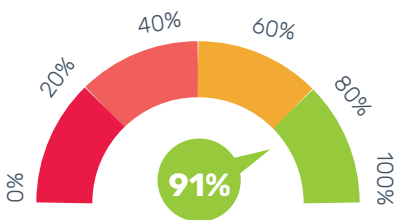


Performance overview

This section reflects the July to December 2023 reporting period, assessing Council's status against 27 performance indicators of the Delivery Program and 156 actions of the Operational Plan under five Key Directions.

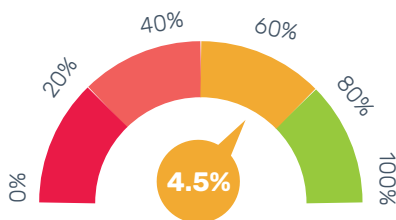
Progress Status on Actions and Performance Indicators

156 Actions for the Operational Plan 2023 - 2024



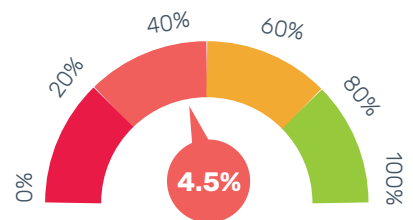
142 Actions

At least 80% of action target achieved



7 Actions

Between 60% and 80% of action target achieved



7 Actions

Less than 60% of action target achieved or not started

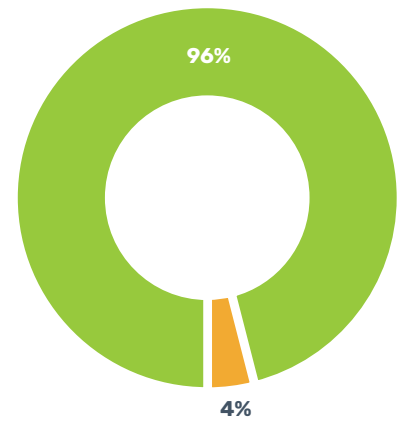
Tracking progress of 156 actions:

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	34	34	0	0
Liveable	32	29	2	1
Prosperous	10	9	1	0
Balanced	30	27	1	2
Leading	50	43	3	4
	156	142	7	7*

*Not Started - Of 7 Actions, there are 5 Actions not started in this reporting period

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

- ✔ **On Track** 26 Indicators (96%)
- 👁 **Monitor** 1 Indicators (4%)
- 🔧 **Needs Work** 0 Indicators (0%)
- ⚙ **External Impacts** 0 Indicator (0%)

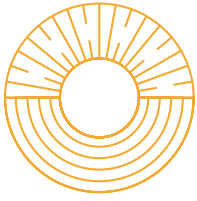


Key Direction	No. of Performance Indicators	Status			
		On Track	Monitoring	Needs Work	External Impacts
Welcome	5	5	0	0	0
Liveable	10	9	1	0	0
Prosperous	3	3	0	0	0
Balanced	5	5	0	0	0
Leading	4	4	0	0	0
	27	26	1	0	0



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 on the Operational Plan 2023 – 2024.



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.

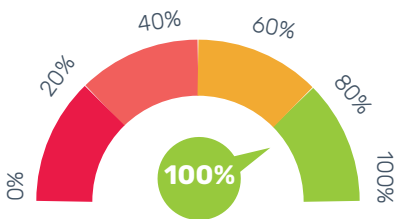
There are 18 principal activities to achieve the above stated objectives, and they are:

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

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

How Council performed

Operational Plan - 34 Actions

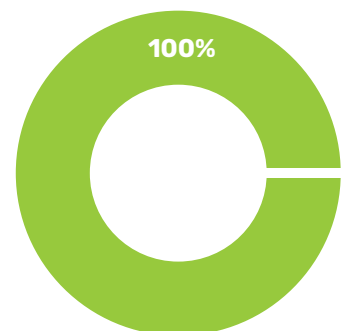


34 actions


At least 80% of action target achieved


Delivery Program - 5 Performance Indicators


✓ 5 Indicators - On track





Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of activation programs and networking events delivered to support community inclusion and diversity</p>	
<p>Progress Comment</p> <p>During this reporting period, the delivery of 25 cultural activations and networking events offered opportunities for local artists, musicians and performers to engage in and profile their product and skills and explore and establish new audiences. These included:</p> <ul style="list-style-type: none"> • Creative Collab networking events; • Cultural Fusion major events; • Alan Baker Art Gallery exhibition – ‘Baker’s Art Deco’; • Unlock Camden Program including 4 art workshops and 5 demonstrations; • Community art exhibitions including Camden Kerbside Exhibitions and Cultural Fusion Exhibition; • After school, special interest and pop-up workshops; • Youth Participation Project - 'Something to Say'; • Cultural Seed and Performance Program; • Busking event - Live’n’Local; and • Art in Business program engaging 17 local businesses, 5 artists and 13 musicians. <p>Council supported 13 cultural programs through the Cultural Seed and Performance Program committing \$33,338 for community arts programming and the creation of new works.</p> <p><i>Overall, 25 cultural program and networking events offered against the set target of 8.</i></p>	

PERFORMANCE INDICATOR	Status
<p>Number of initiatives delivered against planned programs that support community inclusiveness and foster community cohesion</p>	
<p>Progress Comment</p> <p>Delivered 164 initiatives through the provision of programs, events, activities and workshops that supported and fostered feelings of inclusion and social cohesion within the Camden LGA.</p> <p>Council continues to build strong partnerships and collaborations within the community.</p> <p><i>Overall, 164 initiatives delivered against the set target of 50.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of actions and/or initiatives delivered through Library Services</p>	
<p>Progress Comment</p> <p>Delivered 37 actions and initiatives through Library Services for a range of target age groups - adults, youth and children.</p> <p><i>Overall, 37 actions and initiatives delivered against the set target of 20.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of actions completed that support access to public spaces to improve community wellbeing</p>	
<p>Progress Comment</p> <p>Completed the following actions to support access to public spaces and improve community wellbeing:</p> <ul style="list-style-type: none"> • Cowpasture Reserve - Premier Diamond reinstatement and field repair; • Installation of 10 external AED (Automated External Defibrillator) wall units; • Nugget Beames Anit-Vandalism Art Project; • Temporary facilities for storage, toilets and changerooms provided at a number of sportsgrounds; • Concept plans adopted for John Oxley Reserve, Jack Nash Court Upgrade and The Crest Open Space Stage 1; and • Narellan Sports Hub - parking audit completed. <p><i>Overall, 8 actions completed against the set target of 3.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of Swimming Pool inspections undertaken in accordance with Council's inspection program each year</p>	
<p>Progress Comment</p> <p>During this reporting period 54 mandatory swimming pool inspections were conducted.</p> <p>Pools, including standard and mandatory pools were inspected in accordance with Council's inspection program. This also includes swimming pool barrier inspections.</p> <p><i>Overall, 54 inspections undertaken against the set target of 20.</i></p>	

What Council did



37 initiatives delivered through library services



268 public health inspections undertaken



25 cultural and networking events held



65 free companion animal microchipping provided



54 swimming pool inspections conducted



451 illegal dumping investigated

- ✓ Accepted grant funding:
 - \$1,000,000 (excl. GST) through the NSW Government's Multisport Community Facility Fund for field, irrigation and drainage improvement works, including upgrading of the main field surface to hybrid turf and the design of female friendly change rooms at Ron Dine Reserve.
 - \$1,000,000 (excl. GST) through the NSW Government's Greater Cities and Regional Sport Facility Fund for the construction of female friendly change rooms and supporting amenities for Rugby League facilities at Kirkham Oval.
- ✓ Secured grant funding:
 - \$403,000 (excl. GST) through the NSW Government's Essential Community Sports Assets Program for additional building or facility improvement works to enhance the facilities at Camden Tennis Centre.
 - \$129,450 (excl. GST) through the NSW Government's 2023 Culture Up Late Western Sydney Program for delivery of the Cultural Program within Camden Town Centre.
 - \$6,440 (excl. GST) from the NSW Government and Telstra to facilitate Tech Savvy Senior training sessions at Camden Libraries and deliver life-long learning opportunities for seniors.
 - \$100,000 (excl. GST) under AGL's Community Support Fund to enhance Camden's Volunteering program and provide much needed support to the community sector agencies engaged with volunteering within the Camden LGA.
- ✓ Ferguson's Land Cricket Facility officially opened.
- ✓ Winterfest held at Onslow Oval with winter themed activities and entertainment provided over 3 days.
- ✓ Delivered program promoting and celebrating International Day of People with Disability (IDPwD) and Social Inclusion Week.
- ✓ HSC Wellbeing Program conducted in partnership with Camden Youth Reference Group and Camden Libraries.
- ✓ Promoted the re-homing of companion animals from Camden's animal home facility via advertising boards at Narellan Town Centre.
- ✓ Children and Families Strategy 2023 – 2027 adopted.
- ✓ Completion of refurbishment works to the Narellan Library Forecourt including new seating and landscaping, and improved streetlighting and pedestrian wombat crossing to Narellan Town Centre.
- ✓ Adaptive Sport Community Forum co-ordinated in partnership with Sports NSW.
- ✓ Camden Festival held, providing events and activities including TASTE and Picnic in the Park.
- ✓ Family History Month and Science Week celebrated at Camden Libraries.
- ✓ Hosted Cultural Fusion, a multi-faceted cultural event with live performances, art and markets.
- ✓ Oran Park Christmas Concert and Camden Christmas Festival celebrated.
- ✓ Bi-annual Camden Sports Forum held to celebrate the contribution of volunteers to sport in Camden and showcase the Play Like a Girl program.
- ✓ Inaugural Camden United Resilience Basketball (CURB) program established.



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

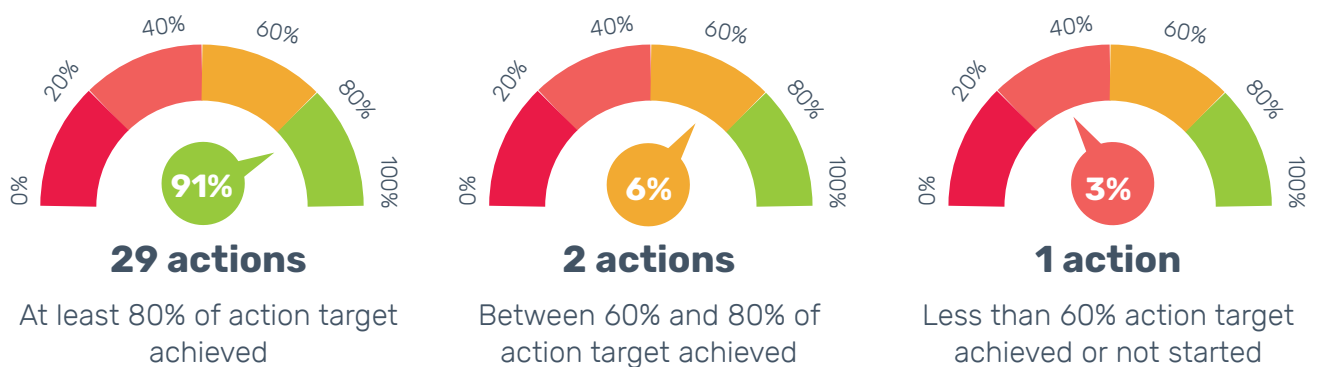
There are 20 principal activities to achieve the above stated objectives, and they are:

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

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

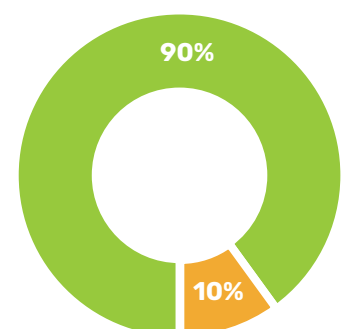
How Council performed

Operational Plan - 32 Actions








Delivery Program - 10 Performance Indicators

- ✓ 9 Indicators – On Track
- 👁️ 1 Indicators – Monitor



Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of Smart City Initiatives implemented relating to new technologies and smart infrastructure to support community</p> <p>Progress Comment</p> <p>During this reporting period the 3D Modelling Project Phase 2 was completed.</p> <p>The 3D Modelling Project aims to deliver a high-quality platform to be able to view buildings and streetscapes within the Camden LGA in a three-dimensional virtual environment.</p> <p><i>Overall, 1 Smart City initiative implemented against the set target of 1.</i></p>	
<p>Number of digital transformation initiatives implemented relating to improvement of services and enhancing customer experience</p> <p>Progress Comment</p> <p>Implemented several digital transformation projects and initiatives, including:</p> <ul style="list-style-type: none"> • Events booking system; • Grant Management system uplift; and • Kerbside booking system uplift. <p><i>Overall, 3 digital transformation initiatives delivered against the set target of 3.</i></p>	
<p>Percentage of Development Applications determined within 40 days</p> <p>Progress Comment</p> <p>56.66% of Development Applications were determined within 40 days which exceeded the target service level of 50%.</p> <p><i>Overall, 56.66% of development applications determined against the set target of 50%.</i></p>	
<p>Percentage of Development Applications determined within 60 days</p> <p>Progress Comment</p> <p>70% of Development Applications were determined within 60 days, meeting the target service level of 70%. While the target was met, it is also reflective of the complexity of developments assessed during this period.</p> <p><i>Overall, 70% of development applications determined against the set target of 70%.</i></p>	
<p>Mean Development Application assessment time</p> <p>Progress Comment</p> <p>During the review period the mean Development Application assessment time was 51.76 days which was slightly outside the target of 50 days. The mean assessment time reflects the complexity of developments assessed during this period.</p> <p><i>Overall, 51.76 days mean development applications assessed against the set target of 50 days.</i></p>	

PERFORMANCE INDICATOR	STATUS
Median Development Application assessment time	
<p>Progress Comment</p> <p>The median processing time of 30 days was well within the target service level of 40 days. During this reporting period Council determined Development Applications to the value of \$475,225,534.</p> <p><i>Overall, 30 days median development applications assessed against the set target of 40 days.</i></p>	
PERFORMANCE INDICATOR	STATUS
Percentage of major projects on track within allocated budget	
<p>Progress Comment</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
Percentage of programmed asset inspections completed	
<p>Progress Comment</p> <p>Completed scheduled inspection program during this reporting period.</p> <p><i>Overall, 100% of the inspection program was completed against the set target of 70%.</i></p>	
PERFORMANCE INDICATOR	STATUS
Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Works Program	
<p>Progress Comment</p> <p>Road, bridge, footpath and maintenance programs have continued on track, with the addition of Regional and Local Roads Repair (RLRRP) programs, and within allocated budgets.</p> <p><i>Overall, 50% of planned Works Program undertaken against the set target of 50%.</i></p>	
PERFORMANCE INDICATOR	STATUS
Number of initiatives delivered to improve road safety	
<p>Progress Comment</p> <p>Delivered scheduled initiatives for this reporting period to improve road safety, and they include:</p> <ul style="list-style-type: none"> • Refuge crossings in Kavanagh Street, Crookston Drive and Jamboree Avenue; • 57 actions from the Local Traffic Committee reports; • Road education programs coordinated in partnership with Local Police, TfNSW, and community groups including 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. <p><i>Overall, 10 initiatives delivered against the set target of 10.</i></p>	

What Council did



30 days median
DA assessment time



100% of major
projects on track



100% of
programmed
asset inspections
completed



293 DA's
determined



- ✓ Secured grant funding:
 - \$1,379,234 (excl. GST) through the Local Roads and Community Infrastructure Program from the Australian Department of Infrastructure, Transport, Regional Development, Communications and the Arts for the construction and/or maintenance of local roads.
 - \$2,000,000 (excl. GST) from the Local Government Recovery Grant Program to assist in the recovery from storm and flood related disasters.
 - \$1,170,523 under the NSW Disaster Recovery Funding Arrangements (Essential Public Asset Restoration) received from the NSW Government and the Australian Government. The funding is provided for the reconstruction and repair of damages to the Macquarie Grove Road Bridge, Cobbitty Road Bridge and embankment and for Cowpasture Road Bridge handrail replacement.
- ✓ Installed various traffic calming devices at Elyard and Queen Streets, Narellan.
- ✓ Urban Design Framework went live on Your Voice Camden.
- ✓ Facilitated road safety presentation, in partnership with NSW Police – Macarthur Highway Patrol and the Road Trauma Support Group to students.
- ✓ Camden Material and Colour Guide created for property owners to provide information and advice when proposing works to a heritage building.
- ✓ Continued implementation and review of processes, procedures to ensure efficient development certification services.
- ✓ Camden Housing Density and Diversity Analysis Report finalised.
- ✓ Traffic plans devised for storm events in the Camden LGA.
- ✓ Unlock Camden event held, offering a program featuring a variety of historic themed activities.



Prosperous

Advancing local economic opportunities and job creation

The objectives are:

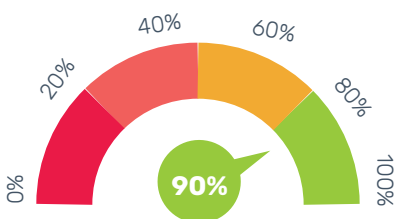
- Our business community is strong, thriving and connected at local, regional, national, and international levels
- Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment
- Our LGA is a desirable location for new and emerging industries, businesses,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

There are 10 principal activities to achieve the above stated objectives, and they are:

-
- 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
-

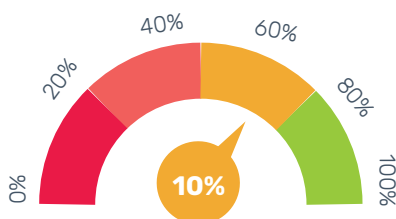
How Council performed

Operational Plan - 10 Actions



9 actions

At least 80% of action target achieved

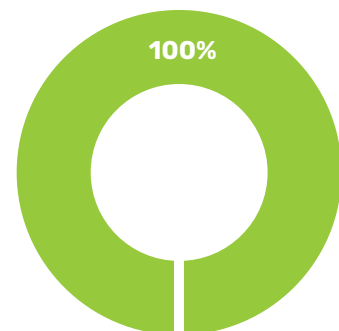


1 action




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>Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA</p>	
<p>Progress Comment</p> <p>Four initiatives were delivered to promote and facilitate investment and industry growth during the reporting period. Some of these included:</p> <ul style="list-style-type: none"> • Ongoing contribution to the development of the Western Parkland City Regional Economic Development Strategy; • Sponsorship of UDIA NSW Awards for Excellence Accommodation Investment Collateral created and promoted via Forums, LinkedIn and dedicated webpage and; • Industry Guides developed on Business webpage for key Camden industries, including agribusiness, construction, health and wellbeing, hospitality, manufacturing and transport. <p><i>Overall, 4 initiatives delivered against the set target of 2.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Number of initiatives conducted to promote and support expansion of education and training in the LGA</p>	
<p>Progress Comment</p> <p>Two initiatives delivered to promote and support education and training.</p> <ul style="list-style-type: none"> • Workforce Business Survey within the Camden LGA. • Participation at the Generation Stem 2023 with 290 students from four schools and five local businesses/organisations. <p><i>Overall, 2 initiatives delivered against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Number of initiatives conducted to support local business and industry</p>	
<p>Progress Comment</p> <p>A range of initiatives conducted to support local business and industry, these included:</p> <ul style="list-style-type: none"> • Local Procurement Campaigns; • Two Western Sydney International Airport tours; • Business Connect (via SNSW for Business) Health Checks; • Small Business Month 2023 program including health checks, Get Cyber Secure, Cultural Collaboration and Procurement workshop, Shop Local Campaign; • Cultural Fusion Business Engagement to present cultural activation Live'n'Local; • Support of business engagement with major events such as Winterfest, Matildas Live Viewing at Onslow Oval and; • Networking with a range of business and industry groups including the Narellan Chamber of Commerce. <p><i>Overall, 8 initiatives delivered against the set target of 3.</i></p>	



What Council did



Hosted

Small Business Month Event



Conducted

Local Procurement Campaign

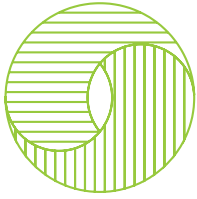


9,668 local
businesses
(ABS 2022)



1,180 Businesses
e-News subscribers

- ✓ Secured grant funding:
 - \$2,500 from NSW Government Small Business Month to support Council to deliver its Local Procurement Campaign.
- ✓ Draft Destination Management Plan placed on exhibition for community feedback.
- ✓ Small Business Month implemented providing workshops, webinars and business health checks giving local businesses opportunities to learn and connect.
- ✓ Monthly Business E-news delivered.
- ✓ Cyber Security webinar organised for local businesses to respond and recover from cyber threats and data breaches.
- ✓ Brand and Marketing networking event conducted for small business.
- ✓ Developed 'Starting a Business' and 'Industry Guides' webpages.
- ✓ Ongoing contribution to development of Western Parkland City Regional Economic Development Strategy.



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 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

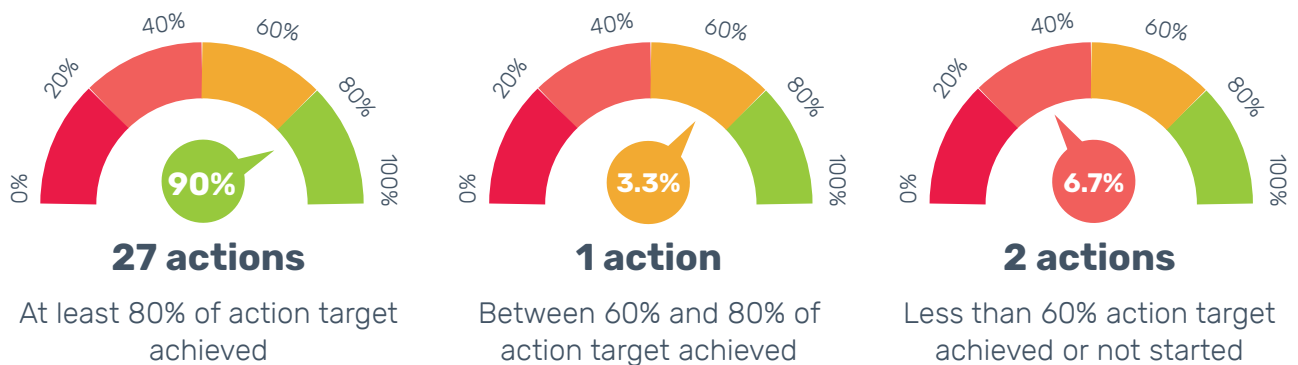
 - B 2.2.2** Incorporate sustainability outcomes in Council projects

 - B 3.1.1** Investigate and implement climate change adaptation measures for Council and the community

B 3.2.1	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 3.2.2	Ensure the design of assets and maintenance programs mitigate the impacts of climate risks
B 4.1.1	Prepare Camden Council to operate effectively in a net zero future
B 4.2.1	Partner with neighbouring councils for a regional waste solution
B 4.2.2	Deliver a Camden waste strategy
B 4.2.3	Manage waste collection services
B 4.3.1	Reduce Council's energy and water consumption
B 4.3.2	Encourage energy and resource efficiency across the community

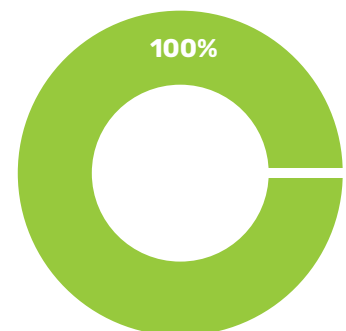
How Council performed

Operational Plan - 30 Actions



Delivery Program - 5 Performance Indicators

✓ 5 indicators – On Track



Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of building sites inspected to reduce pollution into waterways</p>	
<p>Progress Comment</p> <p>Proactively conducted 294 building site inspections along with reactive inspections of 64 building sites to ensure compliance requirements in particular waste management and sediment controls, resulting in the reduction of pollution into waterways.</p> <p><i>Overall, 358 building site inspections undertaken against the set target of 200.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Areas of natural environments/bushlands actively managed</p>	
<p>Progress Comment</p> <p>Council continues to manage approximately 95 hectares of natural areas out of a total of approximately 392.73 hectares. Maintenance activities are actively supported by local Bush Care groups.</p> <p><i>Overall, 37% of natural environment/bushlands actively managed against the set target of 15%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Number of programmed actions commenced and/or implemented from the Green and Blue Grid</p>	
<p>Progress Comment</p> <p>During this reporting period investigation commenced to prioritise actions for the delivery of Green and Blue Grid projects.</p> <p><i>Overall, 1 programmed action commenced against the set target of 1.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of mitigation and/or adaptation actions to reduce climate risk</p>	
<p>Progress Comment</p> <p>Eleven mitigation/adaptation actions to reduce climate risks were:</p> <ul style="list-style-type: none"> • PPA Electricity contract in place; • Climate Risk Assessment progressed; • Adopted Camden: Towards Net Zero; • Applied for grant funding – Electrification at Jack Brabham Reserve; • Promoted Built for Comfort and other initiatives in Sustainability e-newsletter; • EV pool car program and trial lease EV; • Adopted Urban Forest Strategy; • Significant tree planting programs undertaken; • Water Sensitive Urban Design Operational Guidelines endorsed and now in use; • Fish Habitat and Bank Stabilisation work undertaken at the Nepean River, Spring Farm to repair flood damage; and • Joined the Western Sydney Energy Program. <p><i>Overall, 11 mitigations and/or actions undertaken against the set target of 6.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Maintain service levels for waste services</p>	
<p>Progress Comment</p> <p>During the reporting period Council maintained an overall service level compliance of 96.2% against the set target of 80%.</p> <p>This excludes bulky kerbside clean up collections as the new system has not been integrated yet.</p> <p><i>Overall maintained service levels of 96.2% against the set target of 80%.</i></p>	

What Council did



3,000 trees planted – National Tree Day



99% waste bins collected on correct day



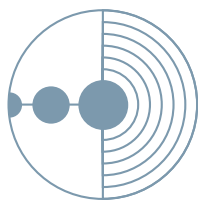
358 building site inspections conducted



11 actions undertaken to reduce climate change



- ✓ Secured grant funding:
 - \$59,500 (excl. GST) through the NSW Government's Early Needs Weed Management Program to undertake surveillance monitoring, weed control and education.
 - \$20,000 (excl. GST) from the Australian Department of Industry, Science and Resources under the Stronger Communities Programme for the installation of a solar photovoltaic system and battery and the replacement of gas hot water systems at Jack Brabham Reserve, Oran Park.
 - \$15,000 (excl. GST) from the NSW Government's Saving our Species program to support conservation works undertaken for Camden White Gum at Council reserves.
- ✓ Urban Forest Strategy 2023 prepared to provide a strategic framework for a thriving urban forest with a long-term vision to 2050.
- ✓ Creation of new Bushcare Group, the Camden Town Bushcare Group.
- ✓ Solar Energy Generation dashboard implemented to support monitoring and progress towards key objectives and targets set by Council's Sustainability Strategy 2020 – 2024.
- ✓ World Rivers Day celebrated at John Peat Reserve, Camden.
- ✓ Macarthur Nature Photography Competition and Threatened Species Art Competition hosted in partnership with neighbouring Councils.
- ✓ Developed interactive map and hosted onto the Camden Data Portal, advising where swooping birds were located during the nesting season to minimise risk to residents.
- ✓ Hosted Macarthur's Biggest Garage Sale at Narellan Park as part of the Garage Sale Trail.
- ✓ Completed installation of fish habitat structures and erosion control on the Nepean River at Spring Farm.
- ✓ Hosted 'Electrify Everything' webinars to encourage the community to transition away from gas and towards electricity for their energy needs.
- ✓ 'Hook, Line and Measure' Citizen Science Project conducted to record recreational fishing data.



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

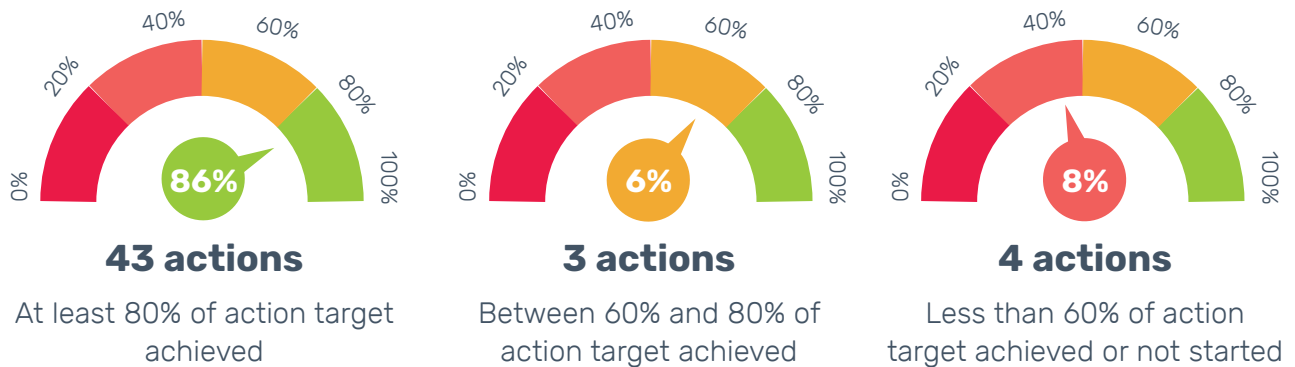
There are 28 principal activities to achieve the above stated objectives, and they are:

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

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

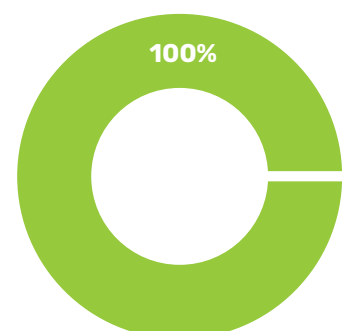
How Council performed

Operational Plan - 50 Actions



Delivery Program - 4 Performance Indicators

✓ 4 indicators – On Track



Narrative on Performance Status

PERFORMANCE INDICATOR	STATUS
Number of advocacy activity and partnerships initiated as a lead Council in the Western Parkland City	
<p>Progress Comment</p> <p>Ongoing advocacy activity and partnerships initiated with the Western City Parkland City included:</p> <ul style="list-style-type: none"> • Regular meetings with Transport for NSW regarding transport infrastructure projects crucial for housing development in the Camden LGA; • Joint preparation of submission to the NSW Legislative Council Inquiry into Public Transport Needs in Western Sydney; • Analysis of NSW Budget 2023 implications for infrastructure funding in the Western Parkland City; • Led the monitoring of drafting for the Regional Economic Development Strategy and review of the Governance Structure of the Western Parkland City and other Western Sydney City Deals; • Meetings conducted on issues such as the NSW Public Spaces Charter, Western Sydney Health Alliance Governance Review and Advocacy Agenda Review; and • Ongoing work with the Western Parkland Councils continued regarding the Regional Economic Development Strategy, Western Sydney International Airport Flight Path/Draft Environmental Impact Statement assessment, and the governance review of the Western Parkland City's future operating arrangements. <p><i>Overall, 6 advocacy and partnerships initiated against the set target of 3.</i></p>	
PERFORMANCE INDICATOR	STATUS
Number of service reviews completed	
<p>Progress Comment</p> <p>The two Service Delivery Reviews completed were Land Information Management and Cemetery Service.</p> <p><i>Overall, 2 service reviews completed against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
Percentage of internal audits performed across Council	
<p>Progress Comment</p> <p>Performed 30% of internal audits during the reporting period with two audits completed, and three outsourced audits in the planning stage.</p> <p><i>Overall, 30% of internal audits performed against the set target of 25%.</i></p>	
PERFORMANCE INDICATOR	STATUS
Number of reports brought to Council for decision-making	
<p>Progress Comment</p> <p>During the reporting period, there were 119 reports brought to Council for decision-making.</p> <p><i>Overall, 119 reports brought to Council for decision-making against the set target of 50.</i></p>	



What Council did



79% of customers satisfied



100% of service reviews completed



81% of phone calls answered within 20 seconds



89% of phone calls resolved in the first instance



119 council reports for decision-making



- ✓ Review undertaken of Council ward boundaries.
- ✓ 24 community groups/organisations received financial funding through Council's Community Small Grants Program to deliver projects and events to benefit the wider Camden community.
- ✓ 13 community groups/organisations, not-for-profit, sporting groups and businesses received support either monetary or in-kind as part of Council's Community Sponsorship Program.
- ✓ Participated in Liveability Census 2023 as part of a Greater Sydney Commission initiative.
- ✓ Celebrated Local Government Week – Mayor for a Day Public Speaking Competition.
- ✓ Completed refurbishment works at Camden General Cemetery.
- ✓ Improved services through the provision of new main line phone number 13CAMDEN.
- ✓ Continued collaboration with Western Sydney Health Alliance on joint regional priorities.
- ✓ Ongoing collaboration with Transport for NSW on the South Western Sydney – Transport Structure Plan project.

Recognition

During this reporting period, July to December 2023, Council received recognition for:

- Winner – Local Government NSW Excellence in the Environment Awards, Natural Environment Protection and Enhancement Award for On Ground Works – Connecting Camden White Gum Project
- Winner – NSW History Council Awards , Jill Roe Regional Award – Unlock Camden
- Winner – LGNSW NSW Local Government Week Awards, Best Local Youth Week Program
- Winner – Youth Work Awards, Outstanding Youth Participation Award, Job Link Program
- Winner – National Local Government Customer Service Awards – Customer Service Team of the Year
- Winner – Global Intrapreneurs Summit, Intrapreneurial Team Award
- Winner – My Gateway Awards, Overall Trainee of the Year and Certificate IV Trainee of the Year, Ryan Foster
- Commendation – UDIA NSW Awards for Excellence, Excellence in Social and Community Infrastructure (Recreation Facility) – Doohan Reserve, Oran Park
- Finalist – National Innovation of the Year Award, Innovation Space Project
- Family Day Care celebrated their 40th anniversary of servicing the Camden LGA

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 January to June 2024 period.

