



End of Term Report

2016 - 2021

Striving for Excellence

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Photographs

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

Acknowledgement of Country

Council acknowledges the Dharawal people as the traditional custodians of this land and pays our respect to their Elders both past and present and the Aboriginal Community.

Disclaimer

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



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About this Report

Under NSW Local Government legislation and the Integrated Planning and Reporting (IPR) framework, Council is required to produce a report every four years on its progress in implementing the Community Strategic Plan. Due to the COVID-19 pandemic, the IPR cycle was extended for 12 months by the Office of Local Government. As a result, this report focuses on 2016 to 2021.

This report highlights the progress made towards the achievements of the community's vision and activities undertaken during Council's term implementing the Community Strategic Plan.

The End of Term Report plays an important role in informing the next review of the Community Strategic Plan. The Plan will guide the incoming Council in making further progress towards achieving the community's vision, and the objectives of social, environmental, economic, and civic leadership.

This report outlines the progress towards the community outcomes under six Key Directions, as defined in the Community Strategic Plan.



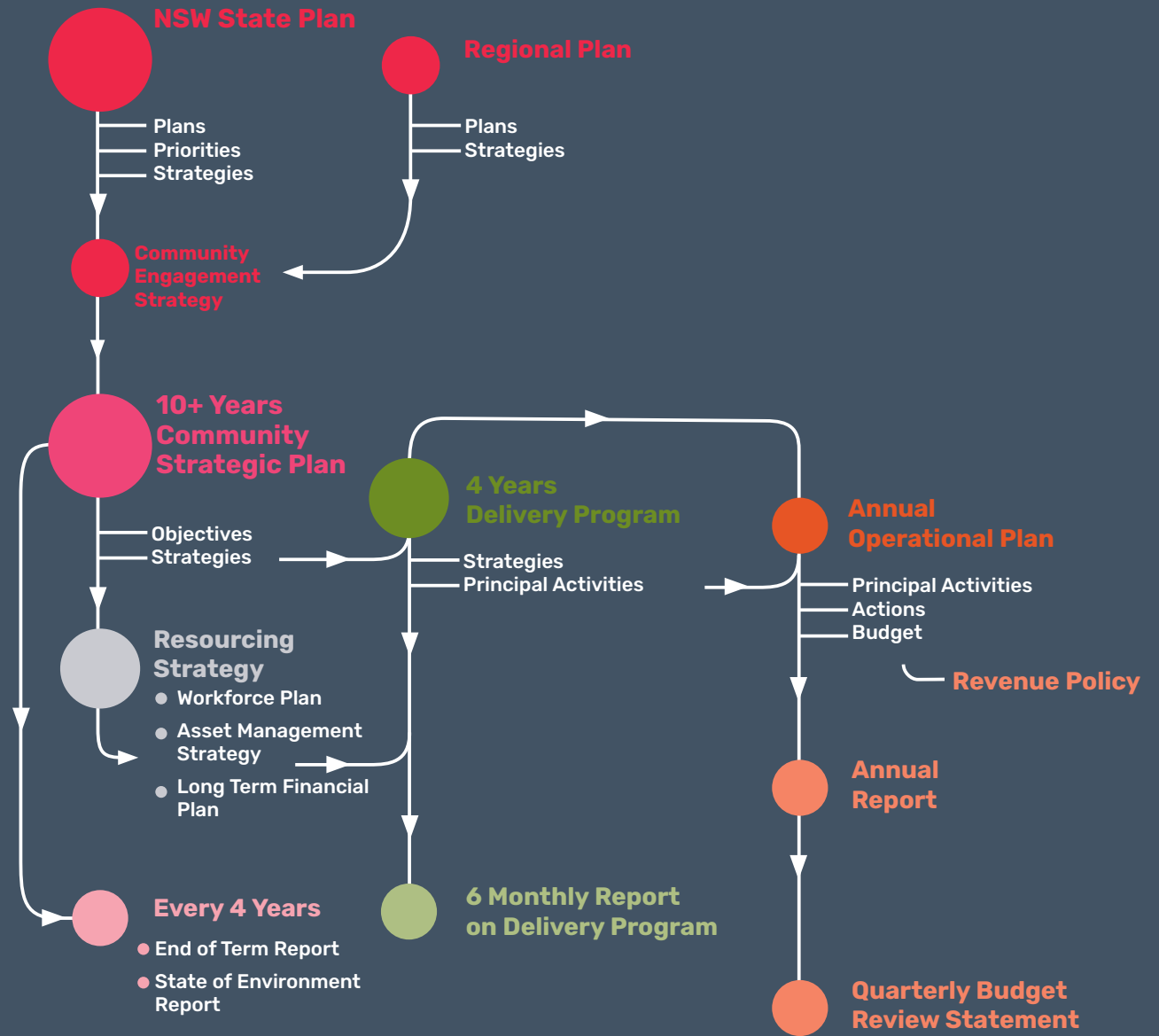


Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IPR) framework recognises that most communities share similar aspirations: a safe, healthy, and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure.

The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation - that they are inter-connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.



Community Strategic Plan

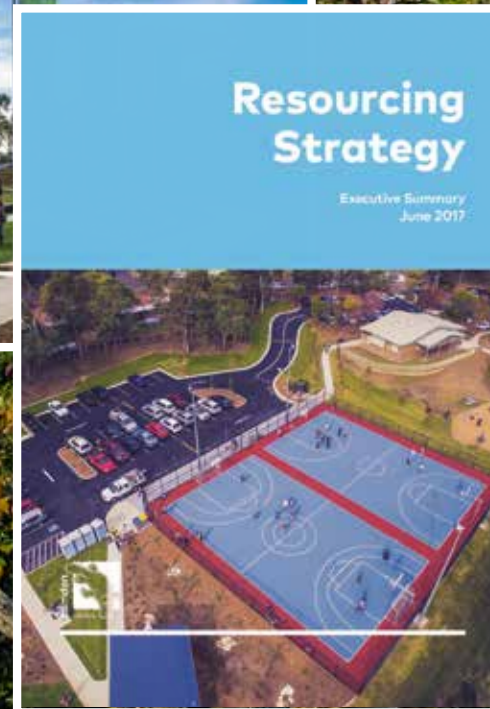
The Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy are part of a suite of planning and reporting documents that make up the Integrated Planning and Reporting (IPR) framework.

- **Community Strategic Plan** - represents the highest level of strategic plan identifying the community's main priorities and aspirations for the future of the Local Government Area (LGA). Council has the custodial role in initiating, preparing, and maintaining on behalf of the LGA.
- **Delivery Program** - shows Council's commitment in addressing the strategic objectives and strategies outlined in the Community Strategic Plan and further, provides an overview of programs and projects that Council will deliver over its term in office.
- **Operational Plan** - is a one-year plan that identifies the individual projects undertaken in a specific financial year to achieve the commitments made in the four-year Delivery Program.
- **Resourcing Strategy** - is council's commitment for the provision of resources to meet the community's long-term objectives and consists of three components including, Long Term Financial Plan, Workforce Management Plan and Asset Management Plan.

Council reports its progress status in its half yearly Delivery Program Progress Report as well as its Annual Report.

www.camden.nsw.gov.au/council/integrated-planning/delivery-program

www.camden.nsw.gov.au/council/integrated-planning/annual-report



Councillors 2016 - 2021

Mayors and Deputy Mayors for 2016 to 2021

Below is a list of those Councillors who have served as either Mayor or Deputy Mayor during the 2016 – 2021 term:

MAYOR

- Cr Lara Symkowiak – 2016 to 2018
- Cr Peter Sidgreaves – 2018 to 2019
- Cr Therese Fedeli – 2019 to 2021

DEPUTY MAYOR

- Cr Therese Fedeli – 2016 to 2019
- Cr Rob Mills – 2019 to 2021

Note: Cr Peter Sidgreaves elected State Member for Camden in March 2019 and formally completed his term as a Councillor in March 2021 as per the requirements of the Local Government Act 1993.

NORTH WARD



Cr Lara Symkowiak



Cr Cindy Cagney



Cr Michael Morrison

CENTRAL WARD



Cr Therese Fedeli
Mayor (Current)



Cr Rob Mills
Deputy Mayor (Current)



Cr Ashleigh Cagney

SOUTH WARD



Cr Eva Campbell



Cr Paul Farrow

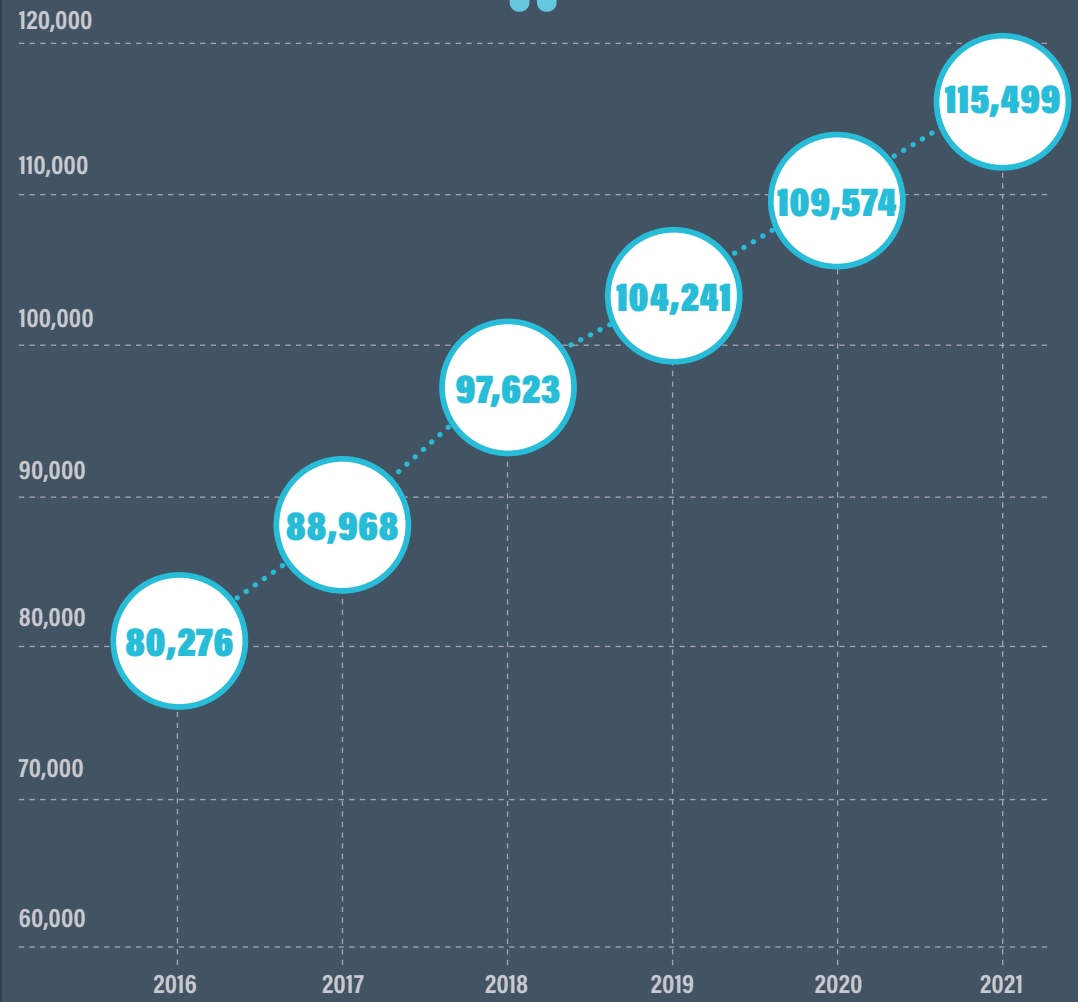
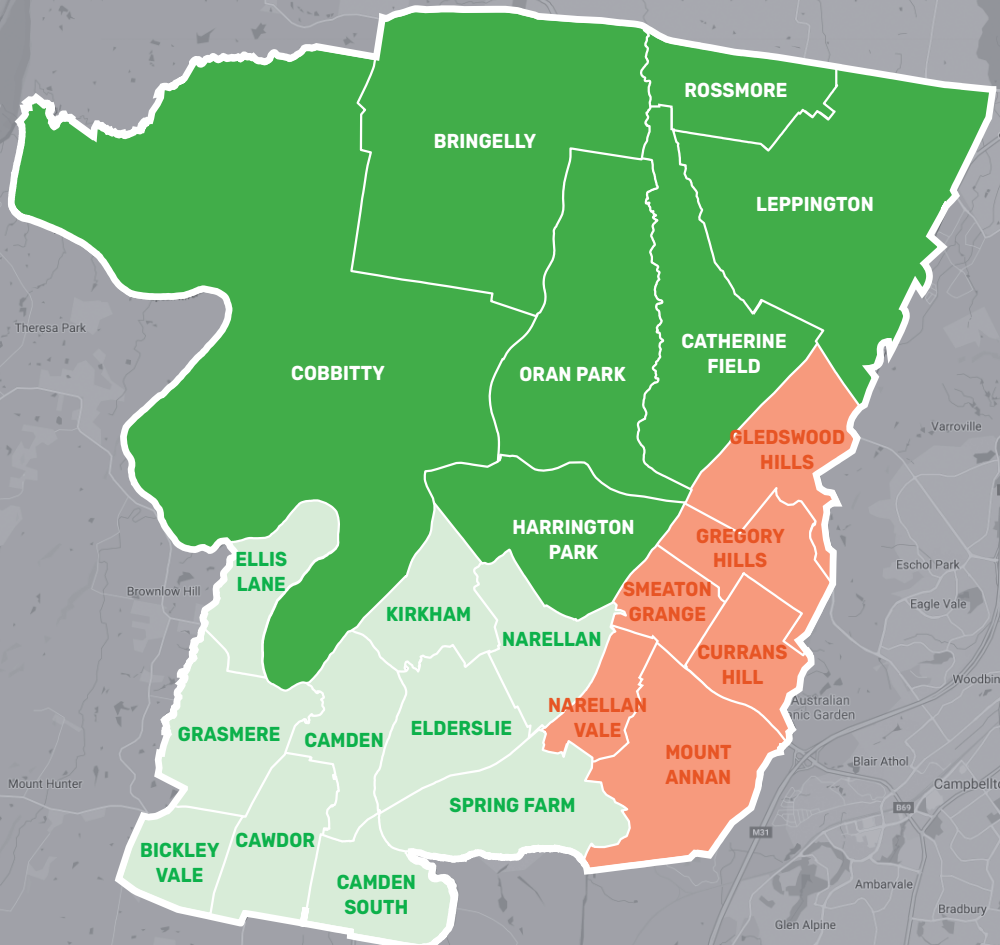


Cr Peter Sidgreaves
Council Term
Sept 2016 - March 2021

Population Growth



- North Ward
- Central Ward
- South Ward



Source: id.profile

Council's Response to COVID-19 Pandemic

In March 2020, our community felt the effects of the COVID-19 pandemic. The wellbeing of our community, customers and staff were the highest priority as was the continuation of vital services.

The availability of Council's services to the community was updated daily via its website and social media platforms, along with a range of information from Federal and State Government authorities and associated websites such as NSW Health.

Council also established a Crisis Management Team to ensure that the wellbeing of all customers, community and staff was maintained.

Council closely monitored information from NSW Health and the State Emergency Operations Centre and implemented measures to ensure that the essential services continued to be provided by Council while minimising risks associated with COVID-19.

As part of Council's commitment to the community and local businesses the #camdenbought campaign and the #camdenlove campaigns were launched. Council also increased its kerbside collection service by offering extra collections for all residential properties.

Council's \$130.6M COVID -19 Community Support Package is estimated to boost Camden's economy by up to \$221.7M and generate up to 507 new jobs.

STAGE ONE commenced in April 2020



Reimbursement

The reimbursement of payments to Council and relaxation of cancellation policies for community groups and individuals using Council's facilities, spaces and services.



Digital portal

A digital portal for support information and services for community and businesses adversely effected by COVID-19 and seeking support.



Lifeline support

A number of staff members volunteering at Lifeline, who are experiencing an increase in calls at this time.



Digital campaigns

A number of digital media campaigns have been developed to support local businesses and boost positivity in the community.



eLibrary

A digital and contactless delivery of library programs and services for Camden residents who used to attend regular programming and vulnerable groups needing social engagement.

STAGE TWO

commenced from 30 April 2020



Rate relief

Ratepayers will be provided with a one-off \$100 rates and charges rebate for the 2020/21 rating year.



Quick Response Grants

Quick Response Grants of up to \$2,000 for businesses struggling to meet their short-term operational commitments.



Digital Adaptation Grants

Digital Adaptation and Innovation Grants of up to \$15,000 for small businesses who are trying to pivot their operations in response to COVID-19.



Community Response Grants

Community Response Grants of up to \$15,000 for organisations and not for profit organisations providing on-the-ground services to Camden residents.



Non-statutory fee waiver

Council has waived a number of non-statutory fees for a six-month period.



Rent relief

Businesses, currently leasing Council facilities, with an annual income of up to \$50 million will receive a 50 per cent reduction in rent.



Accelerated projects

The opportunity to accelerate the delivery of a number of projects from the 2020/21 Capital Works Program, to be completed by 31 December 2020.



Domestic waste charge freeze

There will be no increase to domestic waste management charges for 2020/21.



Local procurement

Altering Council's procurement process to introduce a Local Preference Policy and a Local Vendor Panel.



Art Gallery online

The digital delivery of Alan Baker Art Gallery programs and exhibition.

STAGE THREE

With a focus on recovery and supporting a range of projects and programs that will:

- Improve the physical amenity of the area, through upgrades, new projects, and city beautification programs.
- Boost local employment opportunities.
- Grants and financial assistance.
- Events.

Stage Three, as a whole, includes 65 projects and initiatives to be delivered across the next four years. The 65 projects have been divided into six categories. They include:



For more information and details go to Council's website www.camden.nsw.gov.au

A photograph of a sunflower field at sunset. The sun is low on the horizon, creating a bright orange and yellow glow that illuminates the scene. The sunflowers are in various stages of bloom, with some fully open and others still budding. The sky is a mix of blue and orange, with some clouds. The overall mood is warm and celebratory.

Awards and Recognition

Council has received numerous awards in recognition of innovation and best practice across various sections of the organisation.

WINNERS



Local Sustainability

Local Government Excellence in the Environment Awards 2016

Awarded to Council for works to deliver Sustainable Camden for the new Council Administration Building in Oran Park.

Local Government Excellence in the Environment Awards 2018

Council won the award, in Division C based on population size, for works to deliver Sustainable Camden.



Team of the Year National Customer Service Excellence

Local Government Customer Service Network Awards 2017

In recognition of delivering excellent service to customers and the community.



National Customer Service Excellence

Local Government Customer Service Network Awards 2018

In recognition of delivering excellent service to customers and the community.



Outstanding Community Project – Oran Park Library

Western Sydney Leadership Dialogue 2018

For the collaborative design, delivery and creation of a contemporary facility that incorporates modern technologies offering interactive digital components while maintaining ties to local history through artwork and images.



Playpace Award (<\$0.5M) – Lawson Reserve, Camden South

Parks and Leisure Australia (NSW/ACT) Awards of Excellence 2019

Council was also a finalist in the following categories:

- Community Facility of the Year – Oran Park Library.
- Park of the Year Award – Bandara Circuit, Spring Farm.
- Playspace Award (> \$0.5M) – Sedgwick Reserve, Currans Hill.



Best Youth Week Program

NSW Local Government Week Awards 2019

Recognised as one of the best in the State for the 2019 Program.



PAWS Program, Community Education Outreach Program of the Year

Jetpets Companion Animal Rescue Awards 2019

In recognition of the work undertaken under the PAWS: Pet Awareness and Safety Program for companion animals.



2020 NSW Ministers' Awards for Women in Local Government - Alternative Pathways - Metro

Sandra Kubeka - in recognition for her contribution to Local Government, predominately in male dominated positions, and for her role in promoting gender equality and breaking down gender stereotypes.



Park of the Year – Curry Reserve Water Play Space

Parks and Leisure NSW/ACT Awards of Excellence 2020



Julia Reserve, Oran Park

State Award 2020 Australian Institute of Landscape Architects (AILA)

National Award 2020 Australian Institute of Landscape Architects (AILA)

This multi-generational park was recognised for its architectural excellence and integrated social, economic, and ecological perspectives.



Social and Community Infrastructure - Julia Reserve, Oran Park

UDIA NSW Excellence Award 2020

This award recognises organisations that have demonstrated leadership and innovation in the delivery of social infrastructure developments.



Habitat and Wildlife Conservation Award – Creating Habitat for the Camden White Gum Project

Keep Australia Beautiful NSW Sustainable Cities Awards 2020

4.2 hectares of land along the Nepean River at the Camden Town Farm restored and revegetated with 200 Camden White Gum planted.



National Local Government Customer Service Team of the Year

National Local Government Customer Service Network Awards 2020

Council's Customer Service Team demonstrated excellence in coping with team changes; wellness; communication; morale; and performance throughout the year during COVID-19.



Spring Farm Community Centre, Spring Farm

2020 Master Builders Association of NSW Excellence in Construction - Public Buildings

Recognised for quality of construction detailing.



Best Ongoing Commitment to Local Youth Week Programs

NSW Local Government Week Awards 2018

Recognised as one of the best in the State for the 2018 Program, this was the eighth year in a row that Council has been selected as a finalist for the Youth Week event award.

NSW Local Government Week Awards 2019

Recognised as one of the best in the State for ongoing commitment to local Youth Week programs.



Excellence in Communication

Local Government NSW RH Dougherty Award 2021

Council received recognition for its #camdenlove Bears initiative to acknowledge the community's acts of kindness.

HIGHLY COMMENDED



Invasive Species Management – Australian White Ibis

Local Government Excellence in the Environment Awards 2016

Council was Highly Commended in the Invasive Species Management category for the 'Australia White Ibis Management Initiative'.



Light up the Libraries Project

Australian Multicultural Marketing Awards 2016

Council received the award in the Communities Award category for creative and innovative work to promote Light Up the Libraries for Harmony Day and Multicultural March event.



Contractor Risk Management Program

Westpool Local Government Risk Management Excellence Awards 2016

Council received the award for developing a Safety Management System to manage contractor compliance.



Nepean River Trail Habitat Corridor Enhancement and Extension

Keep NSW Beautiful Blue Star Sustainability Awards - Habitat and Wildlife Guardianship Award 2016

Council received the award for its efforts in conserving and enhancing the biodiversity of the natural environment.



Recovery of Endangered *Pimelea spicata* at Camden Golf Club and Parrott Farm Reserve, Narellan

Keep NSW Beautiful Blue Star Sustainability Awards - Habitat and Wildlife Guardianship Award 2017

Council received the award for its efforts in conserving and enhancing the biodiversity of the natural environment.



Birriwa Reserve Outdoor Youth Space

Parks and Leisure Australia Awards of Excellence 2017

Council received the award for its innovation and initiative in creating the Birriwa Reserve Outdoor Youth Space.



Camden Council Administration Centre, Camden Town Centre Vision and Birriwa Reserve Outdoor Youth Space

Excellence in Government Leadership - UDIA NSW Awards 2017

Demonstrated leadership in the implementation of modern inclusive public administration, community respect and response to community needs.



Outstanding Individual Contribution

LGNSW Award 2017 - Sarah Ryan.

LGNSW Award 2020 - Casli Mehmed.



Customer Experience

Local Government Customer Service Network Awards 2017

In recognition of delivering excellent service to customers and the community.



Excellence in Risk Management, Project Management Framework

CivicRisk Mutual Excellence in Risk Management Award 2019



Excellence in Leadership (Individual)

LGNSW Planning Awards 2020

Louise McMahon and Martin Cooper

COMMENDATION



Camden Town Centre Vision Project

Planning Institute Australia NSW Awards for Planning Excellence 2016

Commendation Award for Best Planning Ideas – Small Project for the Camden Town Centre Vision Project.



NSW Rural Fire Service – 2020 Supportive Employer Special Commendation Award

NSW faced one of its worst bushfire seasons in 2020. Council actively responded by enabling staff members who are volunteers to attend incidents and other NSW Rural Fire Service activities during work hours.

FINALIST



Customer Service Team of the Year and Customer Focus Innovations

National Local Government Customer Service Network Awards 2016

These awards recognise the achievements of customer service professionals in Local Government.



Best Ongoing Commitment to Local Youth Week Programs and Best Local Youth Week Program

Local Government Youth Week Awards 2016

These awards recognise and acknowledge the role played by local councils in helping young people to plan and co ordinate Youth Week programs and activities.

Local Government Youth Week Awards 2017

These awards recognise and acknowledge the role played by local councils in helping young people to plan and co ordinate Youth Week programs and activities.



Excellence in Social Infrastructure

UDIA Awards for Excellence 2019

Council was recognised for the Oran Park Library.



Café Connect

Local Government Professionals Awards 2020

Recognised for hosting a series of monthly Connection Cafes for older people of all abilities. The café is a one-stop-shop that provides information about health, social and service provision in a variety of formats.



Elev8 Wellbeing Program

Australian HR Awards 2020

Best Health and Wellbeing Program

ADDITIONAL



Centre for Primary Health Care and Unity Award

2020 Centre for Primary Health Care and Equity (UNSW) Annual Award for Health Impact Assessments

Council received the award for the Health Impact Assessment of Narellan Sports Hub Stage 2.



Sustainability Advantage - Bronze Status 2019

Council was recognised for its ongoing commitment and participation in the NSW Office of Environment and Heritage Sustainability Advantage Program that recognises environmental improvements made by organisations.



Sustainability Advantage - Silver Status 2021

Council was recognised for its ongoing commitment and participation in the NSW Office of Environment and Heritage Sustainability Advantage Program that recognises environmental improvements made by organisations.



Accredited White Ribbon Workplace

Council was formally recognised by White Ribbon Australia as a workplace leader in preventing and responding to violence against women and was successful in becoming an accredited White Ribbon Workplace.



Accredited Communication Access

Camden is the first Council in NSW to receive accreditation from the Northcott Society. Enabling staff to communicate successfully with customers with hearing, visual or speech difficulties.



Narellan Sports Hub - Stages 1 and 2

Major Projects

Council has delivered a significant and diverse range of major projects. Some of these include:



Oran Park Library and Community Resource Centre

With a theme reflecting the areas motor racing heritage, this high tech open library provides interactive digital elements and includes a sessional services office for community support and a community centre to foster art, culture, community activities and needs.



Alan Baker Art Gallery

Council refurbished the heritage listed building Macaria to create a dedicated art space. While the gallery showcases the artworks of Australian artist Alan Baker, it also provides an opportunity to connect local artists, foster future artists and promote art to locals and the wider community.



Narellan Sports Hub (Stage 1)

A staged development, this state-of-the-art regional sporting hub includes 30 netball courts, amenities building, playground and car parking.



Curry Reserve Water Play Space

Camden's first water play space in Elderslie has a large splash pad with 36 play features. The park has wheelchair accessible change facilities, including an adult hoist, waterproof wheelchairs and storage, new toilets, showers and change rooms. The amenities block has also received Changing Places Accreditation providing accessibility for users with high support needs.



Kirkham Park BMX Facility (Stage 1)

Includes a main track for club, State and National BMX events, comprising of a five metre start hill, access ramps lighting, timing and scoring system.



Kirkham Playing Fields (Stage 1)

This stage of the Kirkham Park Masterplan saw the construction of two new rugby league fields, one being an international size and the other a modified league size for junior competition and training. The works also included floodlighting of both fields, irrigation and field drainage, retaining walls, fencing and landscaping.



Spring Farm Community Centre

The community centre features an activity hall, meeting room, foyer area, kitchen and amenities, including landscaping and 26 space car park.



Harrington Park Lake Reserve Youth Play Space

Providing a new and interactive recreational space which includes play equipment, specialised area for skateboarding, bike riding or rollerblading as well as Ninja Warrior style apparatus and outdoor exercise equipment.



Sedgwick Reserve Youth Play Space

With a focus on young people aged 12 to 17, this space expanded on the existing young children's playground. Featuring new playground equipment including a recessed trampoline and climbing equipment, areas for skating, scooters and bikes, sensory path with musical equipment and natural play elements.



Julia Reserve Youth Precinct and Community Centre

Featuring skate park, parkour zone, basketball court, ping pong tables and kick-about space, recreational facilities such as shelters, shared-use pathways, and seating. The design also incorporates significant bio-detention basins.



Dawson-Damer Park

The Macarthur region's largest water play space, featuring a number of water and non-water activities including water slides, water spinners, a Ninja Warrior course, swings, trampolines, basketball facilities and picnic areas. The Park is an inclusive facility and has Changing Spaces Accreditation as well as wet play wheelchairs available for hire.



Nott Oval – Synthetic Football Field

A state-of-the-art facility and Camden's first synthetic football field that accommodates winter and summer competitions. The facility is also used for training purposes and public recreational use.



Catherine Park Community Centre

This facility includes a combined sport field amenities building and community hall. The building allows for the community centre and sports field amenities to operate independently. The facility features changerooms, storage areas, Referee and First Aid rooms, 121 square metre hall, kitchen, amenities and a 30-metre square meeting room.

Highlights



Key Direction 1

Actively Managing Camden Local Government Area's Growth

✓ ON TRACK 👁 MONITORING 🔧 NEEDS WORK 📊 TREND

Indicators

- ✓ **Development Application (DA) determination time within statutory requirement.**
- ✓ **Increase number of new householders across the Camden LGA.**
- ✓ **Maintain and protect Camden LGA's rural lands.**
- ✓ **Retain Camden LGA's valued heritage sites, and scenic and cultural landscape.**

To meet the above outcomes, Council has a range of services to ensure that the LGA, as a fast-growing area, is actively managed in keeping its local characteristics which are highly valued by the community.

Below are some of the activities Council undertook in managing the urban development, adequately administering rural lands and heritage sites.

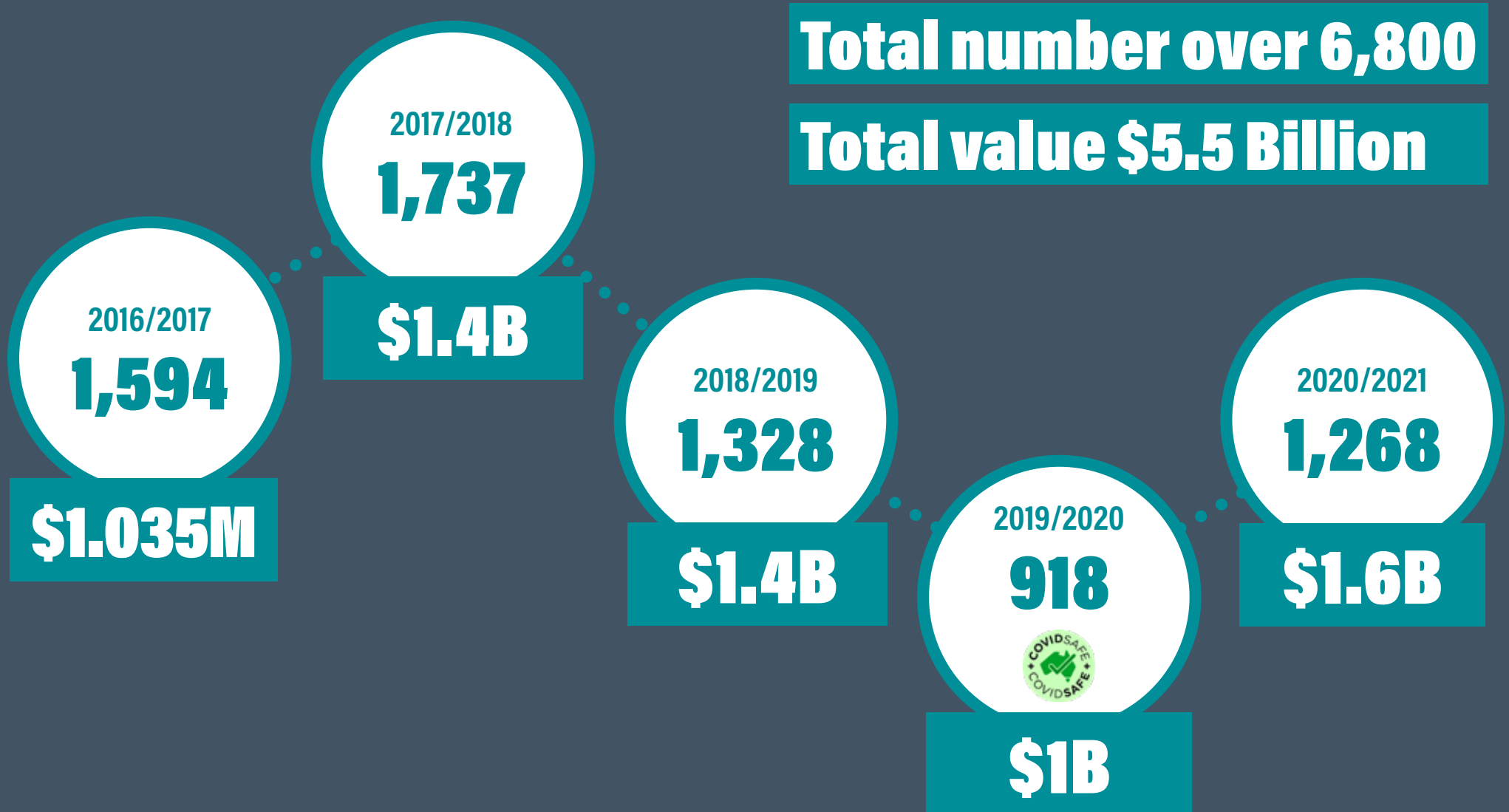
Development Applications (DAs)

Council continued to provide excellent service in the development assessment process and according to the most recent data issued by the Department of Planning, Industry and Environment (2018/2019), was the third fastest Sydney council for average DA turnaround times (gross days) and was the fastest Sydney council for net days (i.e. excluding days where additional information was required from applicants).

To help meet the rapid growth and the increase in the number of Development Applications received, Council introduced a user friendly DA information section on its website, a pre DA service including a full-time Duty Officer available at the Customer Service counter, has moved to a paperless process in the assessment of DA's, and accepts DAs and related applications on-line via the NSW Planning Portal.

DA's processed in the past five years

(as at June 2021)



Average Turnaround for DAs (net median)

30.6
DAYS

This was under the legislation
target of 40 days.

Average Turnaround for Construction Certificates (net median)

3.6
DAYS

This was under the legislation
target of 28 days or less.

Camden Development Control Plan

Council adopted the Camden Development Control Plan (DCP) 2019 supported by a user-friendly interactive website to allow users to see what planning controls apply in different suburbs across the Camden LGA. The DCP provides detailed planning and design controls to guide development across the Camden LGA to achieve quality development outcomes.

Local Strategic Planning Statement (LSPS)

Council adopted the Local Strategic Planning Statement (LSPS) in April 2020. The LSPS sets the 20-year vision for land-use and contains a series of local priorities and actions centred around four key themes:

- Infrastructure and Collaboration.
- Liveability.
- Productivity.
- Sustainability.

It focuses on the special character and values that are to be preserved, and how change and future growth will be managed into the future.

The LSPS ensures Council's local plans and policies align with the strategic direction of the Greater Sydney Region Plan – A Metropolis of Three Cities (Region Plan) and the Western City District Plan (District Plan).

Camden Local Housing Strategy

The Camden Local Housing Strategy sets out Council's vision for housing over the next 10 and 20 years and establishes a projected housing demand of 49,625 dwellings between 2015/2016 and 2035/2036. To meet this demand, Council is delivering the Western City District Plan housing target of 11,800 dwellings between 2016/2017 and 2020/2021. The Strategy also identifies an action to plan for 10,000 – 12,500 dwellings between 2021/2022 and 2025/2026 through the rezoning and review of land within the South West Growth Area. Achieving this housing growth is dependent on the State Government supporting the funding and delivery of infrastructure.



Rural Lands

The Rural Lands Strategy was endorsed by the Department of Planning, Industry and Environment (DPIE). The Strategy will help guide decision making on land use planning on and adjacent to rural zoned land. Underpinned by key planning principles and actions, the Strategy assists to effectively manage urban development and population growth while protecting the rural character of the Camden LGA. Relevant planning proposals are assessed against the Strategy's rezoning criteria and Council officers continue to implement the actions of the Strategy.

Heritage

Council resolved in June 2018 to establish a Heritage Advisory Committee to help inform strategic heritage directions and community education around the importance of our unique identity, and meets bi-monthly.

To support the importance of heritage within Camden, Council ran a series of events including:

- 'Unlock Camden' (2019) – attracting 200 visitors with residents sharing images on social media using the hashtag #mycamdenstory.
- Virtual 'Unlock Camden' (2020) – resulting in a promotional video which received 7,800 views through Council's social media platforms.
- 'My Camden Story' (2021) campaign – resulting in a video which received 2,300 views, 20 shares and comments through Council's social media platforms.






Key Direction 2

Healthy Urban and Natural Environment

 ON TRACK  MONITORING  NEEDS WORK  TREND

Indicators

-  **Waste diverted from landfill.**
-  **Increase green waste.**
-  **Increase recycling.**
-  **Increase community participation in protecting and managing the natural environment**
-  **The waterways and catchments are clean and free of pollutants.**
-  **Maintain biodiversity, natural reserves, streetscapes and open spaces.**

To meet the above outcomes, Council services ensure that the Local Government Area's natural and built environment are protected, managed and supports the well-being and prosperity of residents and community life.

Below are some of the activities Council undertook in administrating the urban and natural environment.





Waste Services

Council expanded its green waste collection service to the suburbs of Grasmere, Ellis Lane, and Kirkham. Approximately 700 properties opted to take up the service with the remaining 150 plus properties choosing to manage green waste on-site.

Changes to local and international recycling markets, the introduction of the Container Deposit Scheme and the removal of exemptions for mixed waste organic outputs, have heavily impacted the waste and recycling industry over the past 12 months. Council is continuing to work with its contractor to find alternative markets for waste and recycling outputs.

Council was successful in receiving grant funding from the State Government's Better Waste and Recycling funds.

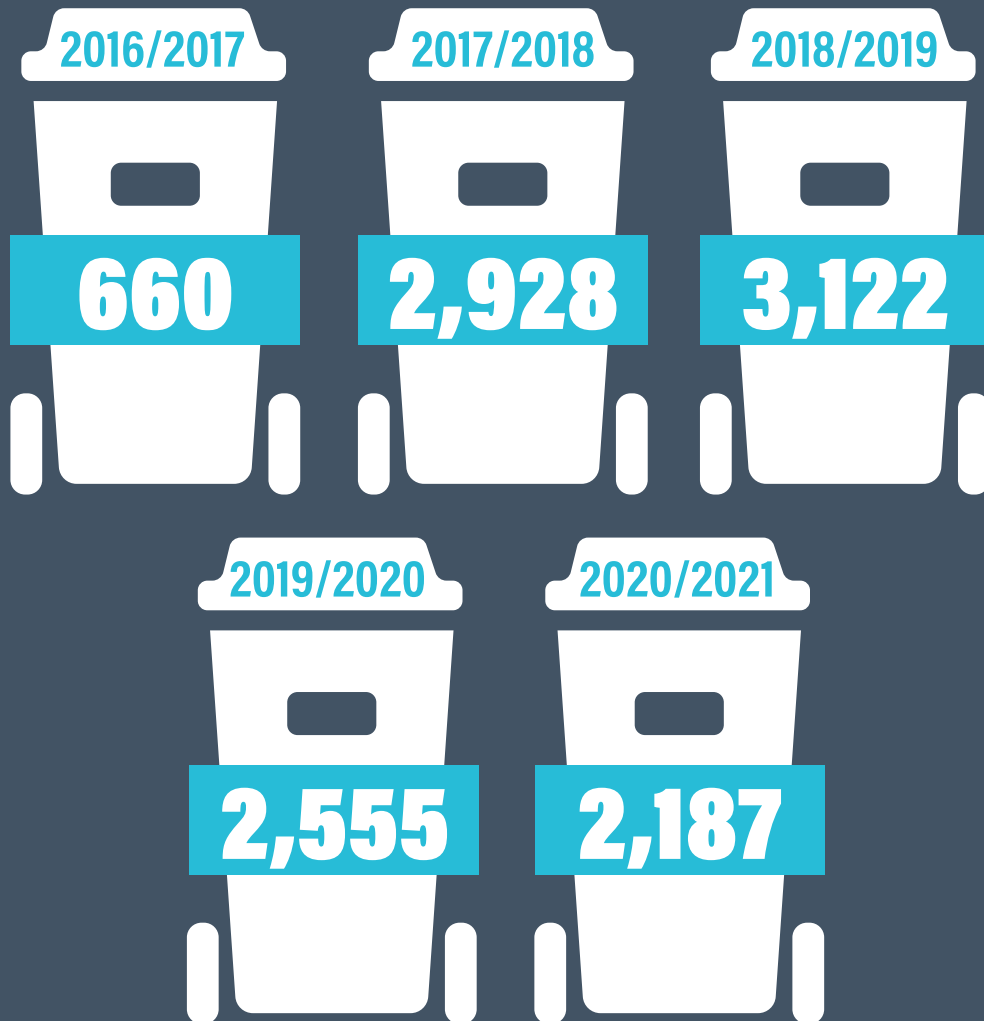
In addition to its weekly three-bin system, Council also undertakes the following initiatives:

-  An on-call bulky house hold waste collections across the LGA.
-  Collecting public place waste with a street and park bin service.
-  An annual Household Chemical Clean out and quarterly Recycling Drop Off Days.
-  The introduction of All in One Recycling stations at its Libraries and Administration buildings which allow the community to recycle printer cartridges, house hold batteries and mobile phones.

Commercial garbage and recycling services are available to businesses within the Camden LGA.

Council was successful in receiving grant funding from the Environmental Protection Authority to construct a Community Recycling Centre at Council's Works Depot. The Recycling Centre is currently in the design phase and will allow residents to safely dispose of problem waste.

New Bin Services Delivered



Illegal Dumping Initiatives

Council joined the Western Sydney Regional Illegal Dumping (RID) Squad to combat and prevent illegal dumping, further strengthening its strategic approach to combat illegal dumping in the Camden LGA.

To help address illegal dumping associated with vacating tenants, Council engaged with real estate agencies in the Camden LGA, specifically targeting the agents that managed rental properties. Agents were provided with information about using Council's kerbside service and 'Kerbside Collection' fridge magnets to promote the service to their tenants.

Bushland Conservation

Council continues to actively manage bushland with seven volunteer Bushcare groups operating in the LGA. Council, with funding support from the State and Federal Governments, undertook weed removal and preparation for new plantings at Fergusons Land, Spring Farm, Elizabeth Throsby Reserve, Kings Bush Reserve, Gundungurra Reserve and Camden Town Farm.

Other programs to conserve the native bushland and funded by the Federal Government's 20 Million Tree Program included:

- Enhancement of the Nepean River Habitat Corridor.
- Creating Habitat for Camden White Gum project at Camden Town Farm which saw 200 Camden White Gum reinstated along the Nepean River.

A rolling program of street tree planting continued to be undertaken across the LGA to actively replace trees and contribute to the urban canopy.

Sustainability

The Sustainability Strategy 2020 aligns with the environment targets set by the State and Federal Government and has five themes:

- Creating Sustainable Urban Environments.
- Protecting Our Natural Environments.
- Improving Resilience to Climate Change.
- Building Sustainable Communities.
- Leading by Example.

A range of actions under each theme were undertaken ensuring effective delivery of the Strategy benefiting the community, Council, and the Camden LGA.

Council has achieved this by incorporating several sustainability initiatives into its operations:

- Installing energy and water efficient fixtures and fittings.
- Rooftop solar installed on five Council buildings including the Oran Park Administration Building and Narellan Library.
- Using recycled water to irrigate two playing fields.
- Irrigation of playing fields using stormwater and rainwater harvesting systems.
- Installed rainwater tanks at Council facilities, including the Kirkham Park BMX amenities building and the Oran Park Administration building and Library.
- Implemented recycling at Council work sites, including soft plastics.
- Implemented measures to reduce waste from internal and external Council events, including the use of reusable mugs and removing single use plastic items.
- Working with suppliers to minimise waste and incorporate recycled content.
- Participate in the Sustainable Choice program and monitor Council's progress towards sustainable procurement over time.

Council has undertaken a number of educational initiatives including:

- Free food hygiene training sessions, newsletters, Food Safety calendars and Safe Food magnets as part of its Food Business Education Program, education initiatives for skin penetration premises, illegal dumping, waste education and reduction.
- Delivery of workshops and events to engage the community around sustainability issues, including workshops to provide independent advice around solar, nature-based school holiday activities for primary school aged children and native gardening workshops.
- Hosting 'Builders BBQs' for local tradespeople and construction companies to promote good building site management such as sediment and erosion control, prevention of illegal dumping, onsite waste management and prevention of site theft. Other events have included attending Trade BBQs hosted by Bunnings Stores at Narellan and Gregory Hills.
- Engaged Keep Australia Beautiful to deliver waste-themed modules such as 'In the Bin' or 'Lunches Unwrapped' to over 3,000 students from local primary schools.

- Helped facilitate the Speaking 4 the Planet (S4P) Competition, as part of the World Environment Day celebrations. This initiative specifically targeted secondary school students and included activities such as public speaking, drama, and art competition on the theme of plastic waste and air pollution.

Council is committed to promoting responsible pet ownership and the benefits of companion animals in people's life and well-being. Council, in conjunction with the Companion Animal Advisory Group, has implemented a number of initiatives. These included:

- Continued to run an extensive animal education program to improve microchipping and registration rates.
- A free microchipping program and cat de-sexing program.
- Adopted a Companion Animal Policy in 2020 whereby all attempts will be made to re-home suitable animals and the operation of its local animal holding facility as a 'no kill' shelter.
- A dedicated Facebook page – Camden Council Animal Facility as another communication channel for promoting the adoption of dogs and cats, responsible pet ownership, fireworks, animals' information, etc.

Water Quality Testing and Monitoring

To support strong water quality testing and monitoring Council has completed the following:

- Reviewed the maintenance of the stormwater control assets within the sub-catchment areas of the Narellan Creek to improve testing and reduce costs.
- Installed Harrington Park Floating Wetlands as a secondary storm water treatment measure to improve water in the Narellan Creek catchment.
- Maintained regular monitoring of the Nepean River and recreational water bodies for physical and chemical properties and checks for blue-green algae are done on a monthly basis.
- Routinely monitored seven local lakes and four Nepean River sites for blue-green algae over the warmer months.

Through the Smart Cities and Suburbs Grant and development of the Camden Data Portal, blue-green algae alerts are available on Council's website. The embedded alerts map allows Council staff and the community to get the most up-to-date information on blue-green algae alerts in the LGA.

Air Quality

Council undertook initiatives to promote better practice for wood heater operations to help reduce air pollution through local media, Council's website, and educational programs.

Council developed a Poor Air Quality Procedure in late 2019. This procedure provides a structured and consistent approach to monitoring and responding to poor air quality so that appropriate action can be taken, in line with the NSW Health Guidelines, to protect workers who may be exposed to poor air quality.

Noise

Council's Environmental Noise Policy provides a framework and criteria for the assessment of noise impacts from development and residential communities. Council continues to investigate and take appropriate compliance action in regard to noise complaints from barking dogs, music, and other sources.

Biodiversity

Council successfully initiated:

- A new Biodiversity Certification Policy to protect, restore, manage, and enhance biodiversity.
- Council initiated the Caring for Cobbitty Hills and the Caring for the Nepean River landholder guides.
- Biodiversity Certification for El Caballo Blanco and Gledswood Hills.
- Gundungurra Reserve (North) and Gundungurra Reserve (South) registered as a biobank site with the Department of Planning, Industry and Environment (DPIE).
- Development of the revised Biodiversity Strategy to continue the long-term protection, enhancement, and biodiversity values in the Camden LGA.
- Through an approved Plan of Management, an annual program has been implemented to manage the number of Ibis at Lake Annan, Mount Annan.

To ensure adequate protection measures are established as part of the development process, Council continued to review development applications with the potential to impact local biodiversity.






Key Direction 3

A Prosperous Economy

 ON TRACK  MONITORING  NEEDS WORK  TREND

Indicators

-  **Increase number of registered businesses operating within the Camden LGA.**
-  **Increase number of jobs within the Camden LGA.**
-  **Increase in visitor numbers through tourism and promotional marketing opportunities.**

To meet the above outcomes, Council has a range of services to manage significant places across the LGA and promote tourism that influences in strengthening the local economy.

Below are some of the activities Council undertook across the business and tourism industry.

Tourism Promotion

Implementation of the Camden Destination Management Plan commenced during the reporting period, setting the framework for how Camden tourism will be managed and encouraged in the future. The marketing and promotion of Camden Town Centre as a tourism hub continues to be a key focus area and is supported by active social media channels @macarthurnsw and face-to-face visitor services from the John Oxley Cottage Visitor Information Centre, which was also refurbished during the reporting period to improve the visitor experience.

Industrial and Employment Lands Study and Draft Centres and Employment Lands Strategy

Council completed the Industrial and Employment Lands Study to determine the appropriate type and quantum of industrial zoned land in the Camden LGA.

This study will enable Council to make informed strategic decisions to assess short and long-term supply and demand balance of industrial land, and its suitability for the future. The areas of study are Smeaton Grange; Gregory Hills; Narellan; Little Street and Ironbark Avenue, Camden; Leppington, Oran Park and Glenlee.

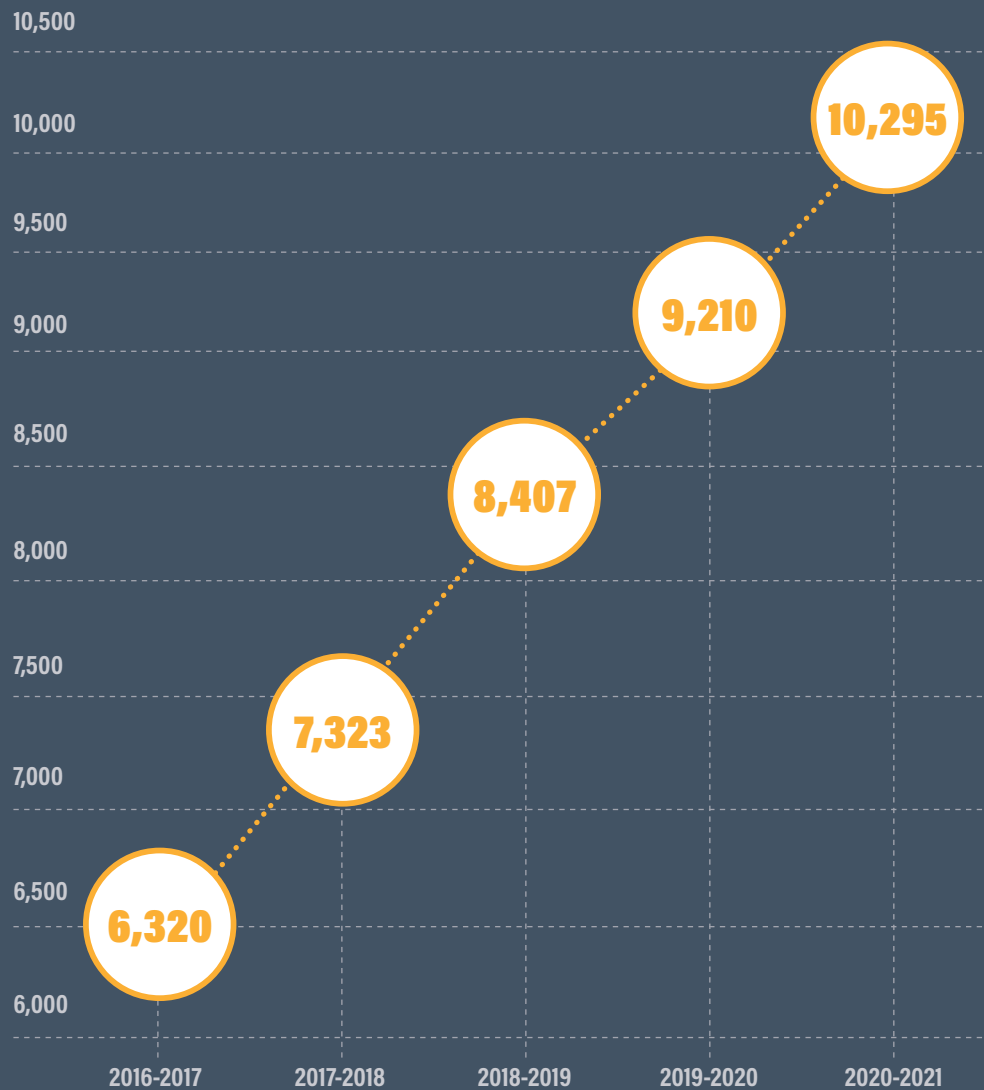
The study identified:

- Employment Projections.
- Floorspace Demand Projections.
- Industrial and Employment Lands Capacity Assessment.
- Alternate Employment Growth Scenarios.
- Planning Policy Recommendations.

Building on the Industrial and Employment lands Study, Council developed the draft Centres and Employment Lands Strategy. The draft Strategy sets a vision that in 2040, Camden's retail centres and industrial and urban services lands offer a range of local job opportunities and access to amenities for residents. The draft Strategy identifies a shortage of industrial and urban services land by 2036 and contains an action to ensure an adequate supply of industrial and urban services land through the South West Growth Area land use planning, with a focus on locating these areas close to transport corridors.

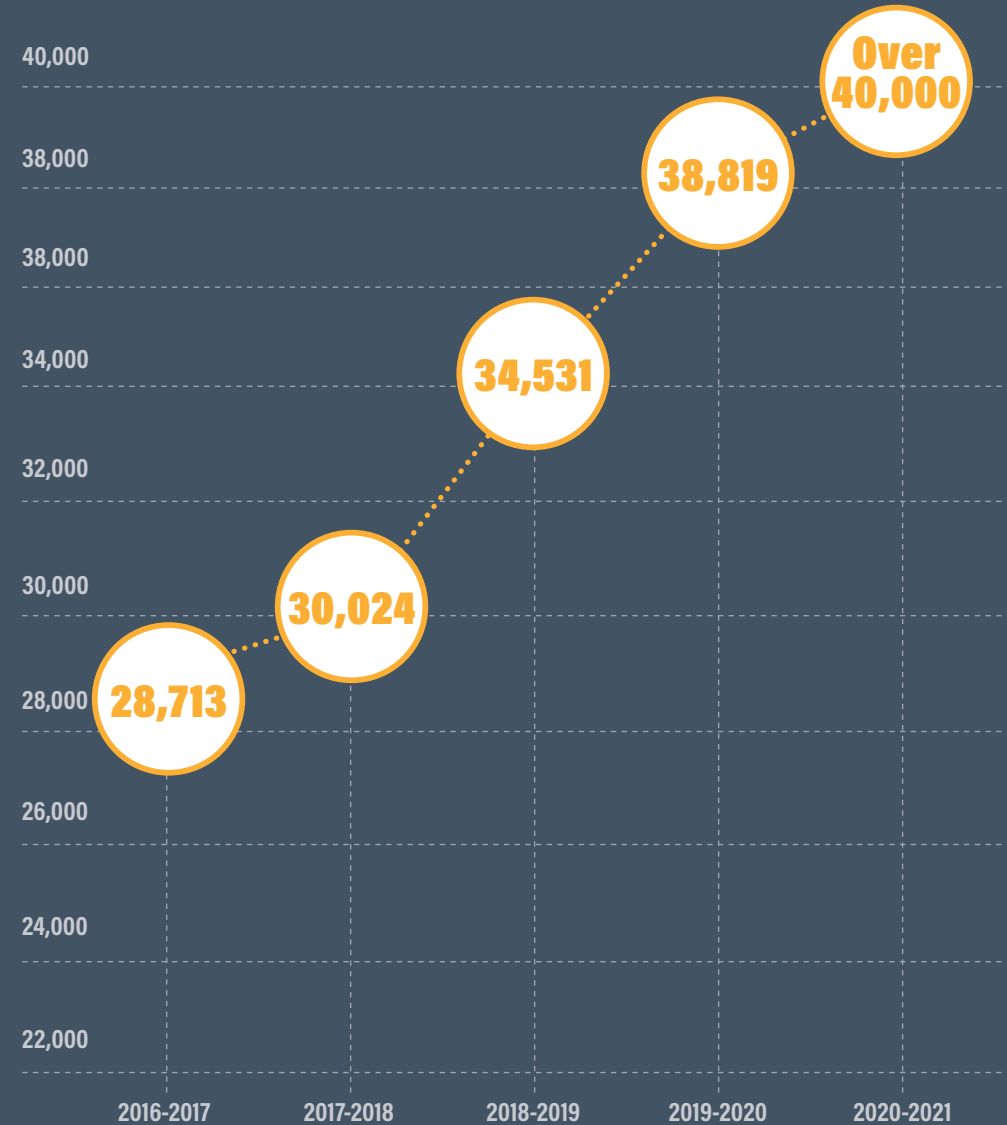
Local Jobs and Businesses

Local **BUSINESSES** increasing yearly



Source: Australian Business Register

Local **JOBS** increasing yearly



Source: economy.id



Key Direction 4

Effective and Sustainable Transport

✓ ON TRACK 👁 MONITORING 🔧 NEEDS WORK 📊 TREND

Indicators

- ✓ **Maintain or reduce number of pedestrian and vehicle accidents.**
- ✓ **Increase in the range of transport alternatives including cycleways, pathways, crossings and bus stops.**
- ✓ **Maintain roads and transportation infrastructure.**

To meet the above outcomes, Council has programs and projects to improve accessibility and connectivity that influence the community's health and well-being.

Below are some of the activities Council undertook on road safety, transport options and transport infrastructure.

Black Spot Funded Projects

Council has successfully completed Black Spot funded projects. Some examples of these projects are:

- Deepfields Road – road shoulder and intersection upgrades (\$550,000).
- Burragorang Road/Cawdor Road – intersection upgrade (\$650,000).
- Catherine Fields Road – road shoulder and intersection upgrades (\$340,000).
- Welling/Waterworth/Henrietta Roundabout – upgrade (\$130,000).
- Holdsworth Drive – kerb extensions (\$100,000).
- Broughton Street – kerb extensions (\$55,000).

Pedestrian Access and Mobility Plan

Council continues to proactively support and promote the benefits of using alternate modes of transport, such as walking, running, and cycling through its Pedestrian Access and Mobility Plan (PAMP). Over the five years, \$1.6M has been invested completing 5.4 km of new paths including along bus routes in Camden South, Camden, Elderslie, and Narellan suburbs.

Transport Projects

Below are just some of the projects Council has undertaken to preserve, restore and enhance road and transport related assets:

- Argyle Street/Camden Town Centre upgrades (Stages 1 to 4).
- Completion of the Camden Valley Way/Macarthur Road intersection.
- Completion of Grahams Hill Road and Richardson Road intersection upgrade.
- Macarthur Road/Merino Drive Roundabout completed.
- Cobbitty Road upgrade.
- Hilder and Dengate Streets Roundabout completed.
- Queen Street and Elyard Street, Narellan – intersection upgrade.

- Old Oaks Road – road renewal.
- Hartley Road reconstruction.
- Anzac Road reconstruction.
- Loftus Road reconstruction.
- Oran Park Drive reconstruction.
- Holdsworth Drive reconstruction.
- Catherine Fields Road reconstruction.
- Old Hume Highway – school crossing upgrade.
- Greendale Road reconstruction (joint project with Liverpool Council).
- Richardson Road widening and upgrade – Welling Drive to Bluebell Crescent.
- Catherine Fields Road improvements.
- Sir Warwick Fairfax Drive bridge renewal.
- Rural road reseals in various locations, including Leppington roads.
- Welling Drive pavement reconstruction.
- Cawdor Road reconstruction.
- Springfield Road reconstruction.
- Ingleburn Road reconstruction.
- Werombi Road reconstruction.
- Turner Road reconstruction (staged).
- Cawdor Road – refuge island upgrade.
- Elyard Street – school crossing upgrade.
- Richardson Road – refuge island crossings and bus bay.
- Harland Road – school crossing.
- Paramoor Street – school crossing.

Walkways, Shared Paths and Car Parking

Council continues to seek opportunities to strengthen connectivity for the community. Some examples of work undertaken are:

- Harrington Park Lake shared path renewal and exercise equipment upgrade.
- The Harrington Park Lake shared path, for the use of cyclists and pedestrians, provides safe access around the Lake's foreshore.
- Miss Llewella Davies Pioneer Walkway, Camden Town Farm.
This 2.35 km track celebrates the Town Farm heritage as well as the natural environment along the Nepean River and offers a choice of three walking tracks.
- Camden Decked Car Park/Oxley Street.
To accommodate the increasing demand for parking at key locations in the Camden Town Centre a single deck car park facility was built with a capacity of 150 spaces and includes an accessible lift to the upper level. This car park also offers pedestrian connections between Oxley Street and John Street, Camden.
- Birriwa Reserve – car park extension/upgrade.
- Camden Acres Drive - Lodges Road – pedestrian footbridge (Herbert Rivulet Project).
- Fairfax Reserve – car park extension.
- Jack Nash Reserve – car park extension.
- Curry Reserve – additional parking.
- Camden Council Administration Centre –external car park.
- Narellan Urban Forest – additional lighting, creek enhancement, additional footpath, and revegetation.
- Four Seasons Pathway – installation of a solar lighting system for the Meehan Terrace pathway near Four Seasons Park.



Key Direction 5

An Enriched and Connected Community

✓ ON TRACK 👁 MONITORING 🔧 NEEDS WORK 📊 TREND

Indicators

- ✓ **Maintain or increase number of culturally diverse programs/celebrations.**
- ✓ **Maintain or increase number of recreation facilities, sporting fields and open space.**
- 📊 **Reduce crime rate.**
- ✓ **Maintain or increase number of places available at local schools and colleges.**
- ✓ **Maintain or increase in the number of library members.**

To meet the above outcomes, Council has a range of services to foster cultural and social inclusion across the LGA.

Below are some of the actions and activities Council undertook to support and enrich social connectivity, promote cultural diversity and provide learning opportunities for all.

Community Events and Celebrations

In the last four years, Council has seen its core annual events grow in popularity including the Camden Festival and Australia Day celebrations. In addition to these popular community-based events, new event initiatives have also been established such as:

- Bounce Town.
- Date Night.
- WinterFest.
- Youth Multicultural Festival.
- Camden Cultures.
- Backyard Bash (Camden Festival).
- #camdenlive.
- Paws in the Park.
- Camden Jacaranda Festival (Christmas Festival).

Council promotes participation in a diverse range and forms of cultural expression, including working with community partners in the development of cultural programs including:

- Harmony Day.
- Youth Week.
- NAIDOC Week.
- Citizenship ceremonies.
- Multicultural March.
- Make Music Australia Day.
- Spotlight Youth Music Event.
- Alan Baker Art Gallery Public and Pop Up Program.

Camden Civic Centre

Camden Civic Centre is Council's largest function and entertainment facility, attracting a broad range of annual events and programs including a diverse range from cultural performances, exhibitions, showcase events, concerts, comedy and tribute shows and award ceremonies.

The Centre contributes to the economic activation of the town centre through the delivery of events and programs that bring large groups to Camden regularly. The Centre supports local employment, local artists, local business, and community groups through delivery of quality, engaging events that connect community. Examples include:

- The 2021 Brick Fair which raised \$32,000 for the Kids or Macarthur Foundation.
- Coordination of the #camdenlive exhibition and busking program.
- Westwords Touring Exhibitions.
- Camden Art Prize.
- Seussical the Musical which supported the establishment of the Camden Musical Society.
- Camden Shorts events supporting local young talent to showcase to audiences in a supportive environment.
- Camden Creatives Take the Lead Program delivered a music program for youth in partnership with local Mental Health providers that shone a 'spotlite' on healthy conversation whilst showcasing local talent.





Library Services

Council has three libraries located at Camden, Narellan, and Oran Park. Along with the usual services, libraries also provided a range of initiatives including:

- Narellan Library extended its opening hours in the lead up to, and during, the HSC for local students offering a collection of resources, quiet study spaces, Paws Therapy, and trained staff to help students access the resources they need.
- Tech Savvy Seniors Program was implemented to train senior members of our community in digital technology.
- Pop-up library services to provide and promote access to the Library's eServices including databases, eResources, eBooks, eAudiobooks, eMagazines and Studiosity.
- Paint the Town REaD program, an early literacy community event that encouraged all levels of the community to read, talk, sing and rhyme with children from birth to help prepare them for school.
- 'Paws n Tales' program was implemented at Narellan Library for children who struggle with reading or are reluctant readers with dogs lending a paw to help.
- Online tutoring and online software training.
- Languages other than English (LOTE) Online for Kids eResource.
- The Space Digital Studios programs.
- Development and rebranding of a new look website.

Youth Services

Council continues to work in partnership with a variety of organisations to support local youth and community organisations to facilitate a number of youth-led events and projects.

Council continued to run its award-winning Youth Week program, a number of local events and activities organised by various youth and community service organisations in partnership with Council, and the Camden Youth Council. Council also provides youth activities and programs such as:

- Skateboarding Clinics.
- Youth Services and Support.
- Youth Public Art Projects.
- Camden Council Youth Library Services.
- Drives for Macarthur Learner Log Book Run.

Council also worked in partnership with YMCA to deliver the Camden Youth Empowerment Project to engage young people in new opportunities, skill development and events. The project involved the Camden Youth Council and YMCA NSW Young Leaders Group of Mount Annan working collaboratively to deliver a series of events and workshops that are targeted at young people.

In addition, Youth Public Art projects have been undertaken at Narellan Library, Currans Hill Community Centre, Harrington Park Basketball Court, Harrington Park Community Centre, and Kirkham Skate Park. These projects provide young people with a sense of ownership, teamwork, and an opportunity to express their creativity through artwork.

The Camden Youth Council, for young people aged 12 to 25 years, continued to play an important role in assisting Council to develop initiatives and projects for young people living in the Camden LGA.

Services for People with Disabilities and their Carers

The Disability Inclusion Action Plan 2017-2021 has been developed with community input to create a liveable community for people of all abilities.

One of the initiatives developed resulting from the action plan included the launch of a Disability Inclusion Resource Kit to encourage pre-schools, schools, mothers' groups and the general public to talk with children about recognising all abilities.

Council established two wet wheelchair programs at Curry Reserve Water Play Space and Dawson-Damer Park Water Play Space, and both are accredited as Changing Places facilities.

The Julia Reserve Community and Youth Centre will provide support to young people with a disability through co-located agencies including employment support and a School Leavers Support Program.

The Camden Access Community Advisory Group (ACAG) work towards providing the highest possible standard of access and social inclusion throughout the Camden LGA for people with a disability.

Camden is the only council in the Sydney region to offer free Master Lock Access Keys (MLAK) to eligible residents and is the only council in Australia to offer an innovative pin pad code system for its facility. The MLAK system is an innovative one that enables people with disability to have 24/7 access to accessible public facilities.

Council was the first council in NSW to be recognised as communication accessible and received Communication Access Symbol accreditation. All staff in key customer service areas are trained to assist those with communication difficulties.

Services for Seniors

Council developed the Active Ageing Strategy 2016-2026 which sets out a proactive approach to support older people to live happy, healthy, independent lives and remain connected to the community as they age.

Council compiled the Virtual Connect Video series (also available in a DVD format) featuring information and interactive wellbeing activities such as falls prevention and computer skills workshops.

The Camden Seniors Committee supports the Camden Seniors Program that includes the celebration of the NSW Seniors Week Festival with local activities and free entry to Council's leisure centres.

Council established the Café Connect initiative, supported by Macarthur Disability Services. The café is a free one-stop-shop that provides information about health, social and service provision in a variety of formats such as:

- One-on-one conversations with connector services.
- Access to information, including technology.
- Large print and easy to read resources.

Services for Children and Families

Council developed the 2018-2021 Children and Families Strategy. This Strategy has been developed with community input and is Council's overarching commitment to servicing the needs of children and their families now and into the future.

To improve connectedness of children and families living in the Camden LGA, Council updated and rebranded the Camden Kids website www.camdenkids.com.au to optimise the accessibility and user experience for Camden's kids, parents and teachers.



Reserve/Play Space Upgrades

The upgrading of reserves and play spaces involved the removal of the old equipment and the re-design of playgrounds to include new soft fall ground cover, contemporary play equipment promoting accessibility, cognitive and motor skill development, and provision of shade and seating requirements.

Listed below are a few examples of those reserves/playgrounds that were upgraded as part of Council's Infrastructure Renewal Program.

- Charles Moore Reserve, Mount Annan.
- Pat Kontista Reserve, Leppington.
- Lawson Reserve, Camden South.
- Manna Gum Reserve, Narellan Vale.
- Flinders Reserve, Camden South.
- McCall Avenue, Bowman Reserve and Barratt Reserve, Camden South.
- Four Seasons Park, Harrington Park.
- Narellan Urban Forest upgrade.
- Burford Reserve, Elderslie.
- Harrison Reserve, Harrington Park.
- Queen Street Playground, Camden.
- Campbell Reserve and James Flynn Reserve, Harrington Park.
- Little Reserve, Camden.

- Eastlewood Reserve, Narellan.
- Solander Reserve, Mount Annan
- Harrington Park Reserve, Harrington Park

Council upgraded over 60% of its sporting parks and reserves to provide more efficient and automated lighting systems, refurbishment or development of new amenities, installation of irrigation systems and provision of upgraded playing surfaces. Some of these facilities included:

- Belgenny Reserve floodlighting.
- Onslow Oval floodlighting.
- New clubhouse for the Narellan Jets Junior Rugby League Football Club.
- New amenities building at Nott Oval, Narellan.
- Upgrade of Kirkham Park Playing Fields.
- Upgrade of Mount Annan Leisure Centre.
- Upgrade of Camden Pool, including floodlighting.
- Liquidamber Reserve – conversion of tennis court to a multipurpose court.
- Two synthetic cricket nets, Cuthill Reserve, Cobbitty.
- Wandarra Reserve floodlighting.
- Narellan Sports Hub Rugby League fields, automated irrigation, lighting, and field renovations.

Crime Prevention

Council continues to partner with the Camden Local Area Command and participates at the Local Government Crime Prevention Network, NSW Police Crime Prevention Workshops, Camden Wollondilly Domestic Violence Committee and Community Safety Precinct meetings.

Council is committed to reducing crime and increasing community safety by implementing a number of crime prevention initiatives that include raising community awareness, advocacy and public safety. According to the Bureau of Crime Statistics and Research, www.boscar.nsw.gov.au, the Camden LGA has a relatively safe, stable community with decreasing crime rates.

Education Facilities

Council continues to support our growing community through working with the Department of Education and private education providers to plan for and deliver improved schools, school capacity, safe accessibility and, investigates suitable potential sites for new schools to align with our population growth. For example, Council worked closely with the community to address concerns with parking at Oran Park High School resulting in an additional 90 car parking spaces, expanded bus and drop off zones and an additional 20 car parking spaces for Oran Park Public School expansion.

Council also collaborates with TAFE and current and emerging industries in the region to align the education sector with the required future skills and innovation capacity.

Alan Baker Art Gallery

In 2018, Council established the Alan Baker Art Gallery within the heritage Macaria building, investing in the restoration of the ground floor to ensure key heritage features were preserved.

The Gallery features the Alan Baker Collection, gifted to Camden by Max Tegel and Gary Baker. The works capture the full narrative of the artist, reflecting both his personal artistic growth and significant shifts in art thinking throughout the 20th Century.

A Public Workshop Program has been established at the Gallery focused on the development of foundation drawing skills, as developed by Baker during the 1930s. The program is a first for the Camden area and includes: Life Drawing; Drawing Skills; Heritage Drawing; En Plein Air; Watercolour; and Foundation Skills.

Aboriginal Protocols Policy

As part of NAIDOC Week 2019 celebrations Council endorsed its first Aboriginal Protocols Policy. This policy outlines inclusive protocols to acknowledge the Aboriginal community and promote greater understanding and acceptance of general cultural awareness.



Key Direction 6

Strong Local Leadership

✓ ON TRACK 👁 MONITORING 🔧 NEEDS WORK 🏠 TREND

Indicators

- ✓ **Increase partnership project arrangement with external community groups and/or the private sector.**
- ✓ **Local media outlets continue to service the LGA.**

To meet the above outcomes, Council has a range of services, projects and programs responding to the community needs and to advocate on behalf of the community.

Below are some of the actions and activities Council undertook to support the community and keep the community informed.

Western Sydney City Deal

A significant milestone, Council entered into the Western City Deal Memorandum of Understanding which formalised a regional collaboration framework to guide how the eight City Deal councils will work together to deliver outcomes under the City Deal and will collaborate on matters of regional importance.

Council participated in the delivery of City Deal Commitments including the Western Sydney Planning Partnership, the Western Sydney Investment Attraction Office, the business case for North-South Rail, the preparation of a Digital Action Plan, and the establishment of the Health Alliance.

The City Deal is a 20-year agreement between the three levels of government and has the potential to shape the Camden LGA for the next generation.

Signed in 2018, the City Deal is the catalyst for a collaborative approach across three tiers of government to create world-class jobs and a great quality of life through the vision of the Western Parkland City. The City Deal is a partnership between the Australian Government, NSW Government, and local governments of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith, and Wollondilly with the core goals of:

- Realising the 30-minute city by delivering the Sydney Metro Greater West (formerly North South and South West Rail Link).
- Creating 200,000 jobs by supercharging the Aerotropolis and agribusiness precinct as catalysts.
- Skilling residents in the region and initiating an Aerospace Institute.
- Respecting and building on local character through a \$170M Liveability Program.
- Coordination and innovation through a Planning Partnership.
- Getting on with delivering for the Western Parkland City with enduring tri-level governance.

Council entered into a Deed of Agreement between all eight Western Sydney City Deal councils to formalise the Western Parkland Councils alliance. The Western Parkland Councils supports regional collaboration, leadership, and advocacy in the delivery of the Western Sydney City Deal, and on matters of regional significance which fall outside the remit of the City Deal.

Council also entered into a three-year non-binding Memorandum of Understanding to formalise the operations of the Western Sydney Health Alliance.

Partnerships

Council has a strong commitment in building partnerships with a diverse range of stakeholders, including State and Federal Government agencies, on behalf of its community to maintain proactive open dialogue and deliver effective outcomes. Some examples include:

- Macarthur Centre for Sustainable Living (MCSL) - partnered to promote awareness and programs centred on long term environmental sustainability. The partnership program delivered a number of education packages through workshops, playgroups, school visits and attendance at community events and, since 2018, MCSL delivered 30 composting and worm farming workshops to local preschools and educational services.
- Sydney Water has installed water bubbler and bottle re-fill stations in recreation areas – a total of 11 at sporting fields and recreation spaces. Council initiated an EnviroBank Reverse Vending Machine along with a Sydney Water Portable Water Unit at the Camden Show to promote recycling and to reduce the use of single use plastic bottles.
- Council hosted MyGateway apprentices and trainees who receive training and qualifications to help them start their careers while becoming valued and productive members of staff.
- WIRES has installed wildlife warning signs in the aim of reducing injuries and deaths to wildlife.
- Local Scout groups at the 2018 and 2019 TASTE Food, Wine and Music Festivals to help address the generation of waste. Nearly a third of recyclable material from the 2019 TASTE Festival was diverted from landfill through waste-wise initiatives. Council diverted 12% of recyclable materials such as paper, cardboard boxes, and plastic cups whilst Scouts diverted 14% i.e. 4,080 drink containers collected as part of the 'Return and Earn' Program and a well-earned \$408 funds for local Scouts.
- OzHarvest at the TASTE Festival, and in 2019 diverted 77kg of food from landfill which resulted in providing 201 meals to people in need in the local Macarthur area.
- Entered into a Memorandum of Understanding (MOU) with Service NSW to implement the Easy to do Business proof of concept model.
- North South Rail Line and South West Rail Link Extension - In May 2018, Council made a submission to the NSW Government on the proposed North South Rail Line and South West Rail Link Extension projects. While Council acknowledges these projects will provide significant opportunities for the Camden LGA through integrated transport connections to the Greater Sydney Region and Western Parkland City, there is a need to balance these opportunities with mitigating potential adverse impacts upon people, places, and the natural environment.
- Western Sydney Aerotropolis Plan - In February 2020, Council made a submission to the NSW Government on the Western Sydney Aerotropolis Plan. Council's submission identified a number of opportunities and recommendations to ensure the vision and planning for the Aerotropolis integrates with precinct planning in the South West Growth Area and maximises the economic benefits for the Camden LGA.

Media

Council continues to use social media to provide valuable information to the community as well as through its dedicated website. The launch of a new website and the expansion of Council's social media presence now includes Twitter, Instagram, YouTube, LinkedIn, and Snapchat. Council implemented a seven-day-a-week social media coverage to report on weekend events, improve community engagement and ensure that customer enquiries are answered promptly.



**OVER
37,000**
FOLLOWERS



**OVER
5,209**
NEW FOLLOWERS



**OVER
5,900**
FOLLOWERS



OVER 2M
WEBSITE
VISITS

 17



1 New Message

 22



Comment



Like

Connect with your friend ...

 14

Reporting on Resourcing Strategy

Financial Management

Council's financial planning acknowledges the need to work closely with all levels of government and the community to ensure there is a balance between providing services for existing residents and new residents in the future.

Council continued to actively pursue both State and Federal funding opportunities to fund infrastructure and service requirements, such as accessing the low interest loans under Local Infrastructure Renewal Schemes. In addition, Council has adopted a range of measures to improve and ensure that its long-term financial position remains sustainable including:

- Balanced Budget.
- Prudent cash/financial management.
- Long-Term Financial Planning (LTFP).
- Asset Management Planning.
- Community Infrastructure Renewal Program (CIRP)
- Building Partnerships.

Asset Management

Sound asset management and the correct allocation of resources are central to Council's ability to provide services to the community in a sustainable manner. A dedicated Asset Management Team was created to improve the understanding of the financing and resourcing needs of Council's current and future asset base. This has enhanced Council's decision making and longer-term forecasting, at a time when Council's asset base has been experiencing immense growth, from a gross replacement cost of \$1.03B at June 2016, to \$1.74B at June 2020.

Workforce Plan

Council's workforce has grown at an average of 6.9% per annum to meet the needs of an ever-growing community. The focus of activities has been to review and improve services to maintain a sustainable workforce that is agile and capable of delivering the community outcomes.



688 km

STORMWATER
PIPES



2

MULTI-DECK
CAR PARKS



2

MUSEUMS/ART
GALLERIES



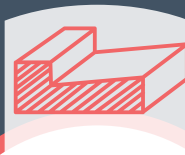
3

LIBRARIES



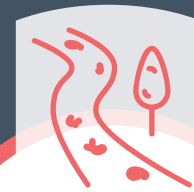
70,788m²

ROADS MAINTAINED
AND REPAIRED



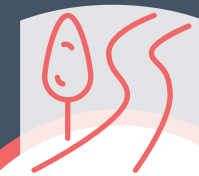
1,124km

KERB/GUTTER



14,650

POTHOLES FILLED
OR REPAIRED



21,756m

FOOTPATH RENEWAL
AND MAINTENANCE

Paving the Way Forward – Striving for Excellence

Strong local leadership can influence the way government engages with, and responds to, local community needs and aspirations in decision making and planning processes as well as delivering services.

This End of Term Report will help inform the review and development of the next suite of documents, including a revised Community Strategic Plan, Resourcing Strategy and Delivery Program, along with an associated one-year Operational Plan, as required under the Integrated Planning and Reporting Framework.


Council will continue to:

- Align infrastructure and development associated with growth, while enabling more residential and mixed-use development.
- Enhance the natural environment, increase open and green spaces, and protect heritage sites.
- Contribute to the healthy lifestyle of our community, including climate related events in building resilience.
- Build and maintain relationships with stakeholders to strategically contribute to economic diversity while strengthening and expanding existing commercial precincts.

- Improve connectivity through safe access to road networks and pathways by providing effective and sustainable transport.
- Promote safe and accessible connections for pedestrians, cyclists, and other modes of transport both public and private.
- Offer opportunities for an enriched and connected community to participate in a social, cultural, healthy, economic and democratic way.
- Plan, deliver and advocate to meet the challenges of rapid and future growth and changing service expectations.
- Develop and implement various strategies for example: Camden Library Strategy, Sustainability Strategy, Camden Sportsground Strategy, Places and Spaces Strategy, Economic Development Strategy and Cultural Activation Strategy.

Under the Western Parkland City Deal Liveability Fund, Council will deliver two projects to improve liveability and accessibility to sport and recreational facilities:

- Fergusons Land Premier Cricket Facility – Stage 1.
- Narellan Sports Hub – Stage 2 including synthetic athletics track, additional netball court, criterium cycling track and new hockey amenities building.

A photograph of a water play area with various colorful fountains and structures. The background shows a playground with a yellow canopy and trees. The foreground features a large blue ball, a green pipe, and a yellow pipe, all with water spraying from them. The overall scene is bright and colorful.

Proposed future projects include:

- Oran Park Leisure Centre.
- Harrington Park Reserve Masterplan Implementation.
- Jack Nash Reserve – Playing Surfaces improvements.
- Nugget Beams Reserve – Upgrade playing surface and additional spectator seating
- Elderslie – Kirkham Sportsground Amenities.
- Hilder Reserve Sports Field Upgrade.
- Camden Civic Centre – Audio-visual equipment upgrade in the auditorium.
- Kirkham Park BMX Facility – Stage 2.
- Kayak access and cycleway, Nepean River.
- Shade Sails Program.
- Provision of Electric Vehicle Charging Stations.
- Open Space embellishment works.
- Camden Showground – Infrastructure upgrades including:
 - improvements to kiosk, amenities, power supply, cattle stalls and seating.
 - conversion to LED floodlighting.
 - Hostile Vehicle Mitigation Barrier installation.
- Planning, design and upgrade of major roads in Leppington including:
 - Raby Road from Camden Valley Way to Thunderbolt Drive.
 - Rickard Road from Bringelly Road to Heath Road.
 - Byron Road from Bringelly Road to Heath Road.
 - Ingleburn Road from Camden Valley Way to Eastwood Road.
 - Dickson Road from Bringelly Road to Ingleburn Road.
 - Springfield Road from Camden Valley Way to Peter Brock Drive.

