

DELIVERY PROGRAM 2022 - 2026

Performance Report

July to December 2022



www.camdencouncil.com.au

Cover Page and Back Page

Christmas Celebration at Oran Park, 2022

Acknowledgment to Country

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

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: 4654 7777

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	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
What are Council's Core Values?	15
Performance overview	17
Performance in detail	21
Welcoming	22
Liveable	28
Prosperous	34
Balanced	40
Leading	46
Conclusion	52

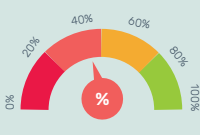



Community Vision

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.



Focus areas when reading this report

<p>About this Report</p>	<p>Provides information on broad areas about Council and the compliance requirements of the Local Government Act</p>	
<p>Performance overview</p>	<p>Covers factual information on Council's performance under five Key Directions</p>	<p>Operational Plan</p>  <p>Delivery Program</p> 
<p>Performance in detail</p>		<p>Actions</p> <p>Performance Indicators</p>
<p>Conclusion</p>	<p>A summary on Council's performance including industry awards received during this reporting period</p>	



About this report

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

Why does Council prepare the performance report?

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

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



What are the adopted documents?

Council adopted the following documents in June 2022:



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



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

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



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

Weblinks:

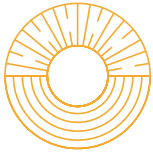
www.camden.nsw.gov.au/assets/Uploads/Community-Strategic-Plan-Document.PDF

www.camden.nsw.gov.au/assets/pdfs/Council/Integrated-Planning/Delivery-Program-and-Operational-Plan/20222026-Connecting-Camden-Delivery-Program-and-20222023-Operational-Plan.PDF

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

What are the Key Directions?

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



Welcome

Embracing our vibrant and diverse community



Liveable

Strong and integrated connections between our people and our services



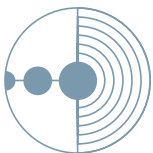
Prosperous

Advancing local economic opportunities and job creation



Balanced

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



Leading

A successful advocate for our people and places

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

How does Council monitor the progress?

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

Delivery Program

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

The rating scale for assessing performance indicators:



On Track

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



Monitoring

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



Needs Work

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



External Impacts

Deliverables impacted by a range of incidents including severe weather events

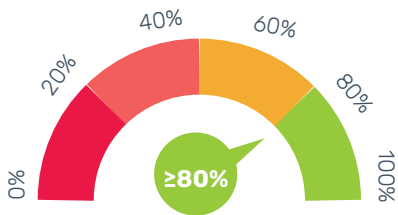
Operational Plan

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

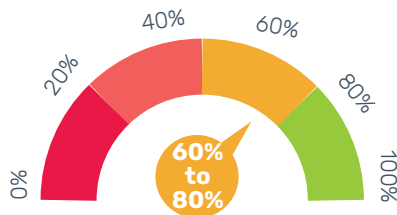
Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
2022/23	10%	15%	25%	30%	40%	50%	60%	70%	75%	80%	90%	100%

All actions are gauged against a target of 50% for the reporting period to assess overall progress, assisting Council in maintaining consistency, accountability, and transparency at all levels.

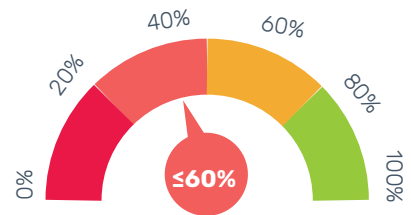
Below is the rating scale for the Operational Plan actions.



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

What are Council's Core Values?

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



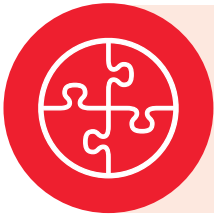
Leadership - 'Empower Others'

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.

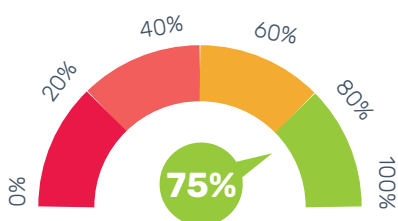


Performance overview

This section reflects the July to December 2022 reporting period, assessing Council's progress status against 27 performance indicators of the Delivery Program and 170 actions of the Operational Plan under five Key Directions.

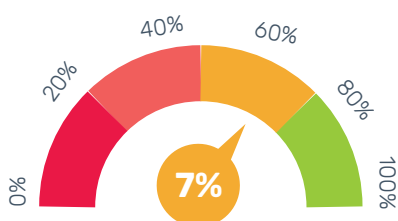
Progress Status on Actions and Performance Indicators

170 Actions for the Operational Plan 2022 - 2023:



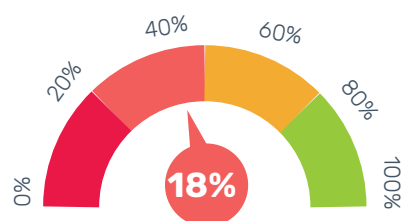
127 Actions

At least 80% of action target achieved



13 Actions

Between 60% and 80% of action target achieved



30 Actions

Less than 60% of action target achieved or not started

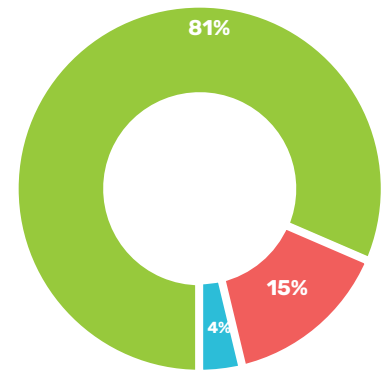
Tracking progress of 170 actions:

Key Direction	Number of Actions	At least 80% of action target achieved	Between 60% and 80% of action target achieved	Less than 60% of action target achieved or not started
Welcome	35	27	0	8
Liveable	35	30	3	2
Prosperous	13	2	5	6
Balanced	37	27	2	8
Leading	50	41	3	6
	170	127	13	30*

* Not Started - Of 30 Actions, there are 11 Actions not started in this reporting period.

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

- ✔ **On Track** 22 Indicators (81%)
- 👁️ **Monitor** 0 Indicators (0%)
- 🔧 **Needs Work** 4 Indicators (15%)
- ⚙️ **External Impacts** 1 Indicator (4%)



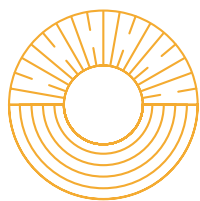
Key Direction	No. of Performance Indicators	Status			
		On Track	Monitoring	Needs Work	External Impacts
Welcome	5	5	0	0	0
Liveable	10	6	0	3	1
Prosperous	3	3	0	0	0
Balanced	5	4	0	1	0
Leading	4	4	0	0	0
	27	22	0	4	1*

* The external factor was due to the severe weather event and floods



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 2022 – 2023.



Welcoming

Embracing our vibrant and diverse community

The objectives are:

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

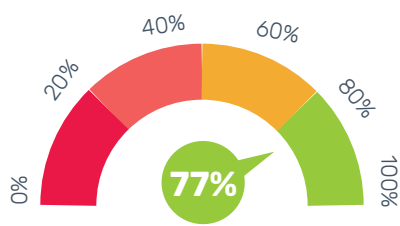
18 principal activities

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 addresses community needs
W 3.3.1	Encourage service provision for a variety of needs and target groups

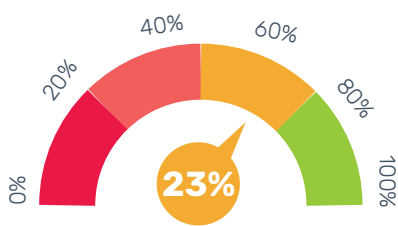
How Council performed

Operational Plan - 35 Actions



27 actions

At least 80% of action target achieved

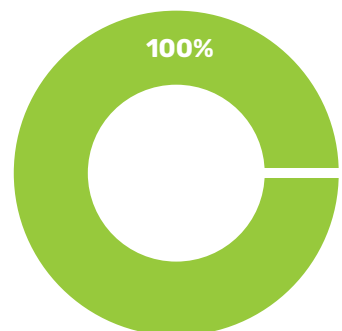


8 actions


Less than 60% of action target achieved or not started

Delivery Program - 5 Performance Indicators

✓ 5 Indicators - On track



Narrative on performance status


PERFORMANCE INDICATOR	STATUS
Number of activation programs and networking events delivered to support community inclusion and diversity	

Progress Comment

During this reporting period, the delivery of sixteen cultural programs and networking events offered opportunities for local artists, including visual, performance, writers, digital, and photographic artists, to actively engage and improve arts and community participation opportunities.

The programs delivered over extended periods included:

- Two Creative Collab networking events attracting 60 artists,
- Unlock Camden event with displays and activities,
- One-week to two-week activation activities across the LGA for Live'n'Local #camdenlive performance and Art'n'Business #camdenmade collaborative marketing within local business attracting 35 musicians and 7 artists,
- Busking events,
- Larkin Place activations include Lunchtime Jams every Tuesday, children and open-age workshops, and Twilight Art Markets. The public art project initiated a collaboration between St. Paul's Primary School and local artists,
- Remembrance Day event delivered in collaboration with Camden Primary School with local artists and over 500 students,
- Two Kerbside exhibitions featured over 30 local artists each time,
- Alan Baker Gallery initiated pop-up events - Indigenous Rock Painting, Life Drawing, Heritage Drawing, and Pencil Sketching.

PERFORMANCE INDICATOR	Status
Number of initiatives delivered against planned programs that support community inclusiveness and foster community cohesion	

Progress Comment

Delivered 59 initiatives that supported community inclusiveness and fostered community cohesion. These initiatives catered to services for children and families, young people, seniors, women, and people with disabilities.

PERFORMANCE INDICATOR	STATUS
<p>Number of actions and/or initiatives delivered through Library Services</p>	
<p>Progress Comment</p> <p>Delivered over 25 actions and initiatives at Council’s Libraries including:</p> <ul style="list-style-type: none"> • Storytime and BiBs, • After school and school holiday programs, • Code Club, Lego robotics, 3D Printing, • HSC lock-ins and HSC extended hours, • Local Studies Heritage Festival, including the library/heritage partnership, • Artist of the Month, • Youth poetry slam, Book Club, Chess Club, • Oran Park library tours, school visits, technology help/seniors, library collection, • PC/internet access, indoor/outdoor spaces, website, and social media, • Home Library service, • Knitters and Sewing Group. 	
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 as part of implementing Council’s Sportsground Strategy to support access to public spaces:</p> <ul style="list-style-type: none"> • Review of Council’s fees and charges associated with the usage of sports grounds that resulted in identifying community and commercial usage rates, • Delivery of Kirkham Park Stage 2 BMX facility, • Narellan Sports Hub <ul style="list-style-type: none"> - Expansion of the Mod field to provide two full-sized fields, - Delivery of irrigation facilities to rugby league fields, - Formalisation of car parking in line with the adopted Masterplan, - Installation of fencing and establishment of pathways in line with the adopted Masterplan, - Provision of an additional 14 netball courts, - Provision of a dedicated athletics facility. 	
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>Conducted 44 mandatory and standard swimming pool inspections during this reporting period as per Council’s inspection program.</p>	

What Council did



Over 25 initiatives delivered through library services



183 public health inspections undertaken



16 cultural and networking events held



21,427 sports ground bookings



44 swimming pool inspections conducted



1 dedicated athletics facility



14 additional netball courts



429 illegal dumping investigations

- ✓ Camden Youth Strategy 2022 – 2026 endorsed.
- ✓ Council hosted its biggest Citizenship Ceremony with 204 local residents, from 41 different countries, becoming Australian citizens.
- ✓ Leppington Oval Precinct Masterplan endorsed.
- ✓ Kirkham Park BMX Facility Stage 2 completed - making it an international-level venue.
- ✓ Narellan Sports Hub upgraded, including additional netball courts, brand-new athletics track and facilities, rugby league fields and cycling criterion.
- ✓ Celebrated Camden's historic past during History Week with the Unlock Camden event.
- ✓ Hayter Reserve in Camden South to receive Council's Community Support Package of \$340,000.
- ✓ Camden Kids Fun Day, a part of the Camden Festival, attracted more than 1000 parents, carers and children aged 0-5 enjoying the activities.
- ✓ Celebrated Refugee Week.
- ✓ Skateboard, Scooter, and BMX Jam Event held at Julia Reserve Youth Precinct.
- ✓ Creative Collab quarterly forum held.
- ✓ Inaugural Oran Park Christmas Concert held.



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

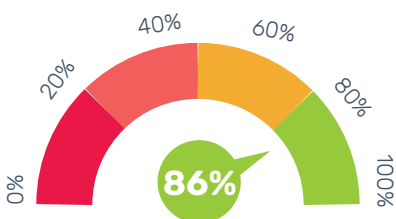
20 principal activities

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 need
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

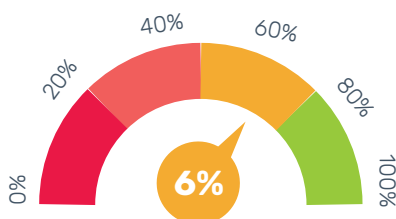
How Council performed

Operational Plan - 35 Actions



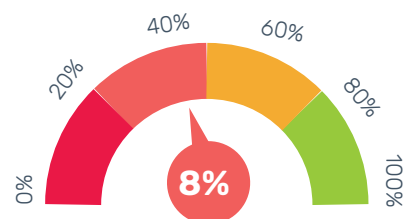
30 actions

At least 80% of action target achieved



3 actions

Between 60% and 80% of action target achieved

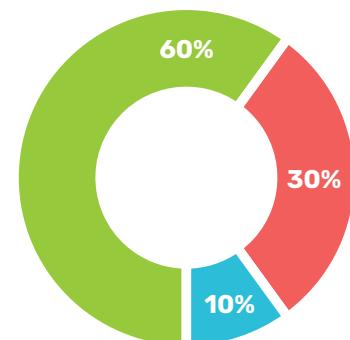


2 actions

Less than 60% of action target achieved or not started


Delivery Program - 10 Performance Indicators


- 6 Indicators – On Track
- 3 Indicators – Needs Work
- 1 Indicator – External Impacts





Narrative on performance status


PERFORMANCE INDICATOR	STATUS
Number of Smart City Initiatives implemented relating to new technologies and smart infrastructure to support community	
<p>Progress Comment</p> <p>Implemented a Smart City initiative, the execution and development of 'people counting' for crowd control at community events during this reporting period.</p>	


PERFORMANCE INDICATOR	STATUS
Number of digital transformation initiatives implemented relating to improvement of services and enhancing customer experience	
<p>Progress Comment</p> <p>Implemented three digital transformation initiatives - expansion of the booking system to Libraries, wet wheelchair use at water play parks, and busking during this reporting period.</p>	


PERFORMANCE INDICATOR	STATUS
Percentage of Development Applications determined within 40 days	
<p>Progress Comment</p> <p>Determined 52.9% of Development Applications within 40 days for this reporting period against the set target of 60%.</p>	


PERFORMANCE INDICATOR	STATUS
Percentage of Development Applications determined within 60 days	
<p>Progress Comment</p> <p>Determined 70.39% of Development Applications within 60 days for this reporting period against the set target of 80%.</p>	


PERFORMANCE INDICATOR	STATUS
Mean Development Application assessment time	
<p>Progress Comment</p> <p>While the 40 days of the Mean Development Application assessment period was unmet, the assessment period noted was 48.7 days. Council is actively working to improve the overall performance.</p>	

PERFORMANCE INDICATOR	STATUS
Median Development Application assessment time	
<p>Progress Comment</p> <p>The median processing time of 34 days was within the target service level of 40 days. During this reporting period, Council determined Development Applications to the value of \$490,197,475.</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>	

PERFORMANCE INDICATOR	STATUS
Percentage of programmed asset inspections completed	
<p>Progress Comment</p> <p>The progress of asset inspections has been impacted by severe weather events and flooding in 2022. This has included works associated with flood funding inspections.</p> <p>With implemented strategies it is expected that percentage completion rates will improve over the next 6 months.</p>	

PERFORMANCE INDICATOR	STATUS
Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Works Program	
<p>Progress Comment</p> <p>60% maintenance of local roads, footpaths, and bridges as per the planned Works Program were met for this reporting period, despite the impact of four floods.</p>	

PERFORMANCE INDICATOR	STATUS
Number of initiatives delivered to improve road safety	
<p>Progress Comment</p> <p>Delivered all scheduled initiatives for this reporting period to improve road safety. Some of the Federal Stimulus Road Safety Programs completed include:</p> <ul style="list-style-type: none"> • Six pedestrian refuges in Gledswood Hills, • Zebra crossings raised in John Street, Lodges Road, and Harrington Parkway (pending lighting upgrades), • Stage 1 Narellan High Pedestrian Activity Area, • 57 actions from the Local Traffic Committee reports, • Seven road education programs coordinated in partnership with Local Police, TfNSW, and community groups following a COVID-safe format: Eyes on the Road, Drive 2 Stay Alive, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners in Macarthur. 	

What Council did



34 days median
DA assessment time



4 flood events
managed



6 pedestrian
refuges delivered



100% of major
projects on track



60% of roads,
walkways, cycleways
and bridges
maintained



474 DA's
determined

- ✓ Online Booking System – Phase 2 released, providing residents ease in booking facilities.
- ✓ Council accepted more than \$1.19 million in funding from Transport for NSW’s Get NSW Active Program to assist in constructing a shared path along Cawdor Rd, Cawdor, between Sheathers Lane and Camden High School.
- ✓ Camden Material and Colour Guide prepared to provide information and guidance to landowners on heritage materials and colour schemes for a local heritage building.
- ✓ Updated Flood Studies, Plans, and Policies.
- ✓ Off-road Bike Skills Tracks in Spring Farm developed.
- ✓ Holmes Park playground delivered, as part of the Emerald Hills Planning Agreement.
- ✓ Draft Smart Community Framework developed.
- ✓ Lowes Creek Maryland Contributions Plan completed.



Prosperous

Advancing local economic opportunities and job creation

The objectives are:

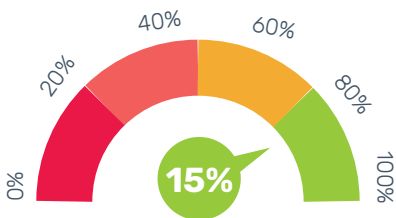
- Our business community is strong, thriving and connected at local, regional, national and international levels
- Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment
- Our LGA is a desirable location for new and emerging industries, businesses and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

10 principal activities

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

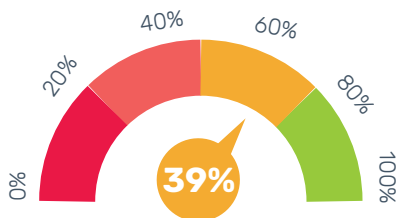
How Council performed

Operational Plan - 13 Actions



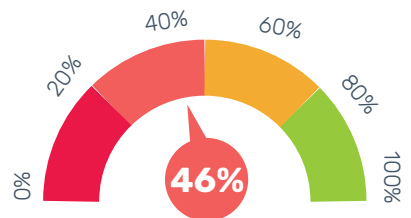
2 actions

At least 80% of action target achieved



5 actions

Between 60% and 80% of action target achieved

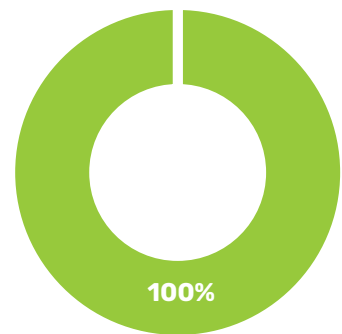


6 actions


Less than 60% of action target achieved or not started

Delivery Program - 3 Performance Indicators

- ✓ 3 Performance Indicators - On Track



Narrative on performance status

PERFORMANCE INDICATOR	STATUS
Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA	
<p>Progress Comment</p> <p>Two initiatives delivered in this reporting period that promoted and facilitated investment and industry growth, and they are:</p> <ul style="list-style-type: none"> • Sponsorship of UDIA NSW State Conference and an exhibition stand presenting Camden investment opportunities. • Publication of the Camden Economic Prospectus available on Council's website. 	
PERFORMANCE INDICATOR	STATUS
Number of initiatives conducted to promote and support expansion of education and training in the LGA	
<p>Progress Comment</p> <p>Conducted five initiatives to promote and support the expansion of education and training across the LGA, including:</p> <ul style="list-style-type: none"> • Women in Aviation, in partnership with Flightdeck Group. • GEN STEM Showcase 2022, creating a partnership between five businesses and three local high schools to highlight local STEM careers and opportunities. 	
PERFORMANCE INDICATOR	STATUS
Number of initiatives conducted to support local business and industry	
<p>Progress Comment</p> <p>Conducted three initiatives and associated events during this reporting period, and these included:</p> <ul style="list-style-type: none"> • Small Business Month program • Networking Event • Apprenticeship and Traineeship Information Evening • Creative Collab Social Media Workshop • Disaster Preparedness Workshop with Red Cross, NSW SES, Service NSW for Business, South Western Sydney Local Health District, Resilience NSW. 	



What Council did



Small Business Month Celebrated

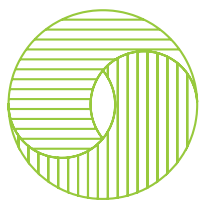


42,477 Local Jobs (NIEIR 2021)



\$15,000 Community Small Grants Allocated

- ✓ Small Business Month Program held during November, including delivery of the Disaster Preparedness workshop in collaboration with Service NSW for Business, RFS, NSW SES, Resilience NSW, and South Western Sydney Local Health District.
- ✓ Council secured \$50,000 in funding from the Department of Communities and Justice, and hosted 8 workshops and accredited training courses at Julia Reserve Youth and Community Centre for local young people to increase their skills and employment opportunities.
- ✓ Monthly Business E-news delivered.
- ✓ Business Census 2022 conducted.
- ✓ During the 2022 floods, Council supported local businesses and had a stall at Narellan Flood Recovery Centre.
- ✓ Camden Accommodation Study completed.
- ✓ Commenced the development of a Destination Management Plan.
- ✓ Camden Visitor Guide printed and distributed.
- ✓ Published Camden Economic Prospectus in print and digital format.
- ✓ Created the Invest in Camden video.
- ✓ Council adopted the Camden Centres and Employment Land Strategy (CELS).
- ✓ Advised the Western Parkland City Authority on the 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

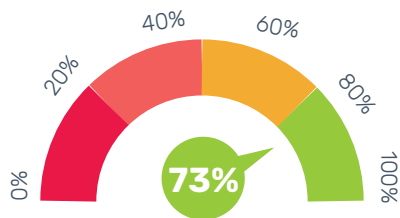
20 principal activities

-
- 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 blue and green 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 program 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

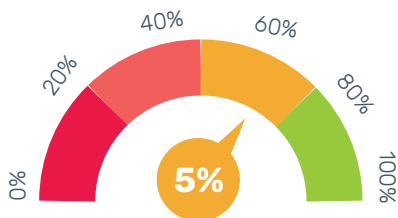
How Council performed

Operational Plan - 37 Actions



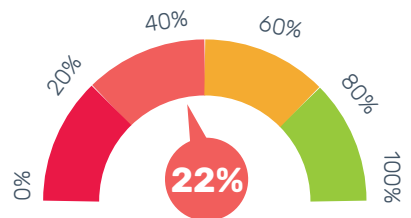
27 actions

At least 80% of action target achieved



2 actions

Between 60% and 80% of action target achieved

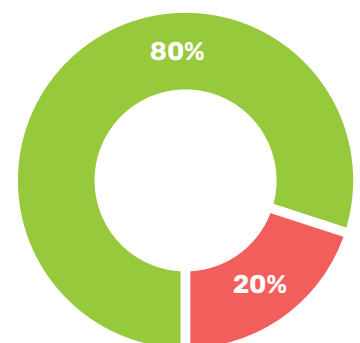


8 actions




Less than 60% of action target achieved or not started


Delivery Program - 5 Performance Indicators

- ✓ 4 indicators – On Track
- ⚠ 1 indicator – Needs Work



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 inspections of 483 building sites resulting in the reduction in pollution in waterways, thus complying with site inspection requirements.</p>	
<p>Areas of natural environments/bushlands actively managed</p> <p>Progress Comment</p> <p>Council owns 392.73 Ha (approx.) of natural areas, and during this reporting period, with the support of Bushcare Group, actively managed 95 Ha (approx.).</p>	
<p>Number of programmed actions commenced and/or implemented from the Blue and Green Grid</p> <p>Progress Comment</p> <p>No action has commenced from the Green and Blue Grid Vision during this reporting period due to the completion of the public exhibition at the end of November, followed by the finalisation of the actions for implementation in December.</p> <p>However, Council secured funding for two projects based on the analysis from the Blue and Green Grid Vision document, and they are:</p> <ul style="list-style-type: none"> • Metropolitan Green Space Grant 2022/23 - Nepean River Corridor Study (\$200,000), • Places to Roam Grant 2022-23 - John Oxley Reserve Trail (\$368,811). 	

PERFORMANCE INDICATOR	STATUS
<p>Number of mitigation and/or adaptation actions to reduce climate risk</p>	
<p>Progress Comment</p> <p>Implemented eight mitigation/adaptation actions to reduce climate risks:</p> <ul style="list-style-type: none"> • PPA Electricity contract • Streetlighting Upgrade • Progressed Climate Risk Assessment • Net Zero Technical Study • Applied for grant funding • Towards Net Zero • Promotion of Built for Comfort and other initiatives in Sustainability e-newsletter • Order of EV pool cars 	

PERFORMANCE INDICATOR	STATUS
<p>Maintain service levels for waste services</p>	
<p>Progress Comment</p> <p>During this reporting period, Council maintained 92% of waste service level compliance, with a note to monitor kerbside collection to improve the service level performance.</p>	

What Council did



95 HA of bushland managed



92% waste service maintenance rate



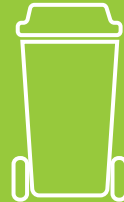
483 proactive building site inspections



8 actions undertaken to reduce climate change

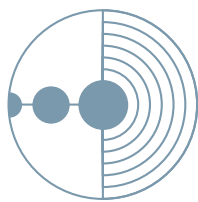


1 community recycling centre opened



99% waste bins collected on correct day

- ✓ Community Recycling Centre officially opened, accepting up to 20kg or 20 litres of problem waste.
- ✓ LED Streetlight Replacement Program commenced, a partnership project with Endeavour Energy, to install energy-efficient lighting in the Camden local government area.
- ✓ Fish habitat to be installed at Nepean River in Spring Farm as part of the NSW Government's Habitat Action Grant program.
- ✓ 1800 new street and park trees installed as part of Greening Our City.
- ✓ Narellan Creek, Mount Annan Waterway Walk Guide developed that includes information about the natural and constructed features along the 5.2km.
- ✓ Shade sail infrastructure across 23 sites installed, as part of Council's Shade Sail Program.
- ✓ Draft Camden Green and Blue Grid Vision developed.
- ✓ Messaging on two waste trucks unveiled – Kids Helpline and Alkiira Indigenous Art design.



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

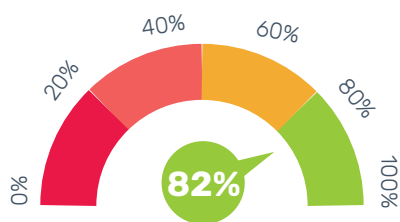
28 principal activities

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

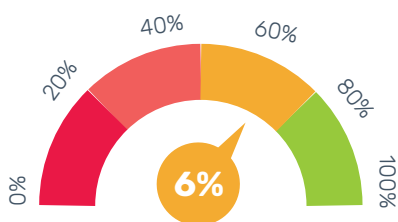
How Council performed

Operational Plan - 50 Actions



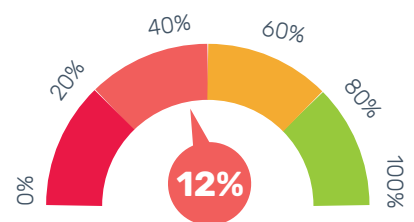
41 actions

At least 80% of action target achieved



3 actions

Between 60% and 80% of action target achieved

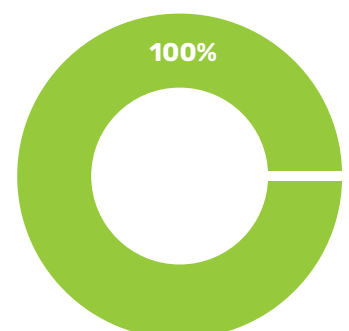


6 actions

Less than 60% of action target achieved or not started

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>Six advocacy activities/partnerships initiated during this reporting period, and they are:</p> <ul style="list-style-type: none"> • Transport infrastructure – review of the Integrated Transport Strategy Review focusing on the Local Strategic Planning Statement (LSPS), and review of Transport for NSW's Western Sydney City Deal WSA Active Transport Strategy, • Input on the Final Business Case for the Western Sydney Rapid Bus project via liaison with Transport for NSW (TfNSW), • Participation at the South West Sydney Transport Structure Plan briefing session with the TfNSW project team, • Partner with Campbelltown City Council on the NSW Government's 'New Cumberland Rail Line - South West Rail Link Extension project, • Input to the Western Parkland City benchmarking report to identify strategic priorities for action in 2023, • Engagement with Western Sydney Airport Co. on public engagement process for Western Sydney International Airport Flight Path Design, and Western Sydney Airport Stakeholder Planning Forum. <p>In addition, ongoing participation with the Western Parkland Councils, with the:</p> <ul style="list-style-type: none"> • Adoption of a three-year program for the Western Sydney Planning Partnership (WSPP); • Council officer participation in the WSPP; • Liaison with Western Sydney Health Alliance (WSHA) Program Manager; • Ongoing engagement with The Parks Lead Officers, including work on the Western Parkland City 'Draft Economic Development Strategy'. 	
Number of service reviews completed	
<p>Progress Comment</p> <p>Completed the scheduled pilot service review on Visitor Information Service during this reporting period resulting in eight identified areas of improvement as a part of the Improvement Action Plan.</p>	
Percentage of internal audits performed across Council	
<p>Progress Comment</p> <p>Performed 61% of internal audits across Council during this reporting period, with 3 completed, 2 nearing completion, 1 in progress and 2 commenced planning.</p>	
Number of reports brought to Council for decision-making	
<p>Progress Comment</p> <p>During the reporting period, there were 71 reports brought to Council for decision-making.</p>	



What Council did



142 voice of the customer call backs performed



100% compliance with state emergency planning



71 council reports for decision-making



86.5% of phone calls resolved in the first instance



81.5% of phone calls answered within 20 seconds



- ✓ Council secured \$24 million from the State Government WestInvest funding for three projects - Cut Hill Reserve Sports Field Redevelopment, Camden Animal Shelter and Community Education Hub.
- ✓ 17 local community groups and sporting organisations received Community Small Grants and Sport and Recreation Grants, and 6 not-for-profit groups received Community Sponsorship for 2022.
- ✓ Cyber Resilience Strategy with a three-year action plan developed.
- ✓ Leppington Program and Projects identified.
- ✓ Redevelopment of Council's Works Depot commenced.

Conclusion

This report is the performance status for the Delivery Program 2022 - 2026, as Council's commitment to the community.

During this reporting period, July to December 2022, Council received recognition for:

- Dawson-Damer Park – Winner, UDIA NSW Excellence in Social and Community Infrastructure Open Space Award.
- Mount Annan Leisure Centre – Winner, AUSTSWIM NSW Swim School of Excellence for Aquatic Education Excellence.
- 'We're Stronger Together' Campaign – Highly Commended, Local Government NSW Awards.

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 2023 period.

