



camden council

## Six Month Progress Report

January to June 2017

**2013/14 – 2016/17 Delivery Program**  
**2016/17 Operational Plan**

Transforming Community Vision into Action

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# 1. Executive Summary

In June 2016 Council adopted the 2016/2017 Operational Plan (Budget). The Operational Plan is a sub-set of the four-year Delivery Program (2013/14 to 2016/17), and spells out individual activities that will be undertaken in a financial year.

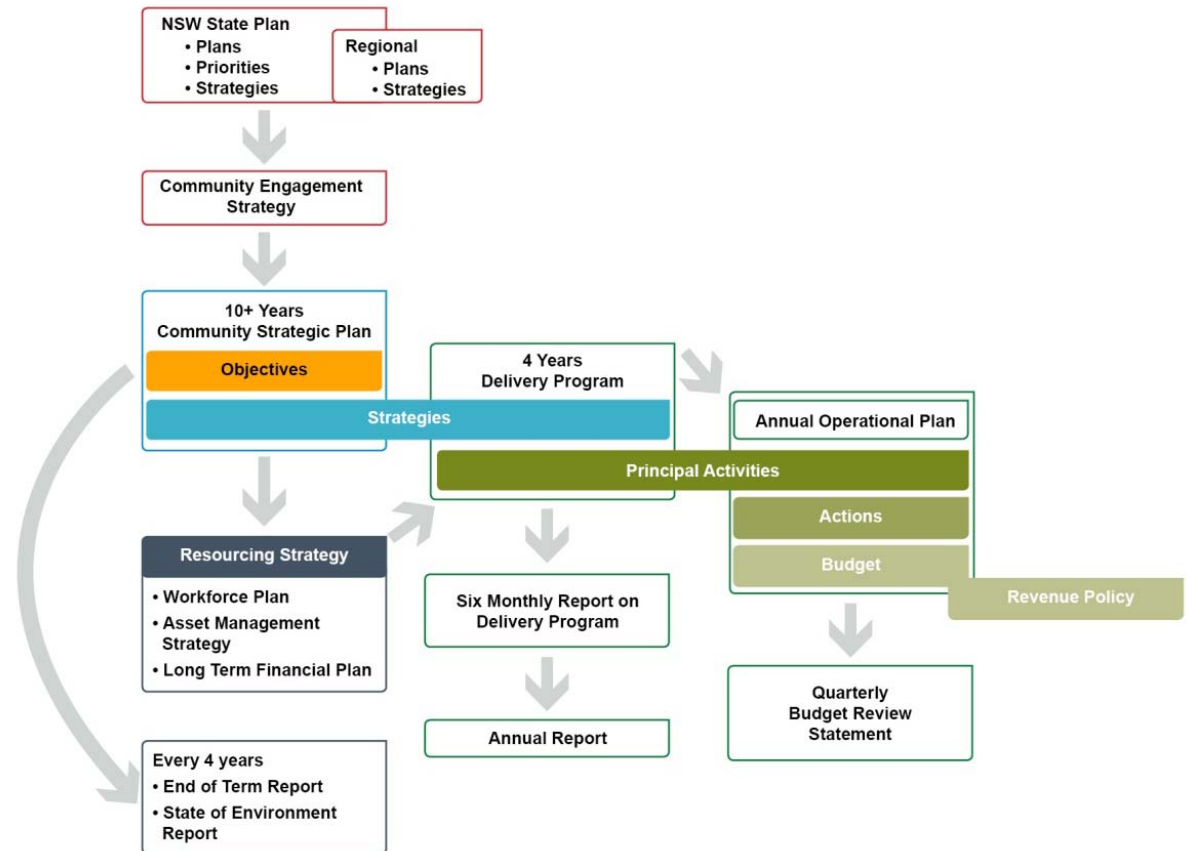
The diagram showcases the inter-relationship between objectives under Community Strategic Plan i.e. Camden 2040, and the strategies that form the basis of the Delivery Program.

In accordance with the Integrated Planning and Reporting (IPR) framework, this report has been prepared detailing the progress on the Delivery Program against Camden 2040 i.e. Community Strategic Plan.

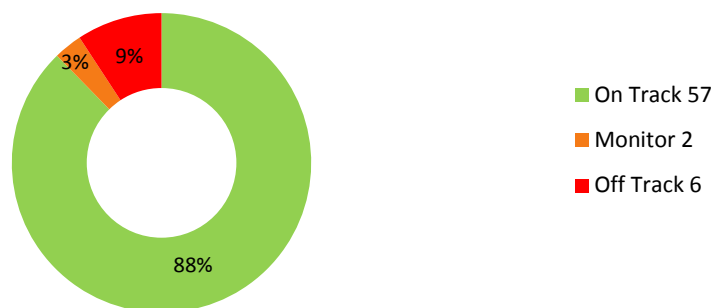
This report adheres with the IPR statutory reporting requirements and includes:

- Progress on the Delivery Program Indicators by Key Directions
- Delivery Program Outcomes that supports the objectives as stated in Camden 2040.

This report also includes Awards and Recognition Council has received during this reporting period.



The chart below provides a snapshot on the Delivery Program’s progress against the set target.



The table below provides a summary on the number of indicators reported under each Key Direction by rating scale.

No.	Key Directions	No. of Indicators	No. of Indicators reported by rating scale			
			On-Track	Monitor	Off-Track	Previously Reported
1	Actively Managing Camden Growth	8	5	0	0	3
2	Healthy Urban and Natural Environments	32	18	0	3	11
3	A Prosperous Economy	8	4	1	0	3
4	Effective and Sustainable Transport	12	4	0	0	8
5	An Enriched and Connected Community	25	11	1	1	12
6	Strong Local Leadership	31	15	0	2	14
	<b>TOTAL</b>	<b>116</b>	<b>57</b>	<b>2</b>	<b>6</b>	<b>51</b>

#### Snapshot

- 91% of indicators reveal that Council is positively moving towards achieving the objectives as per Camden 2040, with 88% of indicators ‘on-track’ and 3% of indicators rated as ‘monitor’.
- The section ‘*The Details*’ covers information on each Indicator and Outcomes under each Key Direction.

## 2. Performance Management Methodology

The Delivery Program progress is measured against the set target with a rating scale – On-Track, Monitor, Off-Track and Previously Reported. It is important to note that each Delivery Program Indicator has:

- A data 'unit' is either a percentage, number, kilometre, kilolitre or dollar value
- The data is the 'actual' result for the reporting period
- The data (actual) is measured against the set target. The target is either an industry standard benchmark, legislative requirement or an average determined as a baseline acquired through internal business intelligence
- The measure is calculated either as 'less is better' or 'more is better'.

An acceptable corporate variance outside the target is considered as reasonable to acknowledge the external forces which may impact on corporate performances. The external forces could be social and cultural trends, demographics, government directions and policy, etc.

The corporate variance differentiates Council's performance measurement from the statistical measurement. Application of Corporate or Statistical Variance warrants monitoring that supports systematic development for continuous improvement and innovation. Corporate Variance or Statistical Variance is not applicable to benchmark determined by the legislative requirement e.g. 40 days for DA approval process, and where applicable N/A (not applicable) is noted throughout the report under Variance.

### The Indicators are rated

Rating Scale	Description
On-Track	When the data (actual) is either equal, less or greater than the target and is considered as target met.
Monitor	a) Statistical Variance (margin of error) of +ve/-ve4.40% ( $\pm 4.90\%$ ) - this applies to data (actual) related to Indicators where the data source is telephone survey. The statistical variance is determined by an independent provider as a standard statistical margin of error.
	b) Corporate Variance of +ve/-ve10% ( $\pm 10\%$ ) - this applies to the set 'target' determined by Council either by industry benchmarks or baseline acquired by internal data sources. A $\pm 10\%$ corporate variance is considered to be achievable, feasible and realistic for performance improvement in areas that can be influenced and improved.
Off-Track	When the data (actual) is either below or above the 'corporate/statistical variance range', and is considered as target not met
Previously Reported	When the data (actual) was reported in the previous six monthly Delivery Program progress reports.



### 3. Awards and Recognition

In this reporting period from January – June 2017, Council received two awards and recognition as follows, making a total of 9 awards for the year 2016/2017:

**Highly Commended - Birriwa Reserve Outdoor Youth Space**  
*Parks and Leisure Australia Awards of Excellence*

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

**2<sup>nd</sup> Place – LG Professional Australasian Management Challenge, NSW Division**  
*NSW Annual Local Government Excellence Awards*

The Australasian Management Challenge is a program that provides real life problem solving experiences, where teams comprising 5 or 6 people are given a range of tasks which simulate different scenarios and hurdles that local councils manage on a day-to-day basis. This is a very competitive process and highly regarded within the Local Government industry.

## 4. Highlights

Council's performance shows that 57 Indicators are 'On-Track' and listed below are some of the activities and achievements for this reporting period, January to June 2017.

- Construction works on the new state-of-the-art Oran Park Library and Community Centre Facility commenced.
- Mount Annan Leisure Centre Works commenced for Stage 2, comprising the expansion of the carpark, new sports hall construction, renewal of existing facilities including the pool and temporary relocation of the gym facilities to enable refurbishment of the existing health and fitness areas. Works have also included renewal of the existing facilities including the pool area.
- Council allocated \$4 million for the design and construction of two large water play parks and two major youth play spaces.
- The 'Camden Growth Areas Contributions Plan' was adopted by Council, consisting of \$670 million of infrastructure, which will support future development within the Leppington and Leppington North growth centre precincts.
- Council determined 938 development applications with a value of approximately \$538 million. The assessment timeframe on average is 32 days, which well below the statutory legislative target of 40 days or less.
- The 'Draft Camden Rural Lands Strategy and Study' was endorsed by Council for public exhibition. The aim of the study was to identify the need to effectively manage urban development and population growth, while protecting the rural and heritage character of the Camden LGA.
- Council implemented quarterly Builders BBQ's for local tradespeople and construction companies to raise awareness in regards to site management, sediment and erosion control, prevention of illegal dumping and site theft.
- The new Integrated Planning and Reporting Package (including 2017/18 Budget) was adopted by Council, comprising of the Community Strategic Plan, Delivery Program and Resource Strategy: Executive Summary documents.



- Council adopted its 'Active Ageing Strategy' in June 2017, which is based on the express wishes of Camden Seniors, and supports senior residents in achieving a more balanced lifestyle that is active and healthy through a range of educational programs.
- The Disability Inclusion Action Plan was adopted in June 2017 by Council and will ensure people with a disability have opportunities to be involved in community activities, development and focuses on four key areas to support social and physical wellbeing.
- Council continues to educate the community about sustainability, through initiatives such as EnviroMentors, Seeds of Sustainability (Pre-School Program), Cook it! Macarthur (Love Food Hate Waste) community workshops, Don't feed the Wildlife signage installed and information letter box drops and hosting the EnviroBank Reverse Vending Machine and Sydney Water's Portable Water Unit together with a Refillable Drink Bottle Giveaway at Camden Show.
- Council obtained a NSW Department of Industry, Skills and Regional Development grant of \$5,000 to run a Back to Business event. This was held from 26 February to 4 March, 2017. Council partnered with the South West Sydney Business Enterprise Centre (SWSBEC) to deliver this free event to help support, innovate and celebrate local business.
- Council continues to implement an extensive companion animal education program, including educational displays at Paws in the Park, free micro chipping day for cats and dogs and similar events. Additionally, Council Rangers investigate incidents of roaming dogs and take compliance action where offences under the Companion Animals Act have occurred.
- Council hosted a wide range of events and activities catering for young people, women, seniors, children and diverse communities including; an Inaugural Date Night and Bounce Town events, a free family fun day at Camden Play Day, Australia and Anzac Day.
- Renewal of the Harrington Park Shared Pathway Upgrade Reconstruction took place during this period, with 1.4 kilometres of old asphalt walkway replaced with a 2.5 metre wide concrete pathway.
- Council continues to network with neighbouring Councils and State and Federal Government on projects that benefits the community of Camden LGA. The networks include MACROC, Developers' and Builder's Forum, Regional Special Interest Groups and Westpool.

## 5. Responding to our Results

Council is closely monitoring the 6 indicators with 'Off-Track' and they are:

Key Directions	Indicators – Off-Track	Comments
<b>Healthy Urban and Natural Environments</b>	Illegal Dumping - Incidents of illegal dumping resident advised	<i>251 incidents of illegal dumping were reported by residents and were investigated and identified. Council investigated approximately 42 reports per month. Council continues to undertake a number of educational initiatives around illegal dumping including Builders BBQ's. Council proactively and reactively addresses instances of illegal dumping and takes compliance action against identified offenders.</i>
	Number of non-complying premises are decreasing - Food Premises	<i>Twelve Improvement Notices have been issued for non-complying food premises and five Prohibition Notices have been issued in this reporting period. It is important to note there has been an increase in businesses across the Camden LGA reflecting the population growth.  To improve food safety knowledge and compliance, Council issued its food safety newsletter and conducted free food hygiene training sessions for local food businesses to improve food safety knowledge and compliance.</i>
	Waste diverted from landfill	<i>In the period January 2017 to June 2017 - 47% of all domestic waste collected was diverted from landfill. This lower diversion rate is based on Council's Waste processing contractor who is no longer processing municipal waste material at the facility.</i>
<b>An Enriched and Connected Community</b>	More people participate in active recreation using Council facilities - Seasonal Attendance at Aquatic Facilities: Mount Annan Leisure Centre	<i>There were a total of 119,248 attendances at Mount Annan Leisure Centre during this reporting period. Due to the interruption caused by construction this is reflected in the attendance rate. The pool hall was closed for renovations for a period of six weeks in May/June 2017 impacting overall attendance rate.</i>

Key Directions	Indicators – Off-Track	Comments
<b>Strong Local Leadership</b>	Council's resources are well-protected through careful risk management processes - Liability Claims	<i>Claims were tracking well during this reporting period, however unexpected weather events resulted in a spike in claims at the end of March 2017 as they caused damage across Council's road network.</i>
	Council's resources are well-protected through careful risk management processes - Motor and Plant Claims	<i>As Council staff numbers continue to grow, so does the number of fleet vehicles and plant. Since the last reporting period Council's Fleet has increased by 21%. There has been an increase in the number of motor vehicle and plant claims, however this number includes not at fault accidents which account for 30% of claims. During this reporting period Council has seen an overall percentage decrease in claims of 20% as a proportion of our fleet. This target will be reviewed in future to take into account future growth. During this reporting period Council has started driving training and education.</i>



Oran Park

## 6. The Details

## Key Direction 1 – Actively Managing Camden’s Growth

### *What is Actively Managing Camden’s Growth?*

Effectively managing growth, determined under the State Government’s Metropolitan Strategy, will be the most important issue and focus for Council and its various partners in the coming three decades.






The community of the Camden area does not want to lose the character of this area that they so highly value - its rural setting, country town feel, and the lifestyle associated with these. Achieving a balance between large population increases and keeping the valued characteristics of Camden as it is now will be an ongoing challenge over the coming decades.

However with growth will come significant new opportunities in terms of infrastructure, services, employment, housing choice, and economic benefits. The community is concerned to see public transport, roads, infrastructure, parks and recreational facilities, and the effective management of development as priorities as the area undergoes this growth.



*'The fig farm Leppington' Photo Credit: Murray Wilson*

## Progress on Delivery Program Indicators: Key Direction 1 - Actively Managing Camden's Growth

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Construction certificates are provided in a timely fashion</b>	Days	28.00	9.17	N/A	 GREEN
<i>This represents another very pleasing result for the Certification teams. The service levels achieved have contributed to maintaining certification customers.</i>					
<b>Development assessments are completed in a timely fashion</b>	Days	40.00	31.52	N/A	 GREEN
<i>The 40 day statutory timeframe has continued to be met.</i>					
<b>Significant Camden sites are under active protection/management</b>	%	85.00	85.00	10.00%	 GREEN
<i>Council continues to oversee the implementation of 19 initiatives from the Camden Town Centre Vision. Seven of the key initiatives are actively underway through the Camden Town Centre Urban Design Framework.</i>					
<b>Monitor and maintain the Council's planning instruments</b>	%	100.00	100.00	10.00%	 GREEN
<i>Phase 1 of the Comprehensive LEP Review has been publicly exhibited and projected to be finalised by year end. The Camden DCP 2016 is also currently under preparation and proposed to be publicly exhibited by the end of 2017.</i>					
<b>Timely delivery of infrastructure included in developer agreements</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council currently has twelve executed VPAs. Each of these VPAs delivers a range of infrastructure and facilities which include roads, drainage, riparian areas, recreation and community facilities. Council continues to work closely with Developers to ensure the design and specifications for these projects meet the needs of the community.</i>					

## Delivery Program Outcomes: Key Direction 1 - Actively Managing Camden's Growth

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that are delivered supports the longer term objectives of the Camden community. These objectives are:

1. Camden has the best of both worlds
2. People can access what they need
3. There are housing choices

To support the community vision, below is a summary of some of the actions Council has undertaken:

### **Draft Camden Rural Lands Strategy**

The Camden Rural Lands Strategy will guide Council's decision on land use planning that will impact the area's rural hinterland.

The draft Strategy aims to protect rural lands at the rezoning stage, and to ensure that development controls provide sufficient guidance on matters such as land use conflict and scenic protection.

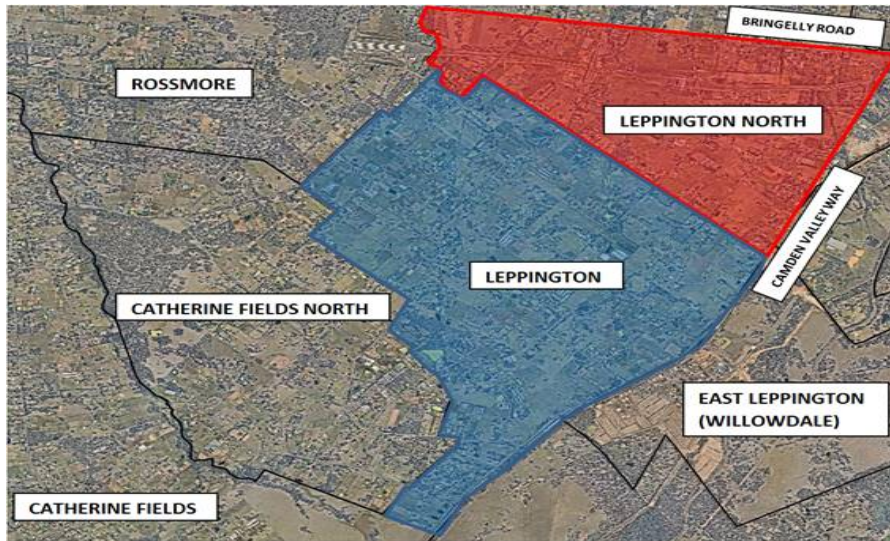
The draft Strategy's seven broad planning principles to inform future land use decision-making include:

- Protect Camden's remaining rural lands
- Retain Camden's valued scenic and cultural landscapes
- Provide certainty and avoid rural land fragmentation
- Minimise and manage rural land use conflict
- Enhance Camden's Rural Economy
- Minimise unplanned non-agricultural development
- Maximise opportunities for relocation of rural enterprises

Council at its meeting in May 2017, endorsed the draft strategy to be placed on public exhibition from June to July 2017.







### Camden Growth Areas Contributions Plan (Leppington and Leppington North Precincts)

The Camden Growth Areas Section 94 Contributions Plan was adopted by Council at its meeting of 28 February 2017, and came into effect in March 2017. This Plan enables Council to levy contributions on developments within the Leppington and Leppington North precincts.

The contributions collected will enable Council to deliver \$675m worth of essential infrastructure including Open Space, Transport and Drainage that will service the community and assist the area in the transition from a rural residential area to a major town centre.

### Comprehensive LEP Review Phase 1 – Public Exhibition

Council at its meeting on 12 July 2016, resolved to exhibit minor amendments to the Camden Local Environmental Plan 2010 (LEP), following a Gateway Determination from the Department of Planning and Environment. The exhibition period was from 29 November 2016 – 27 January 2017.

These changes were administrative and low impact in nature with respect to the following:

- Administrative review of Schedule 5 (Environmental Heritage)
- Comprehensive Review of LEP Mapping
- Review of LEP clauses & exempt development provisions
- Review of Land Use Table
- Review of Additional Permitted Uses.

## Key Direction 2 – Healthy Urban and Natural Environments

### *What are Healthy Urban and Natural Environments?*

Camden's natural and built environments are the "setting" for all aspects of life and are essential for sustaining the health, well-being and the prosperity of people who live here.





The natural environment encompasses all living and non-living things, occurring both naturally and as a result of human activities. It includes the natural assets and resources such as air, water, fuel and biodiversity, the interactions and processes between these resources and both positive and negative impacts from human existence.






The built or urban environment is the human-made surroundings that provide the physical setting for human activity and enables private, economic and community life to function effectively and healthy.













Kirkham - Photo Credit: Murray Wilson



## Progress on Delivery Program Indicators: Key Direction 2 - Healthy Urban and Natural Environments

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Companion animals are appropriately identified</b>	%	50.00	70.00	10.00%	 GREEN
<p>121 dogs impounded with 103 microchipped - 85%</p> <p>40 cats impounded with 9 microchipped - 23%</p> <p>Council Rangers returned 47 dogs and 1 cat to their owners instead of impounding. To assist in improving micro chipping and registration rates, Council Rangers continue to run an extensive Companion Animal education program including school visits, advertising campaigns and promotion at local events. Council Rangers also ran a free microchipping for cats in the month of May and 19 cats were microchipped as part of this initiative.</p>					
<b>Illegal Dumping - Incidents of illegal dumping ranger observed</b>	#	35.00	11	10.00%	 GREEN
<p>66 incidents of illegal dumping on public land were identified and investigated, an average of eleven illegal dumpings per month, as a result of proactive patrol services.</p>					
<b>Illegal Dumping - Incidents of illegal dumping resident advised</b>	#	35.00	42	10.00%	 RED
<p>Council investigated approximately 42 reports per month. Council continues to undertake a number of educational initiatives around illegal dumping including Builders BBQ's. Council proactively and reactively addresses instances of illegal dumping and takes compliance action against identified offenders.</p>					
<b>Incidents of Dog Attacks</b>	Per 1000 Population	1.00	0.26	10.00%	 GREEN
<p>Council received 54 dog attack reports. All were investigated with 23 proven and appropriate compliance action taken.</p>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Incidents of Nuisance Dogs</b>	Per 1000 Population	2.00	0.30	10.00%	 GREEN
<i>Council received 27 complaints in relation to nuisance dogs. All complaints were investigated and Council issued five Nuisance Dog Orders where an offence was substantiated.</i>					
<b>Incidents of Stray Dogs</b>	Per 1000 Population	2.00	2.00	10.00%	 GREEN
<i>Council received 178 requests relating to stray dogs within the LGA. All were investigated and five nuisance orders were issued as a result. Council continues to run an extensive companion animal education program to promote responsible pet ownership.</i>					
<b>Incidents of overgrown land (private)</b>	Per 1000 Population	2.00	1.11	10.00%	 GREEN
<i>98 complaints were received for overgrown properties (private land). All complaints were investigated and appropriate compliance action taken.</i>					
<b>Maintenance cycles are completed to approved service levels</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council continues to deliver services according to the approved service level, and is currently reviewing the maintenance cycles.</i>					
<b>Number of non-complying premises are decreasing - Food Premises</b>	#	5.00	12	10.00%	 RED
<i>Twelve Improvement Notices have been issued for non-complying food premises and five Prohibition Notices have been issued in this reporting period. It is important to note there has been an increase in businesses across the Camden LGA reflecting the population growth.</i>					
<i>To improve food safety knowledge and compliance, Council issued its food safety newsletter and conducted free food hygiene training sessions for local food businesses to improve food safety knowledge and compliance.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Condition of Parks and Playgrounds</b>	%	100.00	100.00	10.00%	 GREEN
<i>All parks and playgrounds inventory and condition completed July 2016.</i>					
<b>Number of non-complying premises are decreasing - Skin Penetration</b>	#	5.00	3	10.00%	 GREEN
<i>Three Improvement Notices have been issued on non-complying skin penetration premises.</i>					
<b>Onsite sewage management systems are operating satisfactorily</b>	#	95.00	160.00	10.00%	 GREEN
<i>160 Approvals to operate were issued for onsite sewage management systems.</i>					
<b>The community is becoming more educated about sustainability</b>	%	50.00	50.00	10.00%	 GREEN
<p><i>Scheduled Education Programs delivered:</i></p> <ul style="list-style-type: none"> <li>• <i>Keep NSW Beautiful's EnviroMentors - environmental education workshops themed around 'water' or 'catchment' and 'litter' to local schools</i></li> <li>• <i>Cook It! Macarthur (Love Food Hate Waste) - in partnership with Campbelltown Council, community workshops delivered</i></li> <li>• <i>Promotion at Community Events - EnviroBank and Portable Water Units promoted at Camden Show</i></li> <li>• <i>Don't feed the Wildlife - signage installed and information letter box dropped to residents surrounding open water bodies</i></li> <li>• <i>Seeds of Sustainability - program delivered to local early childhood service providers</i></li> </ul>					
<b>Bushland under active management - Hectares of natural area in Council ownership</b>	%	12.05	21.50	10.00%	 GREEN
<p><i>Council continues to actively maintain natural areas and currently has bush care programs operating at the following reserves:</i></p> <p><i>Bicentennial Equestrian Park, John Peat Reserve, Hayter Reserve, Kings Bush Reserve, Ron Dine Reserve, River Road Reserve, Benwerrin Reserve, Sickles Creek Reserve, Gundungurra Reserve, Parrotts Farm, Spring Farm Bush Corridor, Camden Wetlands Reserve, Harrington Grove Reserve, Homestead Reserve, Elizabeth Throsby Reserve, Charles Throsby Reserve, Camden Town Farm, Rotary Cowpasture Reserve, Elizabeth Macarthur Reserve.</i></p>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Bushland under Active Management - Number of volunteer bushcare hours</b>	Days	43.00	123.00	10.00%	 GREEN
<i>A total of 862 hours worked by bush care volunteers during the reporting period, with a total of 123 days (based on a 7hr working day)</i>					
<b>Street trees are proactively managed within budget - Identified works completed within service standards</b>	%	60.00	60.00	10.00%	 GREEN
<i>Street Tree Planting Program was completed in the July - Dec 2016 period, with 126 trees planted within the Stage Two Street Tree Planting Program.</i>					
<b>The Community is generating less waste</b>	#	200.00	196.50	10.00%	 GREEN
<i>This figure is calculated on the projected estimated population from 2017 and may fluctuate slightly between reporting periods.</i>					
<b>There are places to play</b>	#	3.70	3.76	10.00%	 GREEN
<i>Currently there are 286 parks and reserves under Council's control, with an additional eight parks delivered by developers through Voluntary Planning Agreements and Works in Kind Agreements. Additionally, existing parks are being embellished through Council's Works program, such as Birriwa Reserve.</i>					
<b>Waste diverted from landfill</b>	%	75.00	47.00	10.00%	 RED
<i>In the period January 2017 to June 2017 - 47% of all domestic waste collected was diverted from landfill. This lower diversion rate is based on Council's Waste processing contractor who is no longer processing municipal waste material at the facility.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Water quality in rivers and waterways is maintained or improved</b>	#	100.00	100.00	10.00%	 GREEN
<i>The water quality is considered stable and monitored regularly. Notifications of any concerns within the water systems such as the occurrence of Blue Green Algae is signposted on detection.</i>					
<b>Street trees are proactively managed within budget - Inspections undertaken within service standards</b>	%	75.00	75.00	10.00%	 GREEN
<i>During this reporting period 710 new customer requests were received and inspected, of which 1,340 work orders were issued.</i>					

## Delivery Program Outcomes: Key Direction 2 – Healthy Urban and Natural Environments



Macarthur Park

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. The water is clean
2. People breathe clean air
3. Bushland is protected
4. You can hear the sounds of nature
5. Nothing is wasted
6. There is community pride
7. There are places to play
8. People are healthy

To support the community vision, below is a brief on some of the actions Council has undertaken:

### 20 Million Trees

Council currently manages natural areas in community land to improve natural amenities, enhance tree cover and habitat corridors, and improve green spaces for the community. In March 2015, Council received funding from the Australian Government (through the 20 Million Trees Program), for the *Nepean River Trail - Habitat Corridor Enhancement and Extension*. Council, along with members of the community from local schools, various sporting groups, community groups and the Australian Government Green Army Program, have continued to plant trees and shrubs at Rotary Cowpasture Reserve from January to June 2017, bringing the total to more than 12,000 plantings.

This program has also included the removal of more than 2.5ha of weeds to restore the endangered ecological community, River-flat Eucalyptus Forest which will provide plants and animals with an ecologically rich habitat to thrive in.



Nepean River Trail Habitat Corridor signage



## Seeds of Sustainability

Council's *Seeds of Sustainability* is a sustainability education program held for local pre-schools enabling staff and children to take a more active role in caring for their environment and contributing to a sustainable future. Seeds of Sustainability addresses the four key themes of waste, water, energy and biodiversity.

Over 730 children and 80 staff members from 19 preschools participated in 26 waste and biodiversity incursions facilitated by Council during 2016/17. This includes ten new preschools in the new release areas of Gregory Hills, Oran Park and also mobile service providers. Since its launch in November 2014, over 1645 preschool children have participated in Seeds of Sustainability.



Envirobank Reverse Vending Machines

## Envirobank Reverse Vending Machines

Council's Waste and Sustainability Teams collaborated to implement a range of initiatives at the largest local community event, the annual Camden Show.

These initiatives ranged from:

- Catchment Model Demonstrations - showing how simple actions, such as washing the car on the driveway or not picking up dog droppings can impact on our local waterways.
- Envirobank Reverse Vending Machines (RVMs) - enabled visitors to get rewarded for their recycling efforts. A total number of 1,075 drink containers (711 PET bottles and 364 aluminium cans) were recycled through the RVMs.
- Portable Water Units - enabling visitors to 'top up' their bottles with drinking water for Free! 608 Litres were consumed over two days.



Seeds of Sustainability Education Program

### **Water Quality Monitoring Program**

Council is committed to improving water quality in waterways, and in particular preserving the amenity values of lakes and ponds in keeping with community expectations. As such, Council has commenced a water quality monitoring program which will establish a data base of water quality indicators for future use of Council, as well as showing improvement trends across the LGA.

As urban areas increase in the LGA, water quality data will provide valuable input into a number of programs including storm water infrastructure planning, weed removal and vegetation management.

With the onset of warmer weather the monitoring program will include sampling of recreational sites on the Nepean River and Blue Green Algae monitoring.



**Water Quality Monitoring Program**



**EnviroMentors Sustainability program**

### **EnviroMentors Sustainability Education Program**

Council held a sustainability education program in late February 2017, where seven local primary schools attended. A total of 712 students either participated in the 'Litter' module, learning about the environmental and social impacts of littering and ways to protect the environment by correctly disposing of rubbish or 'Keeping Waterways Clean' module, learning about catchment health, littering and pollutants.

EnviroMentor's water-themed modules are funded through Council's Stormwater Education and Awareness program in 2016/17.

## Key Direction 3 – A Prosperous Economy

### *What is a Prosperous Economy?*

Prosperity means that people have enough – that they are satisfied with their standard of living and have a balance between their financial and social wellbeing. Financial wellbeing relies on access to education, employment, housing, and a strong and diverse local economy.

A strong local economy for the Camden LGA is characterised by vibrant town and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.





The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.


The economic development and prosperity of Camden is linked with the broader South West region and much of the focus for the Camden LGA into the future will continue to be working with relevant partners as well as through the Camden Regional Economic Taskforce (CRET) and the Macarthur Regional Organisation of Councils, on the development of a strong regional economy.



**Back to Business Event** Photo Credit: Brett Atkins

## Progress on Delivery Program Indicators: Key Direction 3 – A Prosperous Economy

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>The number of jobs in the Camden Local Government Area increases</b>	%	23,295.00	27,057.00	10.00%	 GREEN
<i>There were 27,057 jobs located in the Camden LGA in the year ending June 2016. Annual statistics are usually available from the National Institute of Economic and Industry Research (NIEIR), in the March of the following year.</i>					
<b>The Community is actively engaged in the planning for places</b>	%	100.00	100.00	10.00%	 GREEN
<i>Community engagement for the Camden Town Centre Urban Design Framework has been undertaken during the period with a range of community meetings and other engagement techniques. Council also commenced the process of early planning proposal notification during this time.</i>					
<b>Tourists are satisfied with the Macarthur Region visitor experience</b>	%	80.00	95.00	10.00%	 GREEN
<i>Camden Visitor Information Centre continues to receive positive feedback both verbally and via the guest book located at the Visitor Information Centre. Surveys completed via the brochure request form on the Camden website, indicate that visitors who have travelled to Camden previously are generally satisfied with their experience.</i>					
<b>Utilisation of the regional tourism website is increasing</b>	#	50,000	202,932	10.00%	 GREEN
<i>Page views via www.macarthur.com.au were a total of 202,932, an increase on the previous six month period of 115%. New visitors continue to increase to the page, with a total of 73.05% new visitors up from 71.9%, an increase of 1.15% on the previous six month period. Page views via www.visitcamden.com.au (Tourism page for Camden Council) received 21,241 views compared to 21,935 in the previous six month period, a small decrease in number.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Visitors to the Tourism Information Centre are increasing</b>	#	1,600	1,440	10.00%	
<i>Camden Visitor Information Centre received 1,170 visits, 95 phone calls and 175 emails during the period, a consistent increase of online services.</i>					

## Delivery Program Outcomes: Key Direction 3 – A Prosperous Economy

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. The local economy is growing
2. There are a variety of local jobs available
3. There is a commitment to learning
4. People can access what they need

To support the community vision, below are the highlights on some of the actions Council has undertaken:

### **Back to Business Event**

The Back to Business Week is a new NSW government initiative that celebrates small to medium businesses, and promotes and supports the critical role they play in local communities. Council received funding of \$5,000 (to run a “Back to Business” event) from the NSW Department of Industry, Skills and Regional Development.

Council partnered with the South West Sydney Business Enterprise Centre (SWSBEC) to host this free event from (26 February to 4 March 2017) to help support, innovate and celebrate local business.



**Back to Business Event** Photo Credit: Brett Atkins

### **Creative Camden Hub**

Council successfully attracted funding of \$15,000 for its Creative Camden Hub project from the NSW Create NSW Government grant.

The project will be based at the Harrington Park Community Centre and will support local artists, arts groups to hold workshops, rehearsals and performances as well as the existing uses of the community centre. The grant will support new creative hubs to build capacity and sustainability of the arts.

## Partnership with Golf NSW

Camden has successfully hosted two Regional Qualifier's for the NSW Men's Open. Last year's NSW Open Regional Qualifier marked the first regional golf event to be held in Camden, as part of a three-year partnership between Golf NSW and Camden Council.

The second event held in May 2017 was a 'stroke play' event, incorporated into the Camden Cup, with players from across Sydney participating in both events at Camden Golf Club.

The partnership with Golf NSW aims to increase visitors and support economic development, local businesses and tourism in the LGA, as well as showcase Camden.



**Jason Webb – Winner Men's NSW Open  
Regional Qualifier - May 2017**



**Men's NSW Open Regional Qualifier - May 2017**

*Photo: (Left to Right)*

*Bob Zelesco - Club Captain, Camden Golf Club*

*Jason Webb - Winner May 2017*

*Graeme Phillipson - General Manager, Golf NSW*

## Key Direction 4 – Effective and Sustainable Transport

### *What is Effective and Sustainable Transport?*

Effective transport underpins all aspects of an accessible and functioning place.

Transport impacts on the health of the natural environment and the health and wellbeing of people able to connect with their community and services. It impacts on the effectiveness and amenity of the urban environment and on the viability and growth of the local and regional economy.

An accessible Camden means that people are able to travel easily within their own local area and are effectively connected to the wider Macarthur and metropolitan regions.





Effective and sustainable transport for Camden would include affordable, convenient and integrated public transport that is a viable choice over private vehicles; infrastructure that enables and encourages healthy forms of transport such as walking and cycling; safe and uncongested roads; and support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.



Promoting Safe Cycling



## Progress on Delivery Program Indicators: Key Direction 4 - Effective and Sustainable Transport

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Outstanding Traffic Committee recommendations are being met</b>	%	90.00	90.00	10.00%	 GREEN
<i>All Traffic Committee recommendations and actions were successfully completed.</i>					
<b>Successful completion of Black Spot Funded projects</b>	%	100.00	100.00	10.00%	 GREEN
<i>Design completed for Burragorang Road / Cawdor Road Intersection Upgrade and Request for Tender issued with revised program and scope agreed with RMS. Design completed for Deepfields Road Upgrade and works commenced. Revised program agreed with RMS. RMS have extended the Black Spot Funded Projects till December 2017.</i>					
<b>Identified projects are completed as planned - Road Construction</b>	%	90.00	90.00	10.00%	 GREEN
<i>Projects are being completed as per Council's Works Program with some minor delays.</i>					
<b>The number of recorded road accidents (fatal and non-fatal) per 1000 population</b>	%	1.40	1.40	10%	 GREEN
<i>Latest crash rate from RMS (December 2015) had 1.4 fatality and injury crashes per 1000 population. RMS crash data for 2016 anticipated to become available at the end of 2017.</i>					

## Delivery Program Outcomes: Key Direction 4 - Effective and Sustainable Transport

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. Roads are High Quality, Free-Flowing and Safe
2. We leave the car at home
3. People Breathe Clean Air

To support the community vision, below is a snapshot on some of the actions Council has undertaken:

### Harrington Park Footpath

Council has renewed 1.4 kilometres of old pathway surrounding Harrington Park Lake, with a new 2.5 metre wide fully reinforced concrete shared pathway. This shared pathway will allow residents to walk safely around the lake, while bicycles share the pathway, to cater for the growing number of families and recreational activities in the area.

Further works are programed for this site which will see new fitness stations adjacent to the pathway.



Harrington Park Footpath Construction



Harrington Park Footpath Construction Complete

## Key Direction 5 – An Enriched and Connected Community

### *What is an Enriched and Connected Community?*

An enriched and connected community involves arts and culture, community safety, healthy lifestyles and community health, enrichment through learning and information, and recreation and leisure to build social capital and cohesion.






These are all elements that lead to a community with high levels of wellbeing. This is usually characterised by connection, networks and support within the community; participation and ownership; equity and access; and democratic governance. Equity and access means that all people are able to access the variety of opportunities within a community, both social and economic, regardless of background, ability or circumstance.





Community wellbeing describes the state of satisfaction, contentment and fulfilment of needs experienced within a particular group of people.







NAIDOC Week 2016

## Delivery Program Indicators: Key Direction 5 - An Enriched and Connected Community

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Council delivers programs catering for identified target groups</b>	Number	14.00	15.00	10.00%	 GREEN
<i>A variety of events and activities including, Seniors Week, Youth week, International Women's Day, Family Fun Day, Refugee Week Youth Art Projects and Harmony Day were held.</i>					
<b>Council's Community Halls are utilised</b>	%	15	18.8	10.00%	 GREEN
<i>Community hall usage achieved a total average of 18.8% which includes the seasonal variation with January a low use month.</i>					
<b>Council's library facilities and programs are well-attended</b>	#	160,000	198,226	10.00%	 GREEN
<i>Libraries continue to attract large numbers of visitors.</i>					
<b>Library membership is high amongst residents</b>	%	37.00	52.00	10.00%	 GREEN
<i>Membership rates continue to be higher than target.</i>					
<b>More people participate in active recreation using Council facilities - Seasonal Attendance at Aquatic Facilities: Mount Annan Leisure Centre</b>	#	168,907	119,248	10.00%	 RED
<i>There were a total of 119,248 attendances at Mount Annan Leisure Centre during this reporting period. Due to the interruption caused by construction this is reflected in the attendance rate. The pool hall was closed for renovations for a period of six weeks in May/June 2017 impacting overall attendance rate.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>More people participate in active recreation using Council facilities - Seasonal Bookings of Sportsfields</b>	#	120.00	157.00	10.00%	 GREEN
<i>There were a total of 157 sports field bookings for this reporting period.</i>					
<b>More opportunities for participating in community cultural events</b>	#	5.00	8.00	10.00%	 GREEN
<i>During this reporting period there were a number of cultural highlight events including; Camden Shorts Young People's Performance Event, Successful Live and Local Event, Sydney Writers Festival Event, Sell out comedy circuit events including Anh Do, Dave Hughes and Children's events which included Play School Concert and Lah Lah.</i>					
<b>The Camden Civic Centre is enjoyed by the community as a venue for a range of events – ratio of returning clients to new clients</b>	%	80.00	92.50	10.00%	 GREEN
<i>New markets have strengthened with the Centre's activity heightened in terms of corporate training and live entertainment. 40 new clients commenced with the centre representing 7.5% growth in clients and 92.5% return business for the Centre.</i>					
<b>The Camden Civic Centre is enjoyed by the community as a venue for a range of events – Average number of non-Council events (Civic Centre Utilisation)</b>	#	50.00	71.00	10.00%	 GREEN
<i>71% of the overall number of bookings for events held within the venue are community or private events.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>The value of event sponsorship stays the same or increases – Incoming</b>	\$	6,000	6,460	10.00%	 GREEN
<i>Sponsorship for the first half of 2017 was on target with the main focus the Paws in the Park event. Major sponsors included Royal Canin, Macarthur Vet Group and University of Sydney all returned as key sponsors, plus five bronze level local businesses were repeat event supporters and four new businesses came on board as sponsors this year.</i>					
<b>The number of event sponsorship stays the same or increases - Outgoing</b>	#	10.00	10.00	10.00%	 GREEN
<i>Ten events sponsored with a total combined monetary and in-kind value of \$48,450. This is an increase of \$17,475 from the Jan-Jun period in 2016.</i>					
<b>Camden families have access to quality Family Day Care services – Hours of Care Provided</b>	#	160.00	189.00	10.00%	 GREEN
<i>Camden families continue to have access to a high quality Family Day Care service. The service provision ranges from 6am to 7pm. The average utilisation rate by families is 189 for the past six months. It is anticipated that this will increase due to the number of enquiries received reflective of the development that is occurring in the Camden LGA and the growth of the population of young families.</i>					
<b>Crime Levels in the Camden area remain low</b>	#	27.00	27.75	10.00%	 AMBER
<i>Latest 24 month crime rate (all classes) as at December 2016 from Bureau of Crime Statistics and Research (BOCSAR) was 27.75 incidents per 1000 population. This indicates a generally stable crime rate.</i>					

## Delivery Program Outcomes: Key Direction 5 - An Enriched and Connected Community

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. People feel they belong
2. There is community pride
3. People feel safe
4. People are healthy

To support the community vision, below is a summary on some of the actions Council has undertaken:



Camden Play Day

### Camden Play Day

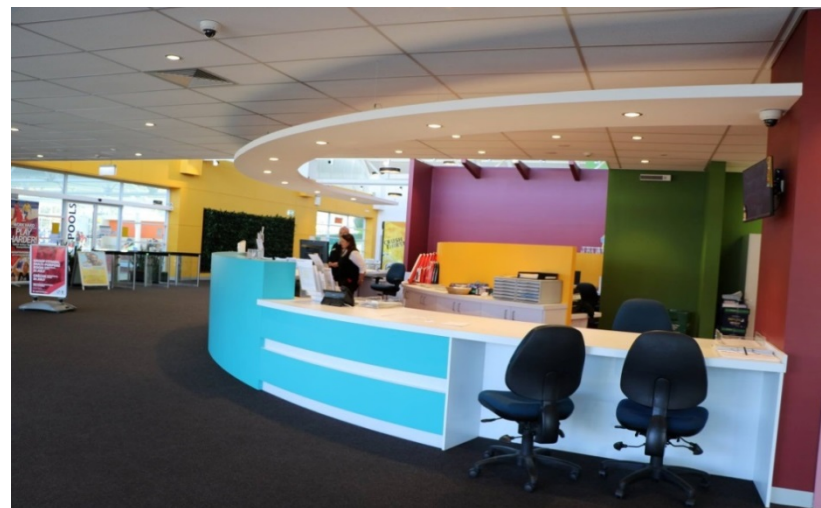
A successful Camden Play Day was attended by over 2000 people at Kirkham Park, Elderslie in May 2017. The event included free activities for a variety of ages such as how to do CPR from St John Ambulance, various safety messages from local Police and Fire Brigade, and lessons on environmental sustainability and reducing food waste.

Council provided Love Food Hate Waste demonstrations, PIP (Permanent Identification Program) and PAWS (Pet Awareness and Safety Program) programs, Books Unbound Library Services, Council's interactive Waste Services truck, all popular with families attending.

## Mount Annan Leisure Centre

Stage 2 works to the Mount Annan Leisure Centre have commenced and the upgrades include:

- Expansion of the Health and Fitness facilities including new amenities
- Upgrade of the service desk and entry foyer
- New two court indoor multipurpose sports hall
- Expansion of crèche facilities
- Restoration of indoor pools
- Painting of pool hall
- Replacement of corroded water slide
- Upgrade of kiosk servery and
- Resurfacing of the existing carpark and additional car parking.



Mount Annan Leisure Centre – Upgrade of the service desk and entry foyer



Construction of new Oran Park Library and Community Centre

## Oran Park Library and Community Centre work underway

Council's new state-of-the-art Library and Community Centre in the heart of the Oran Park Precinct construction works are well underway. The new facility will be delivered under a Voluntary Planning Agreement between Council, Urban Growth NSW and Greenfields Development. The focus will be on sustainable features to reduce the eco footprint including air conditioning linked to the Council administration building, to reduce running costs, and efficient water use. The external space has been designed to encourage cycling and walking and will feature an outdoor recreation area with user-friendly street furniture.





### Disability Inclusion Action Plan

Council strengthened its resolve in supporting the community through its Disability Inclusion Action Plan 2017-2021 which was adopted in June 2017.

The Plan outlines a list of tasks which will ensure people with a disability have opportunities to be involved in community activities and development and focuses on four key areas to support social and physical wellbeing. These include:

- Encouraging positive community attitudes towards people with a disability
- Creating liveable communities by making events and facilities accessible
- Supporting access to meaningful employment
- Improving systems and processes for people with a disability

### Active Ageing Strategy

The Active Ageing Strategy was adopted by Council in June 2017 and was created by listening to community views, experiences and values. The strategy's main focus is to optimise the quality of life as people age, by ensuring that older people feel safe, have access to information, services, facilities and opportunities to maximise health, well-being and participation in community life.



## Key Direction 6 – Strong Local Leadership

### *What is Strong Local Leadership?*

Strong local leadership means that the Camden area has strong organisations and individuals representing its interests, who are responsive to this community, and who are working together to achieve the community's vision for the future. This will be the key vehicle for achieving the outcomes expressed by the Camden community in this plan.

Strong local leadership will be needed from all levels of government, as well as the private sector, non-government organisations, business and industry groups, and community organisations. Developing leaders within our community will place the Camden area in good stead for the years to come.





Camden Council, as the level of government in closest contact with the local community, has a particular role in the planning, advocacy and delivery of good outcomes on behalf of the Camden community. This role is important, as Camden faces massive urban and population growth, particularly in advocating for the delivery of major infrastructure provision, and in balancing the needs and desires of the current population with the pressures of growth.






Importantly, strong local leadership can influence the way that government engages with and responds to the local community in decisions, plans and services that impacts on this local area.











Community Engagement

## Progress on Delivery Program Indicators: Key Direction 6 - Strong Local Leadership

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice</b>	#	0.00	0.00	N/A	 GREEN
<i>No breaches of the Code of Meeting Practice occurred.</i>					
<b>Council addresses areas of poor performance in its Delivery Program</b>	%	100.00	100.00	N/A	 GREEN
<i>Council continues to focus on continuous business improvement and organisational development via Council's Business Improvement Plan (BIP) and service delivery via Customer Service Workshops.</i>					
<i>To date: 98% of BIP Projects on track, with 75% BIP Projects completed and 97% of teams have completed Customer Service Workshops.</i>					
<b>Disaster Plan remains current and accessible</b>	%	100.00	100.00	N/A	 GREEN
<i>The Emergency Management Committee have been involved in the review of the development of emergency plans and are aware of procedures. Copies of the final plan have been circulated. The existing plan remains current until the new plan is endorsed.</i>					
<b>Local emergency management committee is familiar with emergency facilities and emergency procedures - Evaluation completed</b>	%	100.00	100.00	10.00%	 GREEN
<i>The Emergency Management Committee have been involved with the development of the emergency plans and are aware of the procedures. Regular evaluations are conducted at Rural Fire Service headquarters.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Local emergency management committee is familiar with emergency facilities and emergency procedures - Exercises conducted</b>	#	1.00	1.00	10.00%	 GREEN
<i>Emergency Management Committee have been involved with developing emergency plans and are aware of procedures. Exercise undertaken at Rural Fire Service headquarters.</i>					
<b>Council reports its performance to the community</b>	%	100.00	100.00	N/A	 GREEN
<i>Council presented the Delivery Program Progress Report for July to December 2016 to the community in April 2017.</i>					
<b>The promotion of Council services, programs and local information is delivered effectively to the community</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council promotes its services, programs and local information to the community via a range of methods including Media Releases, Let's Connect, Facebook, website, Mayor's print and radio messages, corporate weekly ad, information at events, flyers, brochures, road side banners and rates notices.</i>					
<b>Council's workforce is appropriately skilled, safe and stable - Proportion of staff accessing education assistance as proportion of full time employees (FTE's)</b>	%	4.00	6.90	N/A	 GREEN
<i>Over this reporting period 16 applications for education assistance were approved. 25 staff in total utilised education assistance over 2016/2017 financial year.</i>					
<b>Lost time as a proportion of full time employees – Injury Frequency Rate</b>	%	19.00	12.71	N/A	 GREEN
<i>Council has experienced a decrease in lost time during the reporting period. This decrease brings the result below the identified target.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Staff Turnover</b>	%	8.10	4.70	N/A	 GREEN
<i>Staff Turnover has remained steady over the last six months and is still under the industry standard. The second half of the year sees a slight drop in turnover.</i>					
<b>Staff display Council's Corporate Core Values in their work</b>	%	80.00	81.50	10.00%	 GREEN
<i>The 2016/17 final performance review resulted in 81.50% of staff receiving a score of seven or higher across Council's Core Values.</i>					
<b>Information systems are reliable and technical support to users is provided promptly – System Downtime</b>	%	2.00	0.31	10.00%	 GREEN
<i>72 hours availability per week - 288 hours for the month – 1,728 hours for six months. Consolidation of six months outage numbers down for 5.42 hours out of 1,728 hours.</i>					
<b>Technical support incident closure rate</b>	%	80.00	82.51	10.00%	 GREEN
<i>2,100 IT requests completed from 2,545 in the month they were raised.</i>					
<b>Council's resources are well-protected through careful risk management processes - Property Claims</b>	#	8.00	3.00	10.00%	 GREEN
<i>Property claims remain consistent with the last reporting period.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Council's resources are well-protected through careful risk management processes - Liability Claims</b>	#	35.00	56.00	10.00%	 RED
<i>Claims were tracking well during this reporting period, however unexpected weather events resulted in a spike in claims at the end of March 2017 as they caused damage across Council's road network.</i>					
<b>Council's resources are well-protected through careful risk management processes - Motor and Plant Claims</b>	#	28.00	39.00	10.00%	 RED
<i>As Council staff numbers continue to grow, so does the number of fleet vehicles and plant. Since the last reporting period Council's Fleet has increased by 21%. There has been an increase in the number of motor vehicle and plant claims, however this number includes not at fault accidents which account for 30% of claims. During this reporting period Council has seen an overall percentage decrease in claims of 20% as a proportion of our fleet. This target will be reviewed in future to take into account future growth. During this reporting period Council has started driving training and education.</i>					
<b>Council engages with a demographic diversity of residents that is consistent with the community's demographic composition</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council's Community Engagement Policy was reviewed. Council continues to develop a range of media, communications and community engagement strategies and plans for major projects and initiatives. Council have delivered a range of events throughout the year to cater for the diverse needs of the community including Australia Day, Citizenship Ceremonies and Civic Awards, Camden Show, Anzac Day, Paws in the Park and two new events including Bounce Town and Date Night.</i>					

## Delivery Program Outcomes: Key Direction 6 – Strong Local Leadership

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. People have a say in the future
2. It is well governed

To support the community vision, below is the summary of some of the actions Council has undertaken:

### Council's Integrated Planning and Reporting (IPR) Package

As per IPR legislation, Council has reviewed and updated its Integrated Planning and Reporting Package. These are the main documents for Council, and consist of the Community Strategic Plan, 2017/18 - 2020/21 Delivery Program including Operational Plan (Budget), and the Resource Strategy: Executive Summary.

These key documents play a vital role in establishing strong links with the community and in ensuring the main priorities are delivered. The Integrated Planning and Reporting Package were adopted by Council at its meeting in June 2017.



### HSC High Achievers' Reception

Council hosted its 2016 Year 12 students from the local high schools who achieved Band 5 or 6 in their HSC, or other high achieving students the school would like to nominate. The event allows the community to congratulate and recognise the achievements of students who received exceptional results in the undertaking of their Higher School Certificate in 2016.

## References

1. Camden 2040
2. Delivery Program 2013/2014 to 2016/2017 including 2016/2017 Budget and Annual Operational Plan
3. Annual Report 2015/2016
4. Financial Statements 2015/2016
5. Fit for Future - [www.ipart.nsw.gov.au](http://www.ipart.nsw.gov.au)